

MINUTES

ORDINARY MEETING OF COUNCIL

TUESDAY 23 OCTOBER 2018

7.00PM

**COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL
LITTLE MALOP STREET, GEELONG**

COUNCIL:

**Cr B Harwood (Kardinia Ward)
Mayor**

**Cr S Asher (Bellarine Ward)
Cr J Mason (Bellarine Ward)
Cr T Sullivan (Bellarine Ward)
Cr E Kontelj (Brownbill Ward)
Cr S Mansfield (Brownbill Ward)
Cr P Murrihy (Brownbill Ward)
Cr R Nelson (Kardinia Ward)
Cr P Murnane (Kardinia Ward)
Cr A Aitken (Windermere Ward)
Cr K Grzybek (Windermere Ward)**

SECTION A - PROCEDURAL MATTERS

Acknowledgements	1
Confirmation of Minutes	1
Declarations of Conflicts of Interest	1
Question Time	2
Petitions	2

SECTION B - REPORTS

1. Amendment C376 – Consideration of Submissions and Adoption	3-27
2. Multicultural Action Plan	28-29
3. Municipal Public Health and Wellbeing Plan	30-32
4. Draft G21 Regional Hockey Strategy	33-36
5. Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy	37-42
6. 2017-2018 Annual Report.....	43-45
7. Geelong's Iconic Floating Christmas Tree : Five-Year Funding	46-49
8. Rural Councils Transformation Program.....	50-52
9. Delegations Review : Council to Staff	53-59
10. Delegations Review : Council to CEO.....	60-63
11. Delegations Review : Council to Special Committees	64-70

SECTION C - NOTICE OF MOTION – CR MANSFIELD

SECTION D - ASSEMBLY OF COUNCILLORS

SECTION E - PLANNING DELEGATIONS

**MINUTES OF THE ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 23 OCTOBER 2018
COMMENCING AT 7.00 PM**

PRESENT: Cr P Murrihy (Deputy Mayor), Crs A Aitken, S Asher, K Grzybek, E Kontelj, S Mansfield, J Mason, P Murnane, R Nelson, T Sullivan

Also present: M Cutter (Chief Executive Officer), B Luxford (Director Investment and Attraction), J Van Slageren (Acting Director Manager Planning and Development), G Wilson-Browne (Director City Services), P Anderson (Director Finance & Strategy), L Barton (Acting Executive Manager People and Organisation Development), R Leonard (Executive Manager Governance & Legal Services)

OPENING: The Deputy Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

Council acknowledged Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

APOLOGIES: Cr B Harwood (Mayor) (Leave of Absence)

LEAVE OF ABSENCE:

Cr Nelson moved, Cr Mason seconded –

That Leave of Absence be granted to Cr Mansfield from 7-16 November, inclusive.

Carried.

CONFIRMATION OF MINUTES:

Cr Kontelj moved, Cr Grzybek seconded -

That the Minutes of the Ordinary Meeting held on 25 September 2018 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST:

Cr Murnane declared a Conflict of Interest in Agenda Item 5 - Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy.

QUESTION TIME:

Questions submitted by **Rusty** prior to the meeting will be responded to in writing.

Mario Panebianco asked questions in relation to the Asphaltting of Asher Road:

The road in question is approximately a 600m stretch of road seemingly forgotten about. What is currently gravel, this road has no good reason not to be asphalted similar to all roads surrounding it. For example, Valleyside Drive, which is both asphalted and kerbed. Enquiries have been made into the costs of such a project – the Council would recoup the costs in approximately five years in current regrading costs. Interest is also in finding out why this road was seemingly abandoned.

- 1) Why was the asphaltting of Asher Road left uncompleted?
- 2) When can we reasonably expect the asphaltting to be completed?

The Acting Mayor took the questions on notice for a written response.

PETITIONS: Nil.

1. AMENDMENT C376 - CONSIDERATION OF SUBMISSIONS AND ADOPTION

Source: Planning and Development - Strategic Implementation
Acting Director: Joanne Van Slageren
Portfolio: Sustainable Development

Purpose

To consider the submissions received in relation to the exhibition of Amendment C376 and to adopt the Amendment.

Background

Amendment C376 proposes to make a number of minor changes to the Greater Geelong Planning Scheme. The Amendment is a 'bundled' Amendment, to both correct errors and introduce a number of minor changes to the Scheme ordinance and mapping.

Following exhibition in May 2018, four submissions were received. One submission sought a reduced application of the Batesford Quarry Heritage Overlay, while the National Trust Geelong Branch supports the Amendment but requests that it be provided with additional information which does not relate to the adoption of the Amendment. All other submissions were supportive.

Key Issues

Having exhibited the Amendment and considered the submissions Council can adopt those parts of the Amendment to which no objecting submissions have been received. A summary of the four submissions received, together with officer response where required, is included at **Attachment 2**.

As discussed in **Attachment 3** it is recommended that the Amendment be separated into two parts and that Council adopt Amendment C376 Part 1 (set out in **Attachment 4**). It is also recommended that Council defer consideration of two exhibited changes to the Heritage Overlay (this will be Part 2) as set out in **Attachment 5**, pending discussions with the landowner and Heritage Victoria, in relation to a redundant listing on the Victorian Heritage Register relating to the Batesford Quarry.

Cr Mason moved, Cr Asher seconded -

That Council:

- 1) Adopt Amendment C376 Part 1 in the form outlined in Attachment 4 of this report;**
- 2) Submit the adopted Amendment together with the prescribed information to the Minister for Planning requesting approval; and**
- 3) Defer consideration of Amendment C376 Part 2 pending:**
 - a) review of the listing of the Former Bachyrus Steam Shovel site at Batesford Quarry on the Victorian Heritage Register; and**
 - b) discussions with the affected landowner of the proposed extent of the revised listing of the Batesford cement elevator in the schedule to the Heritage Overlay.**

Carried.

Attachment 1

Financial Implications

There will be no significant financial implications for Council as a result of the adoption of this Amendment.

Community Engagement

The Amendment was exhibited in accordance with the provisions of the *Planning and Environment Act 1987* from Thursday, 3 May to Monday, 4 June 2018, with four submissions received in response.

The amendments proposed to be adopted as part of this report were not the subject of submissions which objected or sought changes.

In the case of amendments, the determination of which is proposed to be deferred, further discussions will take place with the submitters and other relevant stakeholders prior to a further report and recommendation being made to Council.

Social Equity Considerations

The Amendment is largely policy neutral and there are no adverse social equity impacts.

Policy/Legal/Statutory Implications

The changes proposed by this Amendment are essentially of a minor administrative nature.

The Amendment will result in good planning outcomes by ensuring that the provisions of the Planning Scheme recognise existing land uses and ensure that inaccurate application of overlay provisions do not result in unnecessary requirements for planning permits.

Alignment to Council Plan

The Amendment supports the Sustainable Built and Natural Environment strategic direction of the Council Plan 2018-22 and is consistent with the strategic direction of community wellbeing and the priority of connected, creative and strong communities.

Conflict of Interest

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

No significant risks associated with implementing the recommendation contained in this report have been identified. Risk to places of heritage significance could potentially result from a failure to correct the identified errors to the Schedule to the Heritage Overlay in the manner recommended in this report.

Environmental Implications

The proposed Amendment will not have any adverse effects on the environment.

Attachment 2

Summary of Submissions

No	Name	Address	Type	Summary of Submission	Officer Response
1	Environment Protection Authority	GPO Box 4395 Melbourne, Victoria 3001	Neutral	"The EPA has no objections"	No Response Required
2	Geelong and Region Branch National Trust of Australia (Victoria)	P O Box 1512 Geelong 3220	Supporting	"Supportive of most aspects outlined in Amendment C376." Requests investigation as to the following: 1/. Does HO1732 remain in the Planning scheme. 2/. Is HO1710 the property at 405 Bluestone Road?	1/. HO1732 is not part of or in any way affected by this Amendment 2/. HO1710 is listed in the Schedule to the heritage Overlay as 405 Bluestone Road, Connewarre, consistent with the Statement of Significance prepared for this property as part of the Greater Geelong Outer Areas heritage Study: Stage 2. As it is some years since the assessment was prepared, combined with the fact that the address is part of a larger property,, it will be necessary for the statement of significance to be reviewed and the extent of the proposed application of the overlay to be determined.
3	Novo Planning Pty Ltd On behalf of Curlewis Golf Club	No mailing address included	Supporting	"The amendment is strongly supported"	Relates to the alteration to Special Use Zone – Schedule 3 Private Golf Courses. No matters raised which require an officer response.
4	TGM Group Pty Ltd On behalf of Riverlee Heights Pty Ltd	P O Box 1137 Geelong 3222	Seeking to change the amendment	"If ... a representative section of the conveyor be retained, this should preferably be at ground level in an open space reserve or included in the existing Public Conservation and Resource Zoned land adjacent to the Moorabool River where the existing overlay is in place."	Relates to the proposed change to the extent of the proposed extension of HO 1740. The officer recommendation proposes deferral of this element of the amendment to allow further investigation, with a view to applying the changed extent of application of HO1740 consistent with the submission.

Attachment 3

Discussion

The decision to prepare and exhibit the Amendment was made by a delegated Council Officer on 2 March 2018. The Amendment is a 'bundled' Amendment, to both correct errors and introduce a number of minor changes to the Greater Geelong Planning Scheme ordinance and mapping.

Amendment C376 Part 1

The following elements of the exhibited Amendment were not the subject of submissions in opposition or seeking a change. Accordingly, the Amendment recommended to be adopted (as set out in **Attachment 4**) includes:

Land affected:

- 31 – 33 Cross Street, Batesford
- 33 Cross Street, Batesford
- 169 – 199 Cox Road, Corio
- New Station Estate, Corio
- 36 – 79 Malpas Drive, Wallington
- 712 – 824 Swan Bay Road, Mannerim
- Ford over Yarram Creek, Knights Road, Mannerim
- 502 Bluestone School Road, Connewarre
- Portarlington Golf Course, Portarlington
- Curlewis Golf Course, Curlewis

Detailed Changes

The Amendment makes the following detailed changes to the Greater Geelong Planning Scheme:

Planning Scheme Map Changes:

1. Delete HO1959 from the land at 35 Cross Street, Batesford and apply HO2019 to the land at 35 Cross Street, Batesford.
2. Delete HO1569 from the land at 712 – 824 Swan Bay Road, Mannerim, and apply HO1569 to the Yarram Creek ford, Knights Road Mannerim, to the extent of the land 20 metres either side of the ford, consistent with the identification of heritage site in the Schedule to the Heritage Overlay.
3. Delete HO1710 from the land at 502 Bluestone Creek, Connewarre.
4. Rezone part of the land at 36 – 79 Malpas Drive, Wallington PUZ1 to RLZ.

Planning Scheme Ordinance Changes

5. Replace Clause 21.14 with a new Clause 21.14
6. Replace Schedule 3 to Clause 37.01 with a new Schedule 3.
7. Introduce a new Schedule 16 to Clause 37.01
8. Amend the Schedule to Clause 43.01 to delete the entry for HO43.
9. Amend the Schedule to clause 41.03 to amend the identification of the heritage place in the entry for HO43 to 31 – 33 Cross Street Batesford.
10. Replace the Schedule to Clause 45.05 with a new Schedule.
11. Replace Clause 61.01 with a new Clause 61.01.

Amendment C376 Part 2

It is proposed that the following exhibited changes (**Attachment 5**) which formed part of the Amendment be deferred for further consideration.

Land affected:

- Batesford Quarry

Detailed Changes

Planning Scheme Map Changes:

12. Delete HO45 from the land at Batesford Quarry.
13. Delete HO1740 from part of the land at Fyansford Quarry, and apply HO1740 to another part of the land at Fyansford Quarry, consistent with the remaining extent of the overhead conveyor structure.

Planning Scheme Ordinance Changes

14. Amend the Schedule to Clause 43.01 to delete the entry for HO1710.

The reasons for the proposed deferment of consideration are to:

- discuss with Heritage Victoria the basis of the Victorian Heritage Register (VHR) listing of HO45, given that the Bachyrus Steam Shovel to which it applies has been removed from the site and has now been restored and is located at Lake Goldsmith; and
- discuss with the owner of the land on which part of the remnant cement conveyor is located the proposed extent of the revised application of HO1710.

240 Bacchus Marsh Road, Corio

One of the elements of the exhibited Amendment was to delete the Special Building Overlay (Planning Scheme Map 26SBO) from part of the land at 240 Bacchus Marsh Road. Subsequent to exhibition, Council drainage engineers advised that further assessments and discussions with the Flinders Park Estate developer concluded that site flood risk remains sufficient to warrant controls.

As a result, the proposed deletion of the SBO from part of 240 Bacchus Marsh Road no longer forms part of the Amendment and continues to be applied to the land.

Amendment to be Adopted

Attachment 4

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C376

INSTRUCTION SHEET

The planning authority for this amendment is the City of Greater Geelong.

The Greater Geelong Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 7 attached map sheets.

Zoning Maps

1. Amend Planning Scheme Map Nos. 25 & 70 in the manner shown on the two attached maps marked "Greater Geelong Planning Scheme, Amendment C376".

Overlay Maps

2. Amend Planning Scheme Map Nos. 24, 72, and 79 HO in the manner shown on the eight attached maps marked "Greater Geelong Planning Scheme, Amendment C376".

Planning Scheme Ordinance

The Planning Scheme Ordinance is amended as follows:

3. In Local Planning Policy Framework – replace Clause 21.14 with a new Clause 21.14 in the form of the attached document.
4. In Zones – Clause 37.01, replace Schedule 3 with a new Schedule 3 in the form of the attached document.
5. In Zones – Clause 37.01, insert a new Schedule 16 in the form of the attached document.
6. In Overlays – Clause 43.01 replace the Schedule with a new Schedule in the form of the attached document.
7. In Operational Provisions – Clause 72.04, replace the Schedule with a new Schedule in the form of the attached document.

End of document

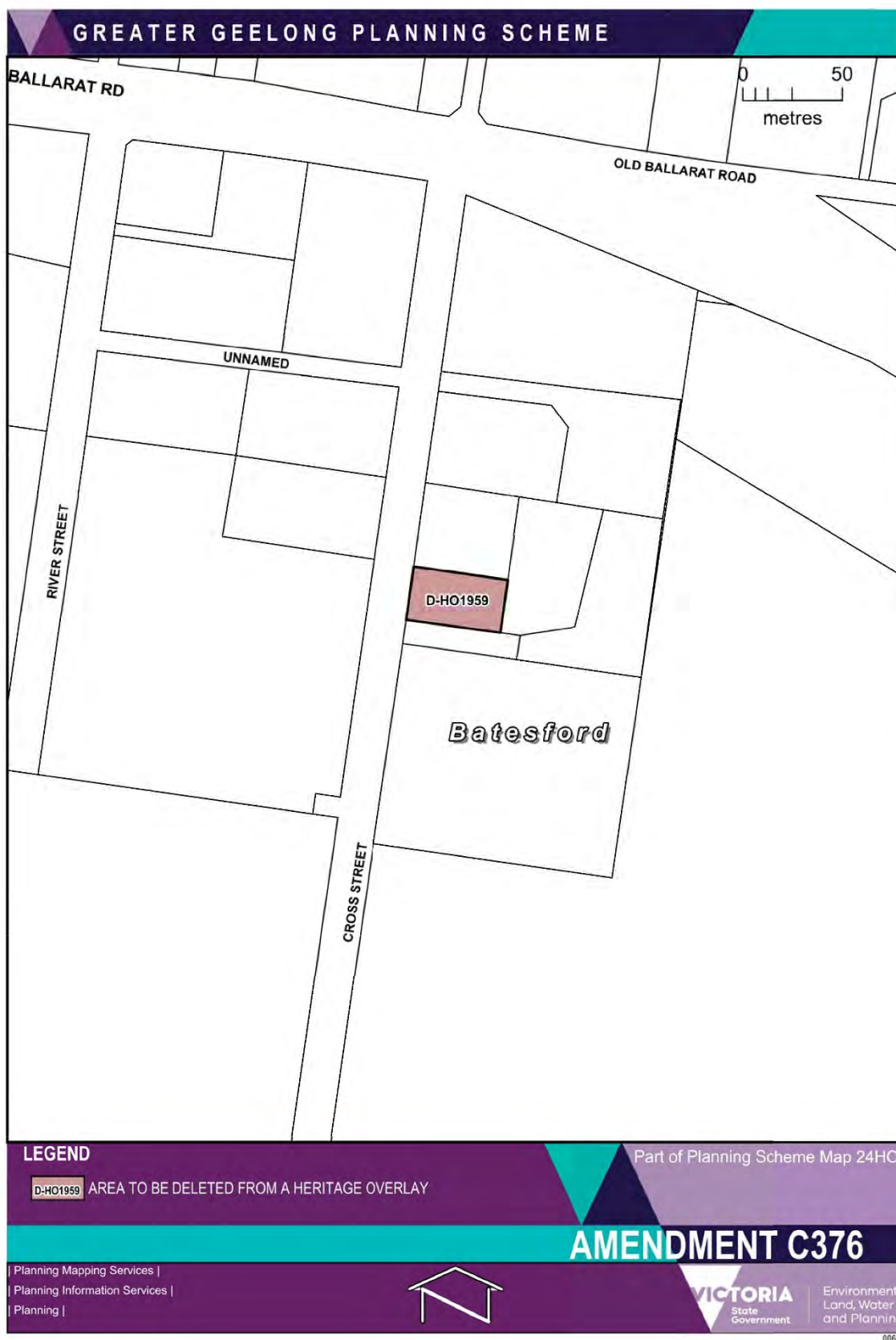
169-199 Cox Road, Norlane



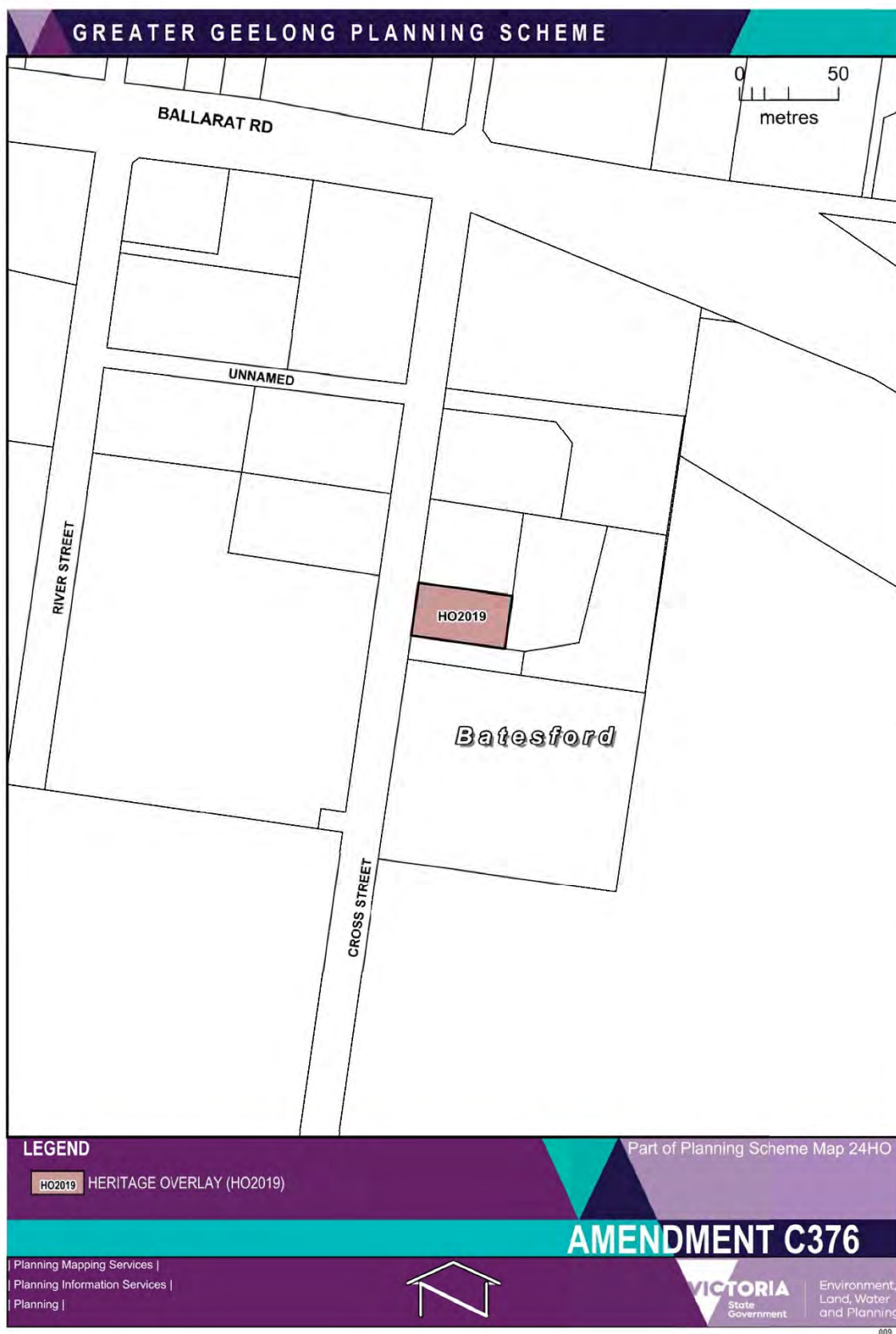
36 – 79 Malpas Drive, Wallington



33 Cross Street, Batesford - Deletion



33 Cross Street, Batesford – Re-Number



712 – 824 Swan Bay Road, Mannerim - Deletion



Ford over Yarram Creek, Knights Road, Mannerim



502 Bluestone School Road, Connewarre - Deletion



Clause 21.14 (relevant pages only)

GREATER GEELONG PLANNING SCHEME

- Continue upgrading the Barwon Heads Village Park and foreshore reserves in accordance with established master plans.
- Support development of appropriate tourist accommodation around the Barwon Heads town centre.

Drysdale/Clifton Springs:

- Contain urban development within the defined settlement boundary on the Structure Plan map.
- Support the development of the Jetty Road Urban Growth Area and other areas identified for residential development on the Structure Plan map.
- Ensure new development incorporates sustainability principles including environmentally sustainable design, energy efficiency, connectivity and water sensitive urban design.
- Reinforce the Drysdale town centre as the primary retail centre including the development of an additional supermarket on the south side of Murradoc Road
- Provide for the expansion of the Drysdale town centre to the east along Murradoc Road.
- Locate future development of a service business or industrial nature in the identified precinct along Murradoc Road extending to the proposed Drysdale Bypass.
- Ensure new development opposite or in close proximity to the Drysdale Bypass road accords with the VicRoads Drysdale Bypass Access Management Strategy (~~November~~October 2017) and minimises back fencing as viewed from the Bypass.
- Locate and integrate future education, community and recreation facilities to enhance their accessibility and to maximise joint use wherever possible.
- Develop the Council owned Palmerston Street site and the Drysdale Regional Community and Cultural Hub for community and recreation purposes.
- Ensure any development of short term tourist accommodation at the Curlewis Golf Course is located at the eastern end of the course in close proximity to the Jetty Road Urban Growth Area, functions as a minor component to the primary role of the site as a golf course and maintains the rural landscape character of the site.
- Provide additional bicycle and pedestrian opportunities throughout the townships including new footpaths and bicycle lanes.
- Provide for the creation of consolidated parking areas in the town centre.

Point Lonsdale

- Support low scaled and designed tourism opportunities on designated land identified on the Point Lonsdale Structure Plan map at Clause 21.14-12.
- Ensure new development strengthens the township's coastal village character and landscape setting by requiring a high standard of architectural and urban design response including:
 - Low scale forms
 - Articulation (materials, openings or features such as decks, balconies, wide eaves or canopies).
 - Contemporary design quality.
 - Use of materials such as timber, corrugated iron, weatherboard or light coloured render.
 - Limiting site coverage and provide front and side setbacks that reflect existing neighbourhood patterns and provide opportunities for maintenance and planting of native coastal and indigenous vegetation.

GREATER GEELONG PLANNING SCHEME

Barwon Heads

Undertake a Landscape Assessment Study for the Ewing Blyth/Golf Links/Bridge Road and the Warrenbeen Court residential areas with the intention to apply an overlay to protect the existing character and vegetation.

Undertake a detailed study of Murnaghurt Lagoon to establish whether the boundaries of the existing Environment Significant Overlay require review.

Consider the impacts of climate change on the future development of Barwon Heads in accordance with the Climate Change Adaptation Strategy to be developed by Council during 2010-2011.

Drysdale/Clifton Springs

Investigate the relocation of the Council depot site at 22A Collins Street

Prepare a Master Plan for the development of a community hub on the Council owned land at Palmerston Street site in the town centre.

Undertake a Drysdale Town Centre Community Facilities Planning Project to investigate and provide direction for future development and community use of 38 – 40 High Street and 2 – 8 Wyndham Street (senior citizens building) adjacent to the Town Square.

Prepare a Master Plan for the development of the Drysdale Regional Community and Cultural Hub.

Review the extent of the Heritage Overlay in the Drysdale Commercial Heritage Area.

References

Bellarine Peninsula Strategic Plan, City of Greater Geelong, 2006.

Ocean Grove Structure Plan, City of Greater Geelong, 2015 (amended September 2016).

Ocean Grove Urban Design Framework, City of Greater Geelong, 2014.

Portarlington Structure Plan, City of Greater Geelong, September 2016 (amended July 2017).

Indented Head Structure Plan, City of Greater Geelong, May 2016.

St Leonards Structure Plan, City of Greater Geelong, 2015.

Leopold Structure Plan, City of Greater Geelong, 2011 (amended January 2013).

Leopold Urban Design Framework, City of Greater Geelong, 2011.

Barwon Heads Structure Plan, City of Greater Geelong, 2010.

Drysdale Clifton Springs Structure Plan, City of Greater Geelong, 2010.

Jetty Road Urban Growth Plan, City of Greater Geelong, 2007 (amended September 2008).

City of Greater Geelong Municipal Reference Document, Coastal Spaces Landscape Assessment Study, Planisphere, 2006.

Point Lonsdale Structure Plan, Planisphere, 2009 (amended November 2011).

Drysdale Urban Design Framework, City of Greater Geelong 2012.

Drysdale Bypass Access Management Strategy, VicRoads ~~August~~ October 2017

Clause 37.01 Special Use Zone Schedule 3 – Private Golf Courses

GREATER GEELONG PLANNING SCHEME

13/12/2012
201-
C268C376

SCHEDULE 3 TO THE SPECIAL USE ZONE

Shown on the planning scheme map as **SUZ3**.

PRIVATE GOLF COURSES

Purpose

To provide for the use and development of private golf courses.

To ensure that the use and development of land for the purpose of private golf courses does not prejudice the amenity of surrounding areas.

1.0

13/12/2012
201-
C268C376

Table of uses

Section 1 - Permit not required

Use	Condition
Agriculture (other than dog breeding, extensive animal husbandry and intensive animal husbandry)	
Caretaker's house	
Golf course	
Golf driving range	
Informal outdoor recreation	
Minor utility installation	
Open sports ground	
Tramway	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01.

Section 2 - Permit required

Use	Condition
Car park	
Food and drink premises (other than convenience restaurant and takeaway food premises)	
Group Accommodation	Must be associated with the club house facilities of the Portarlington or Curlewis golf courses.
Function centre	
Minor sports and recreation facility (other than golf course, golf driving range, informal outdoor recreation and open sports ground).	
Residential Hotel	Must be associated with the club house facilities of the Portarlington or Curlewis golf courses.
Restricted place of assembly	

GREATER GEELONG PLANNING SCHEME

Use	Condition
Utility installation (other than Minor utility installation)	

Section 3 - Prohibited

Use
Dog breeding
Extensive animal husbandry
Intensive animal husbandry
Any use not in Sections 1 or 2

2.0

19/01/2006
VC37

Use of land

The use of land must not adversely affect the amenity of the neighbourhood by:

- Traffic and car parking generated by the use.
- The transport of materials or goods to or from the land.
- The appearance of any building, works or materials.
- Noise generated by the use.

3.0

19/01/2006
VC37

Buildings and works

Application requirements

An application to construct a building or construct or carry out works must be accompanied by the following information, as appropriate:

- A plan drawn to scale which shows:
 - Relevant ground levels.
 - The layout of existing and proposed buildings and works.
 - Driveways and vehicle parking and loading areas.
 - Proposed landscape areas.
 - External storage and waste treatment areas.
- Elevation drawings to scale which show the colour and materials of all buildings and works.
- Construction details of all drainage works, driveways and vehicle parking and loading areas.
- A landscape layout which includes the description of vegetation to be planted, the surfaces to be constructed, a site works specification and the method of preparing, draining, watering and maintaining the landscape area.

Decision guidelines

GREATER GEELONG PLANNING SCHEME

Before deciding on an application to construct a building or construct or carry out works the responsible authority must consider, as appropriate:

- The purpose of the zone.
- The provision of car parking.
- Any expected increase in traffic.
- The height, siting and form of proposed buildings (including the set back of buildings from lot and street boundaries).
- The adequacy and efficiency of access/egress points to the site.
- The impact of stormwater run-off.
- The impact of development on native vegetation both on the site and on neighbouring properties.
- The interface of the site with adjoining zones.
- The treatment and disposal of all wastewater and drainage water, in particular the way in which wastewater will be collected, treated and re-used on site or discharged to a reticulated system.
- The provision of land for landscaping.
- The storage of rubbish and materials for recycling.

Clause 37.01 Special Use Zone Schedule 16 - Privately Owned Utility Installation

GREATER GEELONG PLANNING SCHEME

--/20--
C376

SCHEDULE 16 TO CLAUSE 37.01 SPECIAL USE ZONE

Shown on the planning scheme map as **SUZ16**

Privately Owned Utility Installation

Purpose

To recognise land used for utility installations, other than those in public ownership.

To ensure that the use and development of the land does not adversely impact upon the operation of the facility or on the safety, amenity, use and development of adjoining land, consistent with the zoning purpose of that land.

1.0

Table of uses

--/20--
C376

Section 1 - Permit not required

Use	Condition
Car Park	Must be in conjunction with a Utility installation.
Road	Must be in conjunction with a Utility installation.
Utility installation (Other than Telecommunications facility.)	
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01

Section 2 - Permit required

Use	Condition
Store	Must be in conjunction with a Section 1 use.
Telecommunications facility	
Any other use not in Section 1 or 3	Must be in conjunction with a Section 1 use.

Section 3 - Prohibited

Use
Accommodation
Brothel
Cemetery
Child care centre
Cinema based entertainment facility
Crematorium
Earth and energy resources facility
Education centre
Hospital
Leisure and Recreation
Place of assembly
Retail premises
Saleyard
Service station
Transport Terminal
Veterinary centre

GREATER GEELONG PLANNING SCHEME

2.0 Use of land

--/20--
C376

Land may not be used for any purpose which would either:

- be in conflict with or likely to impair the optimal operation of any utility service located on the land; or
- adversely impact on the use, safety, amenity and development of any adjoining land.

The following application requirements apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

A report which sets out

- The purpose of the use and the types of activities which will be carried out.
- The likely or potential effects, if any, on adjoining land, including noise levels, air-borne emissions, emissions to land and water, traffic, light-spill and glare.
- The likely or potential effects, if any, on the long term viability and operation of the Utility installation.
- Details of steps proposed to be taken and measures to be put in place to mitigate any identified likely or potential adverse effects on adjoining land or on the viability and operation of the utility installation.

An application on land listed in the schedule to Clause 66.04 must be referred in accordance with section 55 of the Act to the referral authority specified in the schedule to Clause 66.04.

3.0 Subdivision

--/20--
C376

Any application must state the intended outcome of the proposed subdivision and its strategic impact on the overall operation of the utility installation..

An application on land listed in the schedule to Clause 66.04 must be referred in accordance with section 55 of the Act to the referral authority specified in the schedule to Clause 66.04.

4.0 Buildings and works

--/20--
C376

A permit is not required for buildings and works associated with a Section 1 use.

The following application requirements apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- A plan(s) drawn to scale which show:
 - The boundaries and dimensions of the site.
 - Relevant ground levels.
 - The layout of existing and proposed buildings and work including driveways and vehicle parking and loading areas.
 - Existing landscape areas.
 - External storage and waste treatment areas.
 - Adjoining roads.
 - The location, height and purpose of buildings on adjoining land.
- Elevation drawings to scale which show the colours and materials of all proposed buildings and works.
- Construction details of all drainage works, driveways and vehicle parking and loading areas.
- A landscape plan which includes the description of vegetation to be planted and the surfaces to be constructed.

GREATER GEELONG PLANNING SCHEME

The following decision guidelines apply to an application for a permit under Clause 37.01, in addition to those specified in Clause 37.01 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- The interface with adjoining land, especially the relationship with residential and public open space areas.
- The location and type of access to the site.
- The provision of access and car parking, including pick up and drop off areas.
- Loading and service areas.
- Any increase in traffic generation.
- The movement of pedestrians and cyclists and vehicles providing for supplies, waste removal, emergency services and public transport.
- The appearance and bulk of buildings having regard to the adjoining land, especially the relationship with residential and public open space areas.
- The storage of rubbish and materials for recycling.
- The interface of the site with adjoining zones.
- The provision of land for landscaping.
- The effect of the proposed buildings and works on the amenity of the neighbourhood, including the effects of noise, lighting, overshadowing, and privacy.
- The availability of and connection to services.
- The streetscape, access from the street front, the treatment of the fronts and backs of buildings and their appurtenances, illumination of buildings or their immediate spaces and landscaping of land adjoining a road.

An application on land listed in the schedule to Clause 66.04 must be referred in accordance with section 55 of the Act to the referral authority specified in the schedule to Clause 66.04.

5.0 Advertising signs

--(20--
C376

The land in this schedule is in Category 3 of Clause 52.05.

Clause 43.01 – Extract of changes to Heritage Overlay

GREATER GEELONG PLANNING SCHEME

PS Map Ref	Heritage Place	External Paint Controls Apply?	Internal Alteration Controls Apply?	Tree Controls Apply?	Outbuilding s or fences not exempt under Clause 43.01-3	Included on the Victorian Heritage Register under the Heritage Act 1995?	Prohibited uses permitted?	Name of Incorporated Plan under Clause 43.01-2	Aboriginal heritage place?
HO43	Batesford Presbyterian Church 35-31-33 Cross Street Batesford	Yes	Yes	No	Yes- fence	No	Yes		No
HO2019	Former Batesford Presbyterian Manse 35 Cross Street Batesford	Yes	Yes	No	Yes- fence	No	No		No
HO39	"Innisfail" House, 45 Cross Street, Batesford	Yes	No	No	Yes- fence	No	Yes		No
HO1768	Alexander Miller Memorial Homes 1-12/7 Culbin Avenue, Belmont	Yes	No	Yes- front garden and trees	No	No	No		No
HO1935	Semi-Detached Dwellings 35/37 Cumberland Street, Newtown	Yes	No	No	No	No	No		No
HO1936	Residence 39 Cumberland Street, Newtown	Yes	No	No	Yes- fence	No	No		No

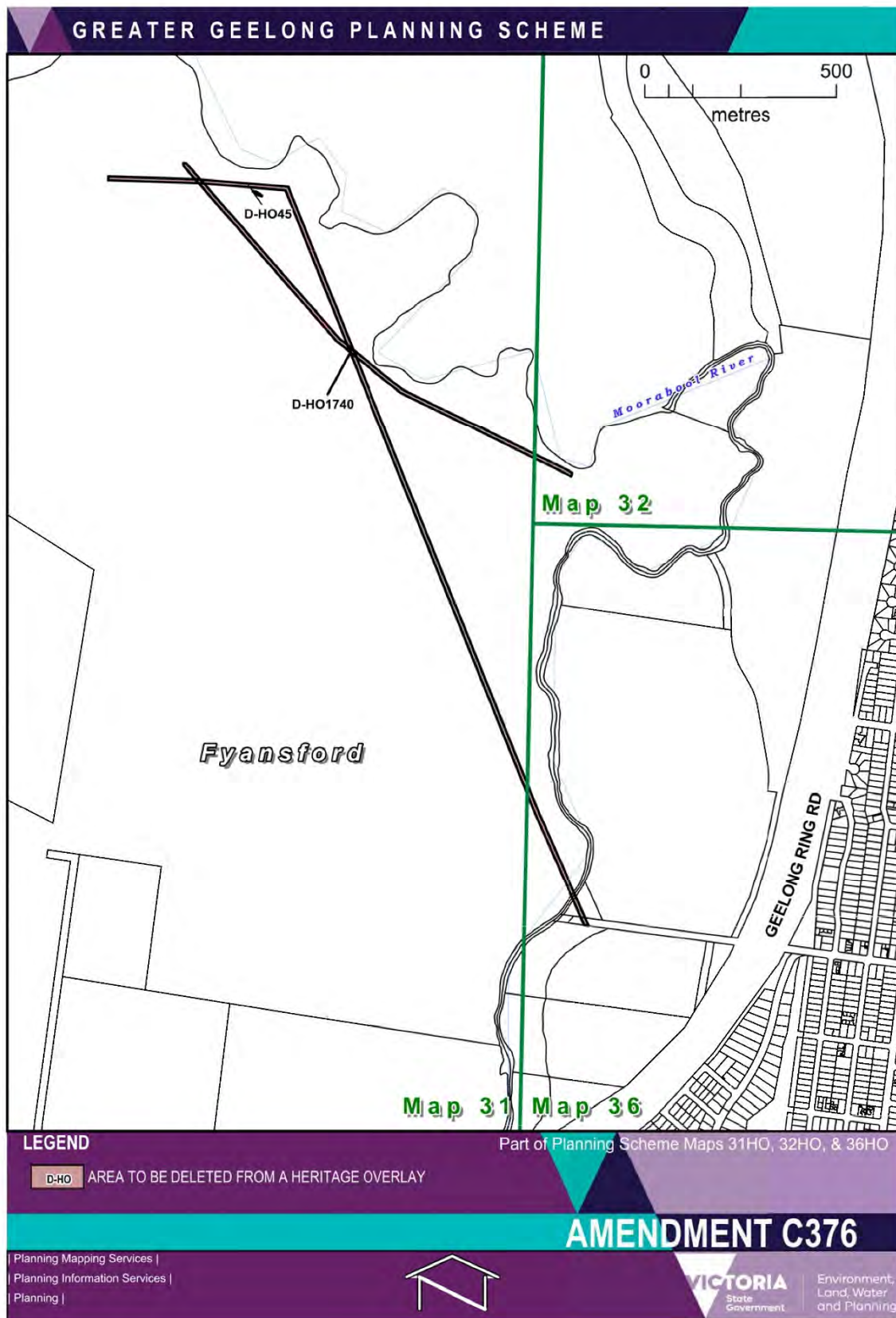
Schedule to Clause 72.04 Incorporated Documents (relevant page only)

GREATER GEELONG PLANNING SCHEME

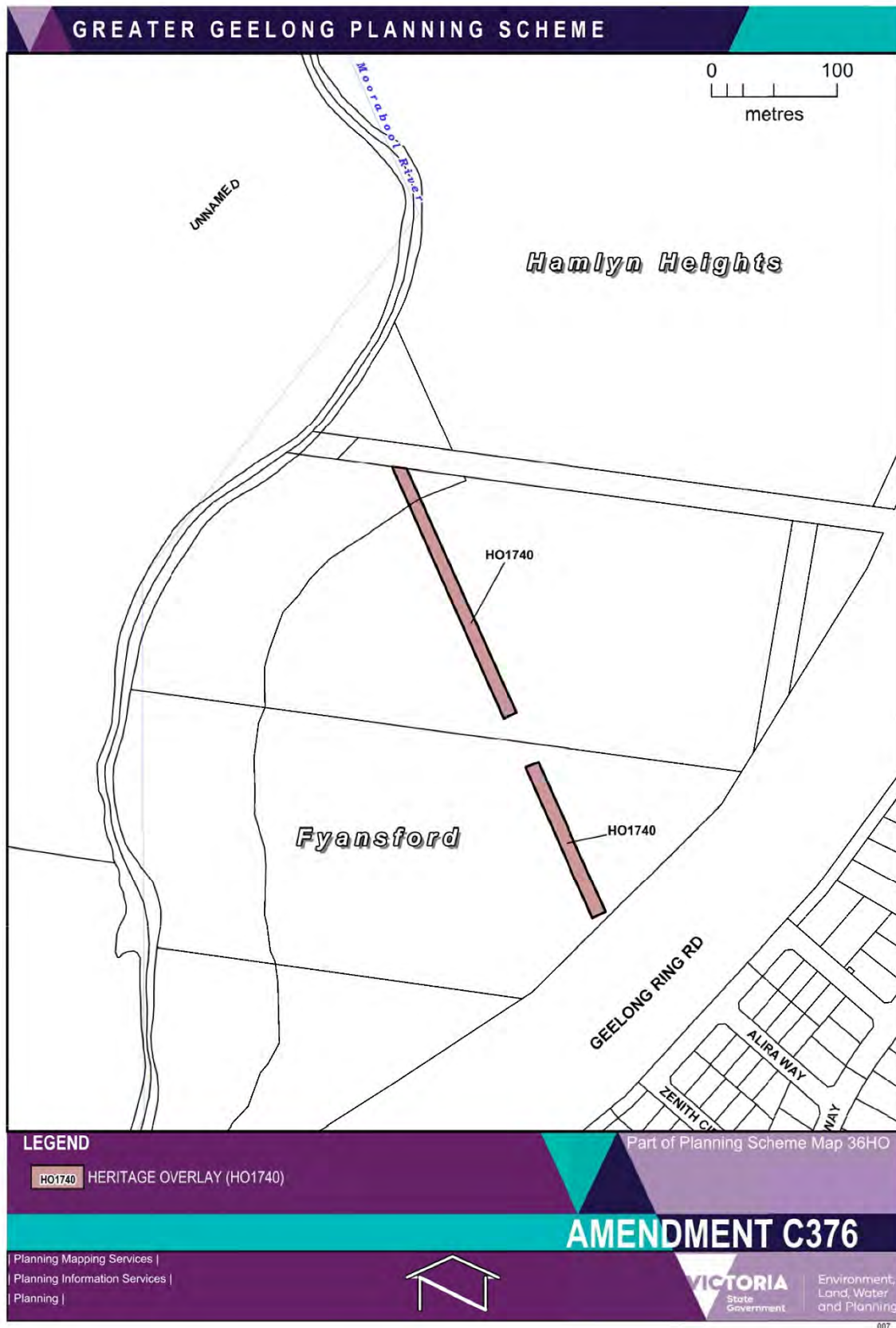
Name of document	Introduced by:
Drysdale Bypass November 2017	C369
Environmental Weeds, City of Greater Geelong, September 2008	C129(Part 1)
Fibre Optic Project, Integrated Approval Requirements, December 2002	VC17
Geelong City Urban Conservation Study Vol. 1 Restoration and Infill Guidelines, Commercial and Civic Buildings, Graeme Butler for the City of Geelong, 1993	C258
Geelong Library and Heritage Centre Redevelopment, March 2013	C287
Geelong Ring Road – Section 4C Incorporated Document, June 2010	C232
Geelong TAC Office Development, October 2006	C142
Great Western Hotel Heritage Place 177-179 Aberdeen Street, Newtown Incorporated Plan December 2017	C365
Heritage and Design Guidelines, City of Greater Geelong, 1997	NPS1
Horseshoe Bend Precinct Development Contributions Plan, September 2014	C259
Jetty Road Urban Growth Area Development Contributions Plan, September 2011	C230
Lara West Development Contributions Plan, Final Version – C246/C285, March 2014	C285
Lara West Growth Area, Lara, Native Vegetation Precinct Plan, September 2013	C246
Lara West Precinct Structure Plan, Revision J, 25 September 2013	C246
Melbourne Geelong Interconnection Project, June 2010	C229
Manzeene Village, Lara, Native Vegetation Precinct Plan, June 2014	C285
Native Vegetation Precinct Plan, Geelong Ring Road Employment Precinct, March 2013	C243
Native Vegetation Precinct Plan, Horseshoe Bend Precinct, Armstrong Creek Urban Growth Area August 2014	C259
Newtown Heritage Study Review Report, Volume 3, City of Greater Geelong, 2008	C191
New Station Estate Restructure Plan, July 2010 (~~Amended December 2017~~)	~~C187~~ C376
Rail Gauge Standardisation Project, Integrated Approval Requirements, December 2002.	VC17
Regional Fast Rail Project, Integrated Approval Requirements, December 2002	VC17
Rail Upgrades at Geelong Port Project, May 2010	C211
Rippleside Comprehensive Development Plan, February 2000	C2
Rippleside Urban Design Guidelines, June 2000	C2
Small Lot Housing Code, December 2012	C267
Thirteenth Beach Golf Resort Barwon Heads, Barwon Heads Comprehensive Development Plan, Land Design Partnership, Anthony Cashmore & Associates and the Planning Group, May 2001 amended September 2006	C54
Waterfront Geelong Design and Development Code, Keys Young, July 1996	NPS1
West Fyans-Fyans Street Precinct Structure Plan, June 2009	C205

Attachment 5

Proposed Deletion of HO45 and current extent of HO1740



Proposed new extent of HO1740



2. MULTICULTURAL ACTION PLAN 2018-2022

Source: Community Life - Healthy Communities
Director: Linda Quinn
Portfolio: An Inclusive and Diverse Community

Purpose

To present the *Multicultural Action Plan 2018-2022* to Council for endorsement.

Background

The City of Greater Geelong has consistently embraced cultural diversity and acted on opportunities to create a positive social, cultural and economic impact.

Migrants have been important to Greater Geelong's development since the mid-1800s. In the mid-1900s the City's manufacturing sector benefited from the skills and labour of our multicultural community and the City continues to welcome both skilled migrants and refugees.

Fifty-one cultural communities are currently affiliated with the Geelong Ethnic Communities Council and between the 2011 Census and 2016 Census, the number of people born overseas increased by 13.2% (4,425 people).

The *Multicultural Action Plan 2018-2022* (**Attachment 2**) supports the achievement of our Council Plan strategic priority to achieve "a more inclusive and diverse community". The City will do this by working with multicultural communities and the organisations that support them, along with the broader community, to create a more inclusive and diverse community.

The Plan was presented to Council in draft on 14 August 2018, prior to a final period of community consultation. The draft has since been adjusted to reflect comments from the Multicultural Action Plan Advisory Committee and public submissions lodged between 17 August – 14 September 2018. The feedback received has been summarised and attached to this report (**Attachment 3**) as a number of points raised did not require changes to the Plan, but will enhance implementation.

Key Issues

- The *Multicultural Action Plan 2018-2022* seeks to respect and recognise all multicultural communities, increase their social, economic and health equity, increase inclusive service, place and activity planning and connect and engage the community.
- The *Multicultural Action Plan 2018-2022* builds on the 2011-2014 Plan and incorporates the results of a review and priority setting undertaken by the Multicultural Action Plan Advisory Committee.
- The plan articulates the action areas that will contribute to achieving greater social cohesion, and a more inclusive, connected and vibrant community through activities that respect and recognise all culturally and linguistically diverse (CALD) communities; increase social and health equity; pursue inclusive service, place and activity planning; and connect and engage the CALD community.

Cr Grzybek moved, Cr Mansfield seconded -

That Council endorse the Multicultural Action Plan 2018-2022.

Carried.

Attachment 1

Financial Implications

The Plan will be delivered within existing budget and resources. Grant applications will be submitted when funding opportunities arise.

Community Engagement

The *Multicultural Action Plan* was available for comment on Council's "Have Your Say" page from 17 August – 14 September 2018. There were 272 page views and one written submission was lodged. Comments were also provided by Multicultural Action Plan Advisory Committee members at their regular meeting on 29 August 2018. See **Attachment 3**.

Social Equity Considerations

The Plan will contribute to addressing all the adopted Social Equity principles. The focus on addressing inequality, inequity and social exclusion for multicultural communities and their members is key to achieving social equity in Geelong.

Policy/Legal/Statutory Implications

Actions that promote a diverse respectful society combating racism, social stereotyping, harassment and discrimination are within the Council's remit and responsibility under the Human Rights Charter.

Alignment to Council Plan

Recognition, connection, celebration and engagement with Geelong's multicultural communities as well as inclusive service, place and activity planning will positively contribute and underpin all ten of the Council Plan strategic priorities. In particular, a more inclusive and diverse community; improved health and safety of our community; informed social infrastructure and planning; vibrant arts and culture; a thriving and sustainable economy; and organisational leadership, strategy and governance. A City that has a thriving, supported multicultural focus positively supports and complements all aspects of the *Clever and Creative Future* vision in particular the achievement of an inclusive, diverse, healthy and socially connected community; a community where people feel safe; and a prosperous economy that supports jobs and education opportunities.

Conflict of Interest

No conflict of interest was identified in the development of this report.

Risk Assessment

There is a risk to Council and community should the organisation not be actively engaging with, and taking advice from, the multicultural community.

Environmental Implications

There are no direct environmental implications arising from this report.

THE CITY OF
GREATER GEELONG

MULTICULTURAL ACTION PLAN 2018-2022

OCTOBER 2018

Contents

Acknowledgement	3
Foreword by the Mayor	3
Aims and policy context	4
Alignment with Legislation, Policies and Other Council Documents	4
Key Documents.....	4
Commonwealth and Victorian Legislation.....	5
International Context.....	5
Greater Geelong’s culturally diverse community	6
Who we are.....	6
Supporting our culturally diverse community	7
Our history	7
Our support.....	7
Our future plan	8
Our partnerships	8
Multicultural Action Plan Commitments: 2018 – 2022	9
Implementation and reporting	10
Collaboration.....	10

Acknowledgement

The City of Greater Geelong acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

FOREWORD BY THE MAYOR

I am proud to present the City's second Multicultural Action Plan which will guide how the City plans for and supports our multicultural community over the next four years, 2018 - 2022.

The plan has been developed to consider the needs of all people who have migrated to Australia and settled in Geelong. Whilst for some it has been a difficult journey, we acknowledge and welcome every person and the diversity, skills and experience they bring.

I would like to thank everyone that contributed to the plan – the organisations, the networks and the people. Council's Multicultural Action Plan Advisory Committee has significantly shaped the redevelopment process.

With your help we have been able to plan the services and initiatives that are needed, mindful of the great strengths that already exist in many of the communities we want to support.

Our Council Plan 2018 – 2022 focusses on “putting our community first” and the Multicultural Action Plan is a great demonstration of how we do this. Working with the multicultural community and the organisations that support them we will create a safe, welcoming and diverse community for all.

Cr Bruce Harwood

Mayor City of Greater Geelong (2018)

Aims and policy context

The Multicultural Action Plan (MAP) 2018 – 2022 aims to:

1. respect and recognise all culturally and linguistically diverse (CALD) communities and promote their positive contribution to Greater Geelong's cultural, social and economic fabric;
2. to increase social and health equity for all CALD community members;
3. to pursue inclusive service, place and activity planning that responds to CALD community needs; and
4. to connect and engage the CALD community.

It builds on the previous plan and has been developed in collaboration with the Multicultural Action Plan Advisory Committee (MAPAC) which represents our multicultural communities and networks in Greater Geelong.

The City values, supports and respects people from multicultural backgrounds, including people at risk in identified areas of disadvantage. We are building our organisational ability to respond to the needs of our diverse community in a way that takes into account the community strengths and resilience. Further, we aim to implement a “zero tolerance” zone against racism, discrimination and vilification based on gender, race, religion, ethnicity, sexuality and ability.

The MAP aligns to our Council Plan's strategic priority to achieve a more inclusive and diverse community. It reflects our planning framework, priorities and actions, and is underpinned by human rights and social equity principles.

The City is consistent in embracing cultural diversity by addressing challenges and creating real opportunities for a positive social, economic and cultural impact on multicultural communities.

To support this work, the City will continue to advocate and work in collaboration with our networks, communities, relevant stakeholders, government and non-government organisations, local, regional and state bodies.

Our organisational values of respect and encouragement, embracing new ideas and ways forward, being healthy and safe and making people the centre of our business will guide the implementation of the MAP.

ALIGNMENT WITH LEGISLATION, POLICIES AND OTHER COUNCIL DOCUMENTS

Commonwealth and Victorian laws aim to deter and redress discrimination, vilification and other forms of inequality and inequity. These attributes include, but are not limited to: race, ethnicity, gender, age, sexual orientation, identity and disability.

The City upholds human rights principles in developing and implementing Council policies, action plans and the delivery of services to our multicultural community. The following are some of the key documents that inform our thinking and practice.

KEY DOCUMENTS

- City of Greater Geelong Council Plan 2018 – 2022.
- City of Greater Geelong A Clever and Creative Future 2017.
- Council Diversity Policy 2010.
- Culturally and Linguistically Diverse (CALD) Youth Assessment Needs.

- Geelong Municipal Public Health and Wellbeing Plan 2018–2021.
- Geelong Local Safety Committee Strategic Plan.
- Strategic Plan: Preventing and Addressing Violence Against Women and Children in the G21 region 2016–2020.
- Youth Development – Strategic Plan 2015–2019.
- Connecting People, Place and Environment: A public art strategy for the City of Greater Geelong.
- The Municipal Association of Victoria (MAV) Statement of Commitment to Cultural Diversity 2012
Victoria's Advantage – Unity Diversity opportunity 2014.
- People of Australia – the Australian Government Multicultural Policy 2011.

COMMONWEALTH AND VICTORIAN LEGISLATION

- Local Government Act 1989.
- Charter of Human Rights and Responsibilities Act 2006 .
- Racial and Religious Tolerance Act 2001.
- Multicultural Victoria Act 2011.
- Public Health and Wellbeing Act 2008.
- Equal Opportunity for Women in the Workplace Act 1999.
- Human Rights Commission Act 1986.
- Racial Discrimination Act 1975.
- Racial Hatred Act 1995.
- Sex Discrimination Act 1984.
- Workplace Gender Equality Act 2012.

INTERNATIONAL CONTEXT

- Universal Declaration of Human Rights 1948.
- Declaration of the Elimination of All Forms of Intolerance and Discrimination Based on Religion or Belief 1981.
- International Covenant on Economic, Social and Cultural Rights 1976.
- UN Convention Relating to the Status of Refugees 1951.
- Universal Declaration on Cultural Identity, Diversity and Pluralism.

Greater Geelong's culturally diverse community

WHO WE ARE

Fifty one cultural communities are affiliated with the Geelong Ethnic Communities Council and the 2016 Census shows increasing population diversity.

- The usual resident population of the City of Greater Geelong in 2016 was 233,429.
- 16.2 per cent of the population was born overseas and the top five ancestries were:
 - English (89,527 people or 38.4%)
 - Australian (83,363 people or 35.7%)
 - Irish (30,698 people or 13.2%)
 - Scottish (26,642 people or 11.4%)
 - German (10,421 people or 4.5%)
- The largest changes in birthplace countries between 2011 and 2016 were for those born in:
 - India (+1,244 persons)
 - China (+650 persons)
 - Afghanistan (+432 persons)
 - New Zealand (+407 persons)
- 10 per cent of people in the City of Greater Geelong came from countries where English was not their first language.
- Between 2011 and 2016, the number of people born overseas increased by 4,425 or 13.2%, and the number of people from a non-English speaking background increased by 3,676 or 18.6%.
- 11 per cent of residents speak a language other than English at home. The main languages are Italian, Croatian, Mandarin, Persian/Dari, Macedonian, Filipino/Tagalog, Greek, German, Serbian and Punjabi.
- The largest changes in the spoken languages of the population in the City of Greater Geelong between 2011 and 2016 were for those speaking Mandarin (+942 persons), Persian/Dari (+780 persons), Punjabi (+537 persons) and Italian (+285 persons).
- International students currently enrolled at Deakin University Waurin Ponds and Waterfront campuses are made up of the following nationalities - India (1,279 students), China (307 students), Sri Lanka (133 students), Pakistan (130), Malaysia (85 students) and Vietnam (63 students).
- Deakin also has international students studying at the English Language School, DUELI, which can be up to 80 students at a time and Deakin College also has international students. When we all three cohorts together our total number is 2,672 international students at Deakin. When combined with international students studying at The Gordon, Geelong Grammar, Geelong College and Geelong High School, Geelong would currently have approximately 3,500 international students in total.
- From July 2016 – June 2017, the top 10 birthplaces amongst total settlement in Geelong were Iraq, India, Burma, Thailand, China, Afghanistan, Syria, United Kingdom, Iran and Australia. Diversitat's Annual Report 2016 – 2017 notes that a total of 432 refugees arrived in Geelong and 44 families came from Iraq.

Supporting our culturally diverse community

OUR HISTORY

Migration and migrants have been important in the development of the Geelong region. In the mid-1800s, our first European migrants were drawn by the bustling port and the desperate need for workers in the surrounding area. After World War II, people displaced in Europe were looking for a place to start a new life. At the same time, Geelong's manufacturing sector needed their skills and labour to thrive. Following the Vietnam War and changing government policy, refugees from South-East Asia were welcomed to the city. Today, skilled migrants are still essential for the local economy. Geelong continues to welcome refugees and has become a major destination for international students.

OUR SUPPORT

The City actively supports our culturally diverse community. Examples of this support in the past have included:

- Formal declaration as a "Refugee Welcome Zone" in 2002.
- First Multicultural Action Plan adopted in 2011.
- Use of interpreters and translations in customer service centres and on the City's website.
- Cross cultural training for staff and volunteers.
- Proactive media and communications to highlight multi-cultural community contributions.
- Focus on diversity and inclusive practice for children and family services such as supported multicultural playgroups and parenting programs.
- Multicultural youth development activities.
- Community Care services for older residents follow a Cultural Action Plan.
- New residents' aquatic education programs and sports programs.
- Promotion of and participation in events such as Diversity Week, Harmony Day, Pako Festa and local cultural group celebrations.
- Financial and in kind support to key organisations, including Diversitat and United Way, and support to agencies/church groups and projects supporting CALD communities.
- Subsidised access to community halls and buses for CALD communities to perform and express cultural practices.
- Community Grants Program.
- Community Arts and Festivals Grants Program.
- Ongoing support to Geelong Interfaith Network.
- Welcome events for new arrivals to Geelong.
- Citizenship ceremonies.

OUR FUTURE PLAN

The Multicultural Action Plan: 2018 – 2022 will build on a strong foundation and ensure that all community members are part of our clever and creative future.

The MAPAC provided guidance to Council in developing the following aims and impacts that Council should achieve:

AIMS	IMPACTS
To respect and recognise all culturally and linguistically diverse (CALD) communities and promote their positive contribution to Greater Geelong's cultural, social and economic fabric.	Increase our multicultural community's participation and highlight the benefits of diversity and social inclusion.
To increase social and health equity for all CALD community members.	Provide more equitable access to social, economic and health resources and supports.
To pursue inclusive service, place and activity planning that responds to CALD community needs.	Deliver inclusive planning, services, programs, infrastructure and advocacy.
To connect and engage the CALD community.	Create a more inclusive, connected and vibrant community.

OUR PARTNERSHIPS

Proposed actions and measures to achieve these aims and impacts are outlined in the table below.

The draft Multicultural Action Plan was noted at Council's August 2018 meeting and circulated to the MAPAC and all interested community members for comment.

In addition, Council has actively engaged with all multicultural groups that are members of the Ethnic Communities Council, and key internal and external stakeholders, to confirm priority actions and measures for the Plan. We aim to identify actions that will increase participation, equity, inclusion and connections for our diverse community irrespective of age, gender and postcode.

The final Plan returned to Council for consideration and adoption in October 2018.

Multicultural Action Plan Commitments: 2018 – 2022

If we ...	By taking the following action...	This will result in measureable outcomes ...	And lead to the following impacts ...
Respect and recognise all culturally and linguistically diverse (CALD) communities and promote their positive contribution to Greater Geelong's cultural, social and economic fabric ...	• Developing and distributing a comprehensive and up to date statistical profile of the CALD community; • Collaborating and promoting cultural diversity and faith events through an annual calendar (for example – Diversity Week, Harmony Day, Refugee Week, Pako Festa, annual Welcome to new arrivals, seniors festival, UN International Day of peace, Diwali festival, CALD community group celebration days, Geelong Interfaith network events, refugee welcome zone events); and • Developing and implementing a communication strategy (in key community languages) that promotes the calendar and Council service access and participation opportunities ...	• Increased community understanding of the contribution made to the City by the CALD community; • Increased community participation in cultural events; and • Increased CALD take up of Council services and activities.	• Increase our multicultural community's participation and highlight the benefits of diversity and social inclusion.
Increase social and health equity for all CALD community members ...	• Coordinating a whole of Council response to strengthen the CALD community's social, economic, natural, built and arts access and knowledge; • Linking the CALD community into municipal and regional initiatives that will increase, health, employment, housing and transport outcomes; and • Developing and implementing a Diversity and Inclusion Workforce Strategy for Council ...	• Increased CALD community participation in education, employment and social enterprise pathways; and • Systematic consultation and engagement with CALD communities in all City social, economic, natural, built and arts planning and activities.	• Provide more equitable access to social, economic and health resources and supports.
Pursue inclusive service, place and activity planning that responds to CALD community needs ...	• Promoting cultural understanding and competence training in all Council business units; • Identifying opportunities for CALD community leaders to engage and participate in service, place and activity design; and • Facilitating and linking existing service, place and activity planning between existing networks ...	• Increased staff and local professional's awareness of meeting the needs of CALD communities; and • Identification of opportunities for CALD leader's to contribute and co-design service, place and activity planning.	• Deliver inclusive planning, services, programs, infrastructure and advocacy.
Connect and engage the CALD community ...	• Strengthening CALD community leadership and skills; • Raising community awareness and challenging social stereotypes to increase community safety and connection; and • Increasing the CALD community's participation in local events ...	• Increased engagement in healthy sporting and recreational activities; and • Increased positive media and social media portrayal of the CALD community and leaders.	• Create a more inclusive, connected and vibrant community.

Implementation and reporting

COLLABORATION

Implementing the Multicultural Action Plan: 2018 – 2022 will be facilitated by the City but will involve ongoing collaboration.

Implementation partners will include, but not be limited to, the following organisations:

- All City of Greater Geelong Departments.
- CALD community groups.
- Diversitat.
- Deakin University.
- Geelong Interfaith Network.
- G21 Region Opportunities for Work (GROW).
- Municipal Association of Victoria (MAV).
- Multicultural Action Plan Advisory Committee (MAPAC).
- Multicultural Aged Care Services.
- Victoria Police.
- Victorian Local Government Multicultural Issues Network (VLGMIN).
- Victorian State Government Departments.

ANNUAL PLANNING

This Multicultural Action Plan: 2018 – 2022 establishes a four year direction but the MAPAC will meet to identify key priorities for each calendar year within this timeframe.

Following identification of implementation priorities, project plans, including all relevant partners will be develop, endorsed and implemented in collaboration with MAPAC, multicultural community members and other specialist organisations.

THE CITY OF
GREATER GEELONG

MULTICULTURAL ACTION PLAN 2018-2022



COMMUNITY CONSULTATION COMMENTS
AND RESPONSES

Context

The Draft Multicultural Action Plan 2018 – 2022 (the Plan) was noted at the Community Focus Council Meeting on 14 August 2018 and released for final public comment.

It was available for community comment on the “Have Your Say” web page from 17 August – 14 September 2018. There were 272 page views and one online submission. The Multicultural Action Plan Advisory Committee (MAPAC) was also circulated the Plan and provided feedback at their scheduled meeting on 29 August 2018.

The following table summarises community and stakeholder feedback and the officer’s response:

Feedback from online submission:	Response:
Employment is significant to multicultural community members and a clear implementation plan is required.	One of the Plan’s aims is to increase social and health equity for all CALD community members by: linking the CALD community into municipal and regional initiatives that will increase, health, employment, housing and transport outcomes; and developing and implementing a Diversity and Inclusion Workforce Strategy. The Plan will focus on increased CALD community participation in education, employment and social enterprise pathways to provide more equitable access to social, economic and health resources and supports. MAPAC will guide the timing and scope of a project plan for implementation.
Funding, staffing and Plan implementation needs to be strengthened and supported.	Council has made allocations to the Plan’s implementation in 2018/19 and will consider budget allocations for the 2019/20 cycle given the adopted Plan and emerging projects.
Community involvement in MAPAC is important in all stages of planning and implementation.	Following the Plan’s adoption, MAPAC will meet to review its terms of reference and identify key projects for 2019. MAPAC membership will be considered at this time.

Feedback from MAPAC:	Response:
Implementation related:	
Make the MAP a fluid document by identifying a smaller number of projects from the four year strategic plan to deliver each year.	Following the Plan’s adoption, MAPAC will meet to review its terms of reference and identify key projects for 2019.
Develop and collaborate on project plans to increase joint action and increase community education.	Project plans will be developed following MAPAC’s identification of key projects for 2019.
Continue collaborative practices from the last plan.	Agreed.
Identify opportunities to link this Plan to other Council Plans such as the Municipal Public Health and Wellbeing Plan.	All Council Departments can bring plans to MAPAC for comment. Multicultural communities have been identified as a potentially vulnerable population group in the Municipal Public Health and Wellbeing Plan and opportunities to increase health equity will be generated in collaboration with MAPAC.
Invite MAPAC members to attend the Community Focussed Council meeting that is considering the Plan’s adoption.	Agreed.

Community education related:

Promote the adopted Plan and increase its profile in Council and the community.

A media alert will accompany the Plan's adoption.

Make information available to new multicultural community members through web information, orientation and /or welcome packs (include, for example, where to buy halal food in Greater Geelong, where to go and how the community works).

Following the Plan's adoption, MAPAC will meet to review its terms of reference and identify key projects for 2019.

This suggestion will be put forward for consideration.

Provide information to employers so that employees with different cultural or faith practices are supported.

Following the Plan's adoption, MAPAC will meet to review its terms of reference and identify key projects for 2019.

This suggestion will be put forward for consideration.

Community engagement related:

Consider that young people have specific needs in each of the Plan's aims.

Following the Plan's adoption, MAPAC will meet to review its terms of reference and identify key projects for 2019.

Existing and specialist networks, organisations and community members will be involved in project plan development.

Engage Muslim young people and the diversity within that community as there are 17 nationalities within this group.

Existing and specialist networks, organisations and community members will be involved in project plan development.

Recognise the impact that the changing composition of the international student community may have in project prioritisation.

Existing and specialist networks, organisations and community members will be involved in project plan development.

Systemise the engagement of multicultural community members in all Council work.

All Council Departments can bring plans to MAPAC for comment.

The needs of multicultural community members will be taken into account in the development of Council's Social Inclusion Framework that will identify how specific population groups can experience increased inclusion in all Council generated work.

MAPAC governance related:

Increase the diversity of senior community leadership on MAPAC.

Following the Plan's adoption, MAPAC will meet to review its terms of reference (including membership).

Convene MAPAC quarterly to comment on the progress of key projects that have been identified annually and circulate the minutes promptly after each meeting. Project reports to be circulated prior to meetings for review.

Following the Plan's adoption, MAPAC will meet to review its terms of reference (including the meeting schedule).

Following the adoption of key projects, form MAPAC action groups and co-opt organisations with relevant specialist advice or resources (for example: health, mental health, social connections, disability, housing, education or employment).

Following the Plan's adoption, MAPAC will meet to review its terms of reference (including the establishment of action groups).

Rotate MAPAC to meet in different community locations and schedule local networking within the meeting agenda to increase communication between MAPAC members and community members.

Following the Plan's adoption, MAPAC will meet to review its terms of reference (including meeting locations).

Community education related:

Promote the adopted Plan and increase its profile in Council and the community. A media alert will accompany the Plan's adoption.

Seek permission from MAPAC members to circulate contact details within the Committee and establish an email list to keep members informed between meetings. Following the Plan's adoption, MAPAC will meet to review its terms of reference (including communication protocols).

3. MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN 2018-2021

Source: Community Life - Healthy Communities
Director: Linda Quinn
Portfolio: Community Health and Safety

Purpose

To present the Municipal Public Health and Wellbeing Plan 2018-2021 to Council for endorsement.

Background

The Victorian *Public Health and Wellbeing Act 2008* requires Councils to prepare a Municipal Public Health and Wellbeing Plan within 12 months of Council elections.

This plan must include an examination of health data, identify goals and strategies, specify measures to prevent family violence and respond to victims, and be consistent with the Municipal Strategic Statement. It must also involve the community in its development, implementation and evaluation and specify partnership relationships to deliver the goals and strategies.

The Municipal Public Health and Wellbeing Plan 2018-2021 (**Attachments 2 and 3**) supports the achievement of our Council Plan strategic priority to achieve “a healthy and safe community”.

The Plan was presented to Council in draft on 28 August 2018. The draft has since been adjusted to reflect public submissions and stakeholder comments lodged between 29 August 2018 and 25 September 2018. The feedback received has been summarised with responses and attached to this report (**Attachment 4**).

Key Issues

A review of health policy confirms that the conditions in which people are born, grow, live, work and age determines health outcomes and that Councils have a key role in preventative health by creating healthy social and cultural, economic, built and natural environments.

Achieving health equity is a key challenge as socio-economic status, life stage, gender, disability, cultural and linguistic diversity and Aboriginal status can impact on health outcomes.

Community input has confirmed the following Municipal Public Health and Wellbeing Plan 2018-2021 goals:

- supporting social connections to improve mental health;
- increasing participation in physical activity;
- improving access to safe and healthy local environments, services and food; and
- increasing community safety and preventing violence and injury.

Cr Mason moved, Cr Grzybek seconded -

That Council endorse the Municipal Public Health and Wellbeing Plan 2018-2021.

Carried.

Attachment 1

Financial Implications

The Municipal Public Health and Wellbeing Plan 2018-2021 includes an action plan for 2018-2019 which is supported by Council's adopted budget.

Planning and funding for actions to continue meeting the Plan's goals and strategies will return to Council for decision through the annual business planning and budget process.

Community Engagement

Extensive engagement with the community and stakeholders to develop the Municipal Public Health and Wellbeing Plan 2018-2021 commenced in 2016 and included:

- analysis of the views of 16,000 Greater Geelong community members during the Greater Geelong: A Clever and Creative Future community vision to identify health related aspirations;
- an online and paper based survey entitled "Help Geelong be Healthy and Safe" where residents ranked the six Victorian Public Health and Wellbeing Plan priorities;
- a survey of local early childhood and educational settings regarding health priorities; and
- facilitated community focus groups in Drysdale, Norlane, Highton and East Geelong to further test the four proposed goals.

Following Council's decision to release the draft Municipal Public Health and Wellbeing Plan 2018-2021 for further community comment on 28 August 2018, Council officers made the Plan available on Council's website on the "Have Your Say" page from 29 August 2018 - 25 September 2018. There were 663 page views, eight online submissions lodged, six social media comments and 13 emails received.

Comments were provided following presentations and meetings to discuss the Plan with senior leaders and officers from Barwon Health, Bellarine Community Health, the Western Region Primary Health Network, Give Where You Live and current partners through the G21 Health and Wellbeing Pillar (Primary Care Partnership).

The Department of Health and Human Services also provided comments.

Comments provided from 29 August 2018 - 25 September 2018 are incorporated into the attached Municipal Public Health and Wellbeing Plan 2018-2021 and identified in **Attachment 4**.

The Plan will be forwarded to the Secretary Department of Health and Human Services by end October 2018 in accordance with the *Public Health and Wellbeing Act 2008*.

Social Equity Considerations

The Municipal Public Health and Wellbeing Plan 2018-2021 acknowledges the policy and population evidence base that the conditions in which people are born, grow, live, work and age determines health outcomes and that the distribution of money, power and resources shape health.

It identifies population groups at risk of poorer health outcomes and actions that will respond to these challenges to achieve equitable health outcomes.

Policy/Legal/Statutory Implications

The Municipal Public Health and Wellbeing Plan 2018-2021 meets the requirements of the Victorian *Public Health and Wellbeing Act 2008*.

Alignment to Council Plan

The Municipal Public Health and Wellbeing Plan 2018-2021 is directly aligned to the 11 Strategic Priorities identified in the City of Greater Geelong Council Plan 2018-2022.

Conflict of Interest

No conflict of interest has occurred in the development of this plan.

Risk Assessment

Given the alignment of the Municipal Public Health and Wellbeing Plan 2018-2021 with the Council Plan 2018-2022 and Budget 2018-2019, no significant risks have been identified.

Environmental Implications

The Municipal Public Health and Wellbeing Plan 2018-2021 identifies the requirements of the *Climate Change Act 2017* by having regard to climate change and actions that will contribute to community health and wellbeing.

THE CITY OF
GREATER GEELONG

MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN 2018 - 2021

OCTOBER 2018

Contents

Acknowledgement	3
Foreword by the Mayor	3
Executive Summary	4
Background.....	5
An Overview Of Greater Geelong.....	5
What is a Municipal Public Health and Wellbeing Plan?.....	6
Relevant Legislation	6
Health and Wellbeing Plan Development Process	7
Policy Context.....	8
Community and Health Data	13
Characteristics.....	13
Challenges.....	13
Responses.....	13
Community Consultation	14
Engagement Process and Outcomes.....	14
Our Health and Wellbeing Plan Approach.....	16
Health Equity	16
People Centred Approaches	16
Place Based Approaches.....	17
Healthy and Sustainable Environments	17
Council Priorities and Platforms for Change	18
Health in all Policies.....	18
Health is Business as Usual	21
Health and Wellbeing Plan - Action Plan 2018 - 2019.....	22
Delivery and Evaluation	36
How we will Deliver our Plan.....	36

Acknowledgement

The City of Greater Geelong acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today

FOREWORD BY THE MAYOR

I am proud to present the City of Greater Geelong's Municipal Public Health and Wellbeing Plan which outlines the goals and strategies we will pursue to maximise community health and wellbeing from 2018 - 2021.

We view the health and wellbeing of our community as vital to achieving the City's vision for a clever and creative future that cares for its people and the environment.

We play a crucial role in supporting the community to achieve the highest attainable standards of health, wellbeing and participation at every age, and ensuring that the greatest improvements are realised among those who need it most.

Community involvement has enabled us to plan the services and initiatives that are needed, based on the strengths that already exist in our community.

Maximising health and wellbeing needs a collaborative effort and we are pleased that the City has such strong relationships with state and federal governments, neighbouring local governments, peak bodies, community groups, local organisations and businesses.

Our Council Plan 2018 - 2022 focusses on "putting our community first" and the Municipal Public Health and Wellbeing Plan demonstrates how we do this to improve health and wellbeing.

Working with the whole community, and the organisations that support them, we will create a healthy and equitable community for all.

Cr Bruce Harwood

Mayor City of Greater Geelong (2018)

Executive Summary

The City of Greater Geelong's *Municipal Public Health and Wellbeing Plan 2018 – 2021* (the Health and Wellbeing Plan) aligns with the *Council Plan - Putting Our Community First 2018 – 2022*. It is informed by analysis of international, national, state and regional policies, population and health data and the views of partners and community.

A comprehensive summary of this analysis can be found in the attached companion document to this Health and Wellbeing Plan – *Demographics and Health Profile Background Document*.

OUR GOALS FOR 2018 – 2021

Based on our policy, data, partner and community involvement, we have identified the following goals:

Supporting Social Connection to Improve Mental Health

Increasing Participation in Physical Activity

Improving Access to Safe and Healthy Local Environments, Services and Food

Increasing Community Safety and Preventing Violence and Injury

Our strategies align to these goals and include measurable actions that will deliver:

- **People-centred impacts:** Putting people, families and communities at the centre of our efforts;
- **Place-based impacts:** Designing and delivering healthy places where people live, learn, work and play; and
- **Healthy and sustainable environments:** Reflecting the connection between health and liveable neighbourhoods.

We will review our Health and Wellbeing Plan annually to ensure that our strategies remain relevant to:

- Emerging information on social and health equity outcomes;
- Effective partnerships and engagement with priority population groups and places, aimed at fully understanding the needs and obstacles experienced in accessing services and facilities; and
- The needs and obstacles faced by priority population groups and places when planning services, infrastructure and communication.

Health outcomes will be delivered through strong and effective relationships between Council and the following partners:

- Barwon Health;
- Bellarine Community Health;
- G21 - Geelong Region Alliance Health and Wellbeing Pillar Members;
- Women's Health and Wellbeing Barwon South West;
- Western Region Primary Health Network; and
- State and federal governments.

A copy of our Health and Wellbeing Plan will be provided to the Secretary of the Department of Health and Human Services, as required in the Victorian Public Health and Wellbeing Act 2008.

Background

AN OVERVIEW OF GREATER GEELONG

With a population of over 238,603 people the City of Greater Geelong is Victoria's largest regional municipality. Located 75 kilometres south west of Melbourne, the City covers an area of 1,247 km² comprising suburban, coastal, and country areas. Greater Geelong is bounded by the Moorabool Shire, Wyndham City Council, the Borough of Queenscliffe, Surf Coast Shire and Golden Plains Shire, as well as Bass Strait to the south.



					
238,603 TOTAL POPULATION	73.3% OF HOMES HAVE AN INTERNET CONNECTION	45 KM OF COASTLINE	17,000+ BUSINESSES	83% OF WORKFORCE LIVE IN GREATER GEELONG	114 INDIVIDUAL WETLANDS
					
2.41 AVERAGE HOUSEHOLD SIZE	40 MEDIAN AGE	16.2% POPULATION BORN OVERSEAS	2.66% POPULATION GROWTH RATE (2015-16)	5.1 MILLION VISITORS TO THE REGION	2,407 ABORIGINAL AND TORRES STRAIT ISLANDER

WHAT IS A MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN?

The Victorian Public Health and Wellbeing Act 2008 requires that Councils protect, promote and improve wellbeing by:

- Increasing community capacity to achieve better health outcomes;
- Initiating, supporting and managing local public health planning;
- Developing and implementing programs and activities to improve public health;
- Developing and influencing public health standards; and
- Facilitating and supporting local organisations whose work impacts health and wellbeing.

The purpose of the City of Greater Geelong's Municipal Public Health and Wellbeing Plan 2018-2021 (the Health and Wellbeing Plan) is to demonstrate how the City will work to meet the legislated requirements.

The Health and Wellbeing Plan fulfils the requirements of the Act that all Victorian Councils prepare a Municipal Public Health and Wellbeing Plan within 12 months of Council elections. It also meets the requirements of the Climate Change Act 2017 by having 'regard to climate change'.

RELEVANT LEGISLATION

Section 26 of the Victorian Public Health and Wellbeing Act 2008 requires that the Health and Wellbeing Plan:

- Includes an examination of health data and health determinants in the municipality;
- Identifies goals and strategies for creating a community with maximum health and wellbeing;
- Specifies measures to prevent family violence and respond to the needs of victims of family violence in the local community;
- Provides for the involvement of the local community in the development, implementation and evaluation of the plan;
- Specifies how Council will work collaboratively with partners undertaking public health initiatives to accomplish goals and strategies in the plan;
- Be consistent with the Council Plan and Municipal Strategic Statement;
- Have regard for the Victorian Public Health and Wellbeing Plan s26(3); and
- Conduct an annual review and make necessary amendments.

The City of Greater Geelong plays a crucial role in supporting the community to enjoy the highest attainable standards of health, wellbeing and participation at every age.

Our Health and Wellbeing Plan provides goals and strategies to improve health and wellbeing and to ensure that the greatest improvements are realised among those who need it the most.

To achieve a whole of Council focus on health and equity, Council considers the social determinants of the health model and apply the World Health Organisation's *Health in All Policies Framework* which puts health and wellbeing high on the agenda of all Council business.

In line with the *Victorian Public Health and Wellbeing Plan 2015-2019*, our Health and Wellbeing Plan highlights the importance of preventative action at every life stage, establishes our goals and describes the key strategies through which change can be achieved.

Additional legislation considered in the Health and Wellbeing Plan's development includes:

- Climate Change Act 2017;
- Tobacco Act 1987;
- Safe Drinking Water Act 2003;
- Food Act 1984;
- Environmental Protection Act 1970;

- Crown Land (Reserves) Act 1978;
- Child Wellbeing and Safety Act 2005;
- Drugs, Poisons and Controlled Substances Act 1981;
- Sport and Recreation Act 1972; and
- Charter of Human Rights and Responsibilities 2006.

The City of Greater Geelong views the health and wellbeing of our community as vital to achieving our purpose of 'working together for a thriving community' and being a clever and creative city that cares for its people and its environment.

HEALTH AND WELLBEING PLAN DEVELOPMENT PROCESS

The Health and Wellbeing Plan was informed by a review of the strategic policy context that guides health at the international, national, state and regional levels.

To inform our goals and strategies we engaged with the community, staff and other key stakeholders through the *Clever and Creative Future* community vision process. Representing the voices of more than 16,000 community members, equitable health and wellbeing outcomes was identified as a high priority. We reviewed the updated ABS Census demographic data, population health data and initiated a Geelong Preventative Health Survey to form an evidence based, local view of health and wellbeing issues.

Our Councillors have also been briefed and had opportunities to shape the Health and Wellbeing Plan's development.



As a result, the Health and Wellbeing Plan is consistent with the City of Greater Geelong Council Plan 2018-2022 and Municipal Strategic Statement. It provides a strong foundation for prioritising and implementing health and wellbeing priorities in the community by actions that are funded in the 2018 – 2019 Council budget.

Policy Context

A comprehensive review of international, national, state and regional health policy can be found in the attached companion document to this Health and Wellbeing Plan – *Demographics and Health Profile Background Document*.

The following sections summarise the evidence arising from the review as it sets the context for the City's Health and Well Being Plan:

INTERNATIONAL POLICY	
Source	Themes
The Social Determinants of Health (World Health Organisation)	• The conditions in which people are born, grow, live, work and age determine health outcomes. • The distribution of money, power and resources shape health. • Social determinants occur in four domains: – Built environment (access to housing, community facilities, amenity like playgrounds, sport and recreation facilities, transport and infrastructure); – Social and cultural environment (social inclusion, connections to community, access to community services, arts, culture, education, safety and security); – Economic environment (secure employment, socio-economic status, access to and affordability of food and housing); and – Natural environment (access to open space including parks, reserves and gardens, clean water, air, protection from climate change impacts).
Health in all Policies (World Health Organisation)	• All public policy decisions have health implications, can increase synergies and impact on health and health equity outcomes. • Social, environmental and economic decisions have health impacts.

NATIONAL POLICY

Source	Themes
National Health Priorities	The following health priorities receive focused attention from the Australian Government for prevention and early intervention: Cancer control; Cardiovascular health; Injury prevention and control; Mental health; Diabetes mellitus; Asthma; Arthritis and musculoskeletal conditions; Obesity; and Dementia.

STATE POLICY

Source	Themes
Victorian Public Health and Wellbeing Plan 2015-2019	This plan sets out six key priority areas for action: • Healthier eating and active living; • Tobacco free living; • Reducing harmful alcohol and drug use; • Improving mental health; • Preventing violence and injury; and • Improving sexual and reproductive health.
Victorian Royal Commission into Family Violence 2016	This Report set out 227 recommendations: • Recommendation 94 requires that Councils take measures to reduce family violence and respond to the needs of victims; and • The Victorian Government legislated for Councils to include these measures in their Municipal Public Health and Wellbeing Plans.
Victoria's 10 Year Mental Health Plan 2015	• This plan will guides outlines how all Victorians will have the opportunity to experience their best mental health and achieve their full potential. • It is a commitment to improving the wellbeing of Victorians with mental illness, their families and carers.
Environments for Health Framework	This framework encourages local governments to consider the impacts on health of built, social/cultural/economic and natural environments.

VicHealth Action Agenda 2016 - 2019

- Promoting healthy eating;
 - Encouraging regular physical activity;
 - Preventing tobacco use;
 - Preventing harm from alcohol; and
 - Improving mental wellbeing.
-

REGIONAL POLICY

Source	Themes
G21 Geelong Regional Alliance Health and Wellbeing Pillar Plan 2017 - 2021	The G21 Health and Wellbeing Pillar is funded by the State Department of Health and Human Services to deliver the Primary Care Partnerships program across the region. Current health priorities include: • Promoting healthy eating and active living; and • Preventing violence against women and children.
Women's Health and Wellbeing Barwon South West Gendered data profiles 2017	Priority action areas are: • The prevention of violence against women; • Sexual and reproductive health; • Mental health and wellbeing; and • Strengthening women's voices.
Preventing and Addressing Violence Against Women & Children in the G21 Region 2016 - 2020	This collective impact framework recommends that all organisations working on the prevention, early intervention or responses to violence work together to strengthen regional: • Leadership; • Organisational capacity; • Communicate key messages; and • Build the evidence base.
Western Region Primary Health Network (PHN)	The PHN aims to increase the effectiveness and efficiency of health services, particularly for those at risk of poor health outcomes and to improve coordination of care through: • Regional Health Planning; • Commissioning; • GP and primary care development; and • Health system integration.

City of Greater Geelong Policy

Source	Themes
<i>Council Plan 2018 – 2022 - Putting Our Communities First</i> 2018	• Improved health and safety of our community; • Informed social infrastructure and planning; • A more inclusive and diverse community; • Planned sustainable development; • Effective environmental management; • Vibrant arts and culture; • Integrated transport connections; • A thriving and sustainable economy; • Growing our tourism and events; • Innovative finances and technology; and • Organisational leadership, strategy and governance.
Social Equity Principles 2017	The following social equity principles were adopted by Council in 2017: • All activities of the City will be informed by up to date demographic and geographic information on social equity in the region which identifies priority areas and groups for attention; • Planning of all activities will be informed by effective, focused partnerships and engagement with priority groups and areas, aimed at fully understanding the particular needs and obstacles they experience in accessing services and facilities; and • Service and infrastructure design, location, communication and support arrangements will address the particular needs and obstacles faced by priority areas and groups.
Climate Change Adaptation Strategy 2011	• The City developed a Climate Change Adaptation Strategy to improve understanding of the risks of climate change and guide responses to climate risks; • A Climate Change Adaptation Toolkit has been developed for use by employees to assess climate change risks and adaptation responses across the organisation; and • The City is a certified “One Planet Living Council”. One Planet Living is an internationally recognised sustainability framework and program based on ten guiding principles which are used to evaluate our current performance, identify gaps and improvement areas and guide future efforts.

Community and Health Data

A comprehensive review of health data can be found in the attached companion document to this Health and Wellbeing Plan – *Demographics and Health Profile Background Document*.

The following sections summarise the characteristics and challenges that our community face regarding health and wellbeing:

CHARACTERISTICS

- Adults aged 60-69 had the biggest population increase between the 2011 and 2016 Census.
- 10% of the population were born in a non-English speaking country.
- 26.7% of the population speak a language other than English at home.
- 2,402 people identify as Aboriginal or Torres Strait Islander, which is more than any other local government area.
- 23.4% of the population is classified as low income.
- 96% of adults feel safe walking alone during the day.
- Over 80% of Greater Geelong residents can get help from family or friends if needed.
- 71% of Greater Geelong adults attended a local community event, higher than 58% for Victoria.
- Smoking rates have dropped to 12%.

CHALLENGES

- Less than half the population report their health status as good or very good.
- 32% of Greater Geelong adults have anxiety or depression which is higher than the level for Victoria.
- 10% report very high/high psychological distress.
- 49% are classified as obese or pre-obese (based on the definition in the Victorian Population Health Survey which uses body mass index as the measure).
- Over half of Greater Geelong adults do not meet the physical activity guidelines.
- 35% of Greater Geelong adults drink sugary drinks daily, once, or several times per week.
- 58.2% of Greater Geelong adults are at increased lifetime risk of alcohol related harm.
- 45% of adults do not eat the recommended serves of fruit.
- Only 6.4% eat the required amount of vegetables.
- Between 4% and 7.2% ran out of food and couldn't afford to buy more in last 12 months (based on a Council survey and the Victorian Population Health Data survey respectively).
- Only 32% walked for transport for one or more days in a week.
- Only 7.2% cycled for transport for one or more days in a week.
- Reporting of family violence incidents increased by 59% in the last 5 years.

RESPONSES

On the continuum from preventative health interventions through to individual treatment responses, local government's role is to understand local health characteristics and challenges, plan and deliver liveable, accessible places and deliver services and programs that increase community participation and access to information.

Identification of our Health and Wellbeing Plan priorities is based on an understanding of the policy context, community characteristics and health challenges and community priorities established through consultation.

Community Consultation

ENGAGEMENT PROCESS AND OUTCOMES

Community consultation to identify health issues and priorities reflect the City's community engagement policy and was conducted during 2016 – 2018.

Opportunities to gain community views included:

- The *Greater Geelong: A Clever and Creative Future* community vision initiative that gathered the views of 16,000 community members. The following aspirations were identified and set the overall context for this Health and Wellbeing Plan:
 - A prosperous economy that supports jobs and education opportunities;
 - A leader in developing and adapting technology;
 - Creativity drives culture;
 - A fast, reliable and connected transport network;
 - An inclusive, diverse, healthy and socially connected community;
 - People feel safe wherever they are;
 - Sustainable development that supports population growth and protects the natural environment;
 - Development and implementation of sustainable solutions; and
 - A destination that attracts local and international visitors.
- An online and paper-based survey entitled 'Help Geelong be Healthy and Safe' was conducted in December 2017 - January 2018 to determine health and wellbeing goals for residents of the City of Greater Geelong. Respondents were asked to rank the six Victorian Public Health and Wellbeing Plan priorities in order of importance to them including:
 - Increasing participation in physical activity;
 - Supporting access to safe and healthy food;
 - Improving social connections and mental wellbeing;
 - Reducing harm from tobacco, alcohol and other drugs;
 - Preventing violence and injury; and
 - Improving sexual and reproductive health.

335 responses were received from 25 postcodes with the following goals in ranked order:

- Improving social connections and mental wellbeing;
 - Increasing participation in physical activity;
 - Supporting access to safe and healthy food; and
 - Preventing violence and injury.
- Local early childhood and educational settings involved in the Victorian Government Achievement Program were also surveyed about their health and wellbeing priorities in December 2017, representatives from 26 settings responded to the survey.
 - Facilitated community focus groups were delivered in May 2018 at four locations across Geelong (Drysdale, Norlane, Highton and East Geelong) to further test the four proposed Health and Wellbeing Plan goals.

The workshop findings supported the four proposed Health and Wellbeing Plan goals and reiterated community interest in Council:

- Developing and maintaining safe and welcoming public spaces, recreation facilities, footpaths and bicycle paths as a priority for all communities. Each community focus group recognised that there is currently inequitable access to these between areas of relative advantage and disadvantage;

- Extending current communication mechanisms beyond online communication to include localised community newsletters, notice boards, and posters with a range of languages to suit each community;
 - Responding to new migrants, including refugee communities, who were identified as a group particularly in need of support; and
 - Advocating on the low service levels of public transport that poses challenges in terms of accessing services, activities and facilities.
- Specific considerations advanced by focus group participants were based on the Health and Wellbeing Plan providing an opportunity to highlight the link between a range of health and social issues and act as an 'umbrella' document to assist with coordinating local efforts:
 - Ensure future communication and advertisement of engagement opportunities includes offline and local communication methods, such as newsletters and community noticeboards;
 - Review the provision and maintenance of recreation facilities, open spaces, walking and cycling paths across all areas of the municipality, to ensure equitable provision and linkages between key community locations;
 - Include a focus on refugee and migrant communities in healthy eating programs, considering the additional barriers faced due to language, cultural and familiarity barriers;
 - Work with the community to advocate for improved public transport linkages, particularly in under-served, growing, and disadvantaged communities;
 - Collaborate with community hubs to support and expand existing efforts to provide education, food relief, and social support;
 - Include a focus on sustainability and long-term financial security in this work;
 - Investigate ways to reduce financial barriers to sports participation and promote and support free alternatives such as through the maintenance of quality public spaces;
 - Take on a lead role in advocacy, working with local communities; and
 - Support service provision and access through mapping and coordinating local services / programs focused on disability, active ageing, food security and homelessness.

Overall, conversations at each focus group identified how to support populations facing additional barriers to maintaining good health and wellbeing, particularly people experiencing disadvantage, the Aboriginal community, refugees and new migrants, young families and elderly people.

Community views sought to encourage Council to maintain a role in leadership, coordination, advocacy, and otherwise supporting community-based programs.

Following Council's decision to release the draft Municipal Public Health and Wellbeing Plan 2018 - 2021 for further community comment on 28 August 2018, Council officers made the Plan available on Council's website on the "Have Your Say" page from 29 August 2018 - 25 September 2018. There were 663 page views, 8 online submissions lodged, 6 social media comments and 13 emails received.

Comments were provided following presentations and meetings to discuss the Plan with senior leaders and officers from Barwon Health, Bellarine Community Health, the Western Region Primary Health Network, Give Where You Live and current partners through the G21 Health and Wellbeing Pillar (Primary Care Partnership).

The Department of Health and Human Services also provided comments.

Our Health and Wellbeing Plan Approach

HEALTH EQUITY

The principle underpinning this Health and Wellbeing Plan, of striving for health equity, is consistent with the City of Greater Geelong's social equity principles and with the *Victorian Public Health and Wellbeing Plan 2015-2019* aim to reduce health and wellbeing inequalities because:

Good health and wellbeing is important to everyone and enables people to more fully participate in communities, education and employment opportunities.

Good community health is essential for a strong economy.

Incorporating health equity as an underpinning principle builds on the strengths of good health enjoyed by many community members and seeks to extend this to all.

There is strong evidence that life opportunities, good health and wellbeing, reliance and social and emotional wellbeing is impacted at all stages of life by:

- Positive early childhood growth, development and experiences;
- Strong family connections;
- Access to education and employment;
- Access to health and social services;
- Strong cultural identity which is particularly significant for the Aboriginal community;
- Social inclusion and respect for diversity;
- Safe, affordable and accessible housing;
- Safe and healthy food, water and air; and
- Accessible and affordable transport.

In a local government context, this means creating and co-designing liveable communities that are safe, attractive, environmentally sustainable, socially cohesive and inclusive.

At the City of Greater Geelong, the *Council Plan 2018 – 2022 – Putting Our Community First* has already set this focus through our 11 strategic priorities.

In taking account of the *Victorian Public Health and Wellbeing Plan 2015-2019*, our Health and Wellbeing Plan describes how Council links its strategic priorities and health goals to three platforms for change and include:

PEOPLE CENTRED APPROACHES

People, families and communities are at the centre of efforts to improve health and wellbeing and focuses attention at key transition points where opportunities to intervene can have the greatest impact on:

- Vulnerable Groups;
- Social Groups;
- Gender equity;
- Participation; and
- Engagement.

PLACE BASED APPROACHES

Healthy places where people live, learn, work and play support good health and wellbeing. This includes encouraging organisations and individuals to work collectively to improve local decision making and accountability for health in:

- Early years;
- Education;
- Work places;
- Recreation; and
- Neighbourhoods.

HEALTHY AND SUSTAINABLE ENVIRONMENTS

The environment is a key platform for change. This platform reflects the connection between health and wellbeing and liveable neighbourhoods through:

- Active transport;
- Access to parks and green space;
- Sustainable environments; and
- Reducing and/or adapting to the impacts of climate change.

The following section outlines how Council's 11 strategic priorities align to the three health platforms for change and will enable the City to implement and review our Health and Wellbeing Plan goals and strategies.

Council Priorities and Platforms for Change

HEALTH IN ALL POLICIES

The following table illustrates how Council's 11 strategic priorities connect with the three health platforms for change:

Council Plan Strategic Priorities, Strategies and Action Plans	People Centred Health and Wellbeing Approaches	Place Based Health and Wellbeing Approaches	Healthy and Sustainable Environments Health and Wellbeing Approaches
1. Improved health and safety of our community.			
Related Council Strategies and Action Plans:			
• Domestic Animal Management Plan;			X
• Mosquito Management Plan;			X
• Municipal Emergency Management Plan;			X
• Open Space Strategy; and		X	
• Social Infrastructure Plan.		X	
2. Informed social infrastructure and planning.			
Related Council Strategies and Action Plans:			
Asset Management Plans;		X	
G21 Region Growth Plan;		X	
Open Space Strategy; and		X	
Social infrastructure Plan.		X	
3. A more inclusive and diverse community.			
Related Council Strategies and Action Plans:			
• Active Ageing Strategy (in development);	X		
• Asset Management Plans;		X	
• Disability Action Plan;	X		
• Gender Equity Framework;	X		

• Karreenga Aboriginal Action Plan;	X		
• Multicultural Action Plan;	X		
• Municipal Early Years Plan;	X		
• Open Space Strategy;		X	
• Social Inclusion Strategy (in development);	X		
• Social Infrastructure Plan; and		X	
• Social Housing Strategy (in development).	X		
4. Planned sustainable development.			
Related Council Strategies and Action Plans:			
• Biodiversity Strategy;			X
• Climate Change Adaptation Strategy;			X
• Environment Management Strategy;			X
• G21 Region Growth Plan;		X	
• Housing Diversity Strategy;		X	
• Municipal Strategic Statement;		X	
• Rural Land Use Strategy;		X	
• Settlement Strategy;		X	
• Social Infrastructure Plan; and		X	
• Urban Forest Strategy.			X
5. Effective environmental management.			
Related Council Strategies and Action Plans:			
• Biodiversity Strategy;			X
• Climate Change Adaptation Strategy;			X
• Community Zero Carbon Action Plan; and			X
• Environment Management Strategy.			X
6. Vibrant arts and culture.			
Related Council Strategies and Action Plans:			
• Public Arts Strategy;		X	
• Municipal Heritage Strategy;		X	

7. Integrated transport connections.

Related Council Strategies and Action Plans:

- Geelong Road Safety Strategy; X
 - Greater Geelong Cycling Strategy; X
 - G21 Region Road Transport Plan; X
 - Integrated Comprehensive Transport Plan; X
 - Municipal Road Management Plan; X
 - Network Operating Plan; and X
 - Principal Bicycle Network. X
-

8. A thriving and sustainable economy.

Related Council Strategies and Action Plans:

- Central Geelong Action Plan; X
 - Digital Geelong Strategy; and X
 - Sustainable Agribusiness Strategy for the G21 Region. X
-

9. Growing our tourism and events.

Related Council Strategies and Action Plans:

- Geelong Major Events Strategy; and X
 - Tourism Greater Geelong and the Bellarine – Visitor Economy Strategy and Development Plan X
-

10. Innovative finances and technology.

Related Council Strategies and Action Plans:

- Digital Geelong Strategy; X
 - Information and Communications Technology Strategy; and X
 - Social Infrastructure Plan. X
-

11. Organisational leadership, strategy and governance.

Related Council Strategies and Action Plans:

- Community Engagement Strategy; and X
 - Strategic Planning Framework. X
-

HEALTH IS BUSINESS AS USUAL

The close alignment between the City of Greater Geelong's strategic priorities and action plans, coupled with the regulatory requirements it is mandated to deliver, means that the following activities that support health and wellbeing are embedded in business as usual. Examples of these activities include:

People centred approaches:

- Services planning, programs and advocacy to support children and families, youth people, adults and older adults;
- Planning and activities to support community inclusion given gender, Lesbian, Gay, Transgender, Intersex, Queer (LGBTIQ), disability, multicultural and Aboriginal status;
- Active recreation, community programs and opportunities to participate in community events; and
- Activities and events that bring people together.

Place based approaches:

- Development and delivery of infrastructure, facilities, foot paths, bike paths and trails;
- Economic development;
- Urban design to create open spaces with good surveillance, safe pedestrian access, walking paths, trees for shade and accessible public amenities;
- Open spaces and access to the natural environment; and
- Provide accessible information/maps about local sport and active recreation opportunities.

Healthy and sustainable environments:

- Adequate access to drinking water in public places and food safety and security;
- Education and statutory measures to manage air, water and soil;
- Liquor licensing and regulation;
- Responses to applications for electronic gaming machines and related advocacy to minimise community losses and harm;
- Communicable disease prevention and control through immunisations and notifications; and
- Incident and emergency management response.

Because these roles are embedded in our business as usual, the Health and Wellbeing Plan Action Plan for 2018 – 2019 focuses on the specific initiatives funded through the Council Plan and budget for 2018 – 2019. The Health and Wellbeing Plan Action Plan for 2018 – 2019 is outlined in the next section.

Health and Wellbeing Plan - Action Plan 2018 - 2019

The following Health and Wellbeing Action Plan identifies specific, measurable initiatives that Council has funded in the 2018 – 2019 budget that will deliver on our goals and strategies:

Goal 1: Supporting Social Connection to Improve Mental Health

STRATEGIES	ACTION	MEASUREABLE	Responsible Department
People Centred: To put people, families and communities at the centre of efforts to improve health and wellbeing.	Advertising and administering Community Investment and Support Fund grants, the community infrastructure fund, sponsorships and donations, strategic partnerships and Geelong major events to support increased social connections.	Grant Program funds expended.	Connected Communities.
	Developing community skills and capacity to participate, lead and socialise locally.	Resources are available and applied to support for local community groups, sporting and recreational groups and neighbourhood houses at all life stages.	Connected Communities.
	Responding to gambling applications, promoting alternate recreation opportunities and social connections to coordinating community education and advocacy to reduce problem gambling and minimise gambling losses.	Gambling application responses presented to Council and community education and advocacy conducted.	Healthy Communities
	Delivering mental health first aid training in secondary schools aimed at students and parents.	Training programs delivered.	Connected Communities
	Upgrading kitchens in three senior citizens clubs to enable older people to meet and connect.	Upgrades completed.	Capital Projects.
	Identifying a suitable site for the Grovedale Men's Shed that will meet the needs of Grovedale men's shed and retain open space at Grovedale hub location and increase local connections.	A suitable site in Grovedale identified.	Social Planning & Investment.

Goal 1: Supporting Social Connection to Improve Mental Health

	Developing a scoping paper to define Council's role and actions in supporting people, families and communities to enjoy better mental health through social connections.	Paper complete with recommendations to inform the 2019 – 2020 Council Plan and budget process.	Healthy Communities.
	Identifying mental health and social connection needs arising from the reviews of the Karreenga Aboriginal Action Plan, Multicultural Action Plan, Disability Action Plan and Active Ageing Strategy development to improve mental health through social connections.	Needs for specific population groups identified to inform the 2019 – 2020 Council Plan and budget process.	Healthy Communities.
	Raising the profile of mental health impacts by holding a community event in Mental Health Month in October 2018.	Event held.	Healthy Communities.
	Partnering with Barwon Health through the Barwon Region Mental Health Promotion Network to host a play by Centre Stage, "Carpe Diem," to raise the issue of suicide prevention in rural communities.	Play performed.	Healthy Communities.
Place Based: To achieve healthy places where people live, learn, work and play.	Reviewing the Social Infrastructure Plan to provide a fully informed platform for Council to make future decisions and prioritise planning, renewal and development of social infrastructure.	Social Infrastructure Plan review completed.	Social Planning & Investment.
	Constructing Rosewall Community Hub to providing flexible multipurpose spaces for the delivery of a neighbourhood house program and place-based community development programs in an improved open space setting.	Construction of Rosewall Community Hub completed.	Capital Projects.
	Redeveloping Cloverdale Community Hub to increase capacity of activity spaces,	Redevelopment of Cloverdale Community Hub completed.	Capital Projects.

Goal 1: Supporting Social Connection to Improve Mental Health

	support flexible program delivery, improve passive surveillance of adjacent open space and improve access to appropriate relevant community services.		
	Upgrading the Portarlinton community facility to enable the facility to be shared with the Portarlinton neighbourhood house.	Upgrade complete.	Capital Projects.
	Constructing the Armstrong Creek East Neighbourhood Activity Centre.	Construction complete.	Planning Strategy & Urban Growth.
	Acquiring land to establish a community facility site for the Armstrong Creek Town Centre.	Land acquired.	Planning Strategy & Urban Growth.
	Acquiring land in Fyansford to provide for a community facility to accommodate the needs of the local community.	Land acquired.	Social Planning & Investment.
	Upgrading major community halls to maintain a standard of venue delivery.	Upgrades completed.	Capital Projects.
	Upgrading the Bell Post Hill Sports and Recreation Club kitchen.	Upgrades completed.	Capital Projects.
	Maintaining and improving the Potato Shed Facility.	Maintenance and improvements completed.	Arts & Culture.
	Installing a spectator viewing deck at the Murgheboluc Cricket Club at King Lloyd Reserve Newtown.	Installation completed.	Capital Projects.
Healthy and Sustainable Neighbourhoods: To reflect the connection between health and wellbeing and liveable neighbourhoods.	Developing the Drysdale Town Centre Square.	Town square constructed.	Planning Strategy & Urban Growth.

GOAL 2: Increasing Participation in Physical Activity

STRATEGIES	ACTION	MEASUREABLE	Responsible Department
People Centred: To put people, families and communities at the centre of efforts to improve health and wellbeing.	Delivering targeted health promotion activities and collateral to increase the capacity of children and young people, adults, older adults, people with disabilities and people from culturally and linguistically diverse backgrounds and the Aboriginal community to understand the benefits of physical exercise and how to participate.	Activities and collateral delivered.	Healthy Communities.
	Expanding the Webstar's School Learn to Swim program.	Increased participation in learn to swim programs.	Leisure & Recreation.
	Upgrading Kingston Park Sub-Regional Playground to provide modern and accessible equipment to engage and encourage children's play.	Upgrade completed.	Capital Projects.
	Bringing existing playgrounds up to required legislative standards and to meet the needs of the community.	Playground upgrades completed.	Capital Projects.
	Upgrading non-compliant umpire change facility and providing modern, unisex amenities at the East Geelong Football Netball Club umpire change room.	Upgrade completed.	Capital Projects.
	Delivering a new female/unisex change facility for the Bell Park Sports (Soccer) Club.	Facility completed.	Capital Projects.
	Delivering a second set of unisex change rooms to the Lara United Soccer Club.	Facility completed.	Capital Projects.
	Upgrading change rooms at the Grovedale Football & Netball Club.	Upgrade completed.	Capital Projects.

GOAL 2: Increasing Participation in Physical Activity

	Upgrading change rooms to include female and umpires change rooms and social club rooms at Geelong West Giants Football Club.	Upgrade completed.	Capital Projects.
	Upgrading the St Albans Football Club change rooms to include female and umpire change rooms.	Upgrade completed.	Capital Projects.
	Upgrading St Joseph's Football and Netball Club Change Room.	Upgrade completed.	Capital Projects.
	Upgrading the South Barwon Football and Netball Club Toilet.	Upgrade completed.	Capital Projects.
	Upgrading the Melaluka Road Leopold Football, Cricket and Netball Clubrooms.	Upgrade completed.	Capital Projects.
	Upgrading McDonald Reserve, South Barwon Football & Netball Club change rooms.	Upgrade completed.	Capital Projects.
	Upgrading Winter Reserve, Belmont Lions Football Netball Club & East Belmont Cricket Club change facility to modern, accessible and unisex facilities.	Upgrade completed.	Capital Projects.
	Delivering the Northern Skate Park development at Stead Park in Corio consisting of skating elements for young people.	Delivery completed.	Capital Projects.
	Granting Community Facilities Infrastructure Funds for Council owned and community used assets.	Funding allocated.	Connected Communities.
	Upgrading the second netball court at St Albans Recreation Reserve.	Upgrade completed.	Capital Projects.
Place Based:	Developing a master plan of Greater Geelong and Bellarine Shared Trails that will increase physical activity and	Master plan completed.	Engineering Services.

GOAL 2: Increasing Participation in Physical Activity

To achieve healthy places where people live, learn, work and play.

connections between clubs, schools and social groups.

Building Better Bike Connections.

Bike connections improved.

Capital Projects.

Implementing Stage 1 of the Lara Southern Link (Lara to Corio) Cycle Strategy.

Stage 1 implemented.

Capital Projects.

Implementing Hovells Creek shared bike and pedestrian path along Hovells Creek in Lara (Section 1 of 5 between Station Lake Rd and Flinders Ave) to connect the Lara town centre with north-west Lara residents.

Section 1 of 5 implemented.

Engineering Services.

Replacing kerb and channel in full block sections to enhance access.

Replacement program complete.

Engineering Services.

Constructing footpaths through special rates and charges and renewals.

Footpath construction complete.

Engineering Services.

Construction of a pedestrian link to the new 'Manzene Village' residential estate. Project includes construction of footpaths and landscaping to create a pedestrian and cycle link to the neighbouring residential estate.

Construction completed.

Capital Projects.

Rebuilding the Ritchie Blvd Bay Walk from the Sailing School to Eastern Beach Reserve.

Rebuilding completed.

Capital Projects.

Implementing year 2 infrastructure design for the Ocean Grove Principal Pedestrian Network.

Infrastructure design completed.

Engineering Services.

Connecting the Griggs Creek pedestrian Bridge - East Bank Shared Path connecting the school and further north to the new pedestrian Bridge.

Connection completed.

Planning Strategy & Urban Growth.

GOAL 2: Increasing Participation in Physical Activity

Completing a Lara Sports Precinct master plan to achieve a better understanding of future needs at the reserve.	Master Plan completed.	Social Planning & Investment.
Completing a master plan at the Barwon Soccer Club to identify the needs for development and improvement including a third pitch.	Master Plan completed.	Social Planning & Investment.
Maintaining the Geelong Arena to ensure facility compliance.	Maintenance program completed.	Leisure & Recreation Services.
Renewing and replacing toilet blocks.	Public toilet renewed or replaced.	Property & Procurement.
Designing Stage 1 of the Northern ARC Health and Wellbeing Hub development.	Detailed design completed.	Capital Projects.
Providing an Armstrong Creek East Precinct Neighbourhood Activity Centre Community Pavilion.	Pavilion provided.	Planning Strategy & Urban Growth Social Planning & Investment.
Constructing a new pavilion to accommodate rugby union, gridiron and cricket at Hendy St (Flinders Peak) Reserve.	Construction completed.	Capital Projects.
Upgrading Stead Park Softball Pavilion to increase accessibility.	Upgrade completed.	Capital Projects.
Upgrading floodlighting at Bell Park Sport & Recreation Club.	Floodlighting upgrade completed.	Capital Projects.
Renewing the Goldsworthy Reserve track.	Renewal completed.	Capital Projects.
Upgrading football and netball club facilities at Anakie Reserve.	Upgrade completed.	Capital Projects.
Developing the Drysdale and Clifton Springs Sport Precinct.	Development completed.	Capital Projects.
Replacing gymnasium equipment.	Replacements completed.	Leisure & Recreation Services.

GOAL 2: Increasing Participation in Physical Activity

	Maintaining and upgrading aquatic play annual equipment.	Maintenance and upgrades completed.	Leisure & Recreation Services.
	Establishing a St Leonards playground at St Leonards south of Levians Rd.	Playground established.	Capital Projects.
	Improving Eastern Beach Promenade.	Improvements completed.	Central Geelong & Waterfront.
	Upgrading Queens Park golf course irrigation to maintain the greens and fairways.	Upgrade completed.	Capital Projects.
Healthy and Sustainable Neighbourhoods: To reflect the connection between health and wellbeing and liveable neighbourhoods.	Upgrading the Geelong Botanic Garden Sustainable Visitor Facility.	Upgrade completed.	Capital Projects.
	Improving sports grounds in response to drought conditions.	Improvements completed.	Capital Projects.
	Auditing animal waste bins and bag dispensers to assess usage and geographic spread and installing more bins and bags where necessary.	Audit and additions completed.	Environment & Waste Services.
	Improving priority capital works in adopted conservation and environment reserves.	Capital works completed.	Environment & Waste Services.
	Constructing an Underwater Sculpture Park as an iconic tourism attraction and environmental initiative to help mitigate against erosion from storm tide events and provide environmental benefits in terms of habitat restoration.	Construction completed.	Arts & Culture.
	Installing Bronze plaques throughout Central Geelong's pedestrian environment to provide a trail to encourage people to walk the city.	Installation completed.	Arts & Culture.

GOAL 3: Improving Access to Healthy Local Environments, Services and Food

STRATEGIES	ACTION	MEASUREABLE	Responsible Department
People Centred: To put people, families and communities at the centre of efforts to improve health and wellbeing.	Identifying a food relief centre location in Geelong.	Location identified.	Social Planning & Investment.
	Increasing universal access and inclusion that provides inclusion and participation in the community, better access to employment and fostering improved community attitudes and practices through the Disability Action Plan.	Access and inclusion increased.	Connected Communities.
	Improving disability access to community facilities.	Access improved.	Capital Projects.
	Improving disability access to Lara Golf course.	Access improved.	Leisure & Recreation Services.
	Developing an Active Ageing Strategy to create supportive and welcoming environments for older adults.	Strategy developed.	Healthy Communities.
	Designing and constructing Highton Enhanced Children's Centre.	Design and construction completed.	Capital Projects.
	Designing and constructing Hendy Street Child and Family Centre.	Design and construction completed.	Capital Projects.
	Designing and constructing Drysdale Integrated Children's Centre.	Design and construction completed.	Capital Projects.
Place Based: To achieve healthy places where people live, learn, work and play.	Constructing Purnell Road Child and Family Centre.	Construction completed.	Capital Projects.
	Implementing the Ocean Grove Urban Design Framework to deliver roadworks to improve the pedestrian safety and amenity of the Town Centre and the mixed-use development of a major redevelopment site.	Urban Design Framework implemented.	Planning Strategy & Urban Growth.

GOAL 3: Improving Access to Healthy Local Environments, Services and Food

	Reviewing growth area Precinct Structure Plans and Development Contribution Plans.	Reviews completed.	Planning Strategy & Urban Growth.
	Continuing the Pakington Street Urban Design Framework Year 2	Preparation completed.	Planning Strategy & Urban Growth.
	Implementing the adopted Northern and Western Geelong Growth Areas project into the Greater Geelong Planning Scheme.	Implementation completed.	Planning Strategy & Urban Growth.
	Reviewing the Municipal Strategic Statement and implementing key planning policy currently being prepared including Settlement Strategy, Retail Strategy, Employment Land Strategy and Avalon Corridor Strategy.	Review completed.	Planning Strategy & Urban Growth.
	Delivering the Geelong Saleyards Precinct Plan.	Geelong Saleyards Precinct Plan implemented.	Planning Strategy & Urban Growth.
	Appointing Legal, Probity and Commercial Advisors, essential to establishing the legal and commercial foundations the Mineral Spa & Wellness Centre.	Legal, Probity and Commercial Advisors, appointed.	Central Geelong & Waterfront.
	Completing Stage 2 Green Spine works.	Stage 2 works completed.	Central Geelong & Waterfront.
	Upgrading the public realm in Central Geelong through specific projects to be determined by the Central Geelong Task Force.	Upgrades completed.	Central Geelong & Waterfront.
	Reducing and removing sugar sweetened beverages from Council owned and operated facilities and promotion of water in sport.	Sugar sweetened beverages reduced and removed from Council owned and operated facilities.	Healthy Communities.
Healthy and Sustainable Neighbourhoods: To reflect the connection between health and wellbeing and liveable neighbourhoods.	Addressing the responsibilities, education and enforcement about the threat of pests, plants and animals to preserve rural and coastal environments.	Education and enforcement tasks completed.	Environment & Waste.

GOAL 3: Improving Access to Healthy Local Environments, Services and Food

Developing a Waste and Resource Recovery Strategy 2018-23 to provide a strategic blueprint for the management of solid waste, recyclables and resources in the City. Driving the development of the strategy	Waste and Resource Recovery Strategy 2018-23 completed.	Environment & Waste.
Implementing the recommendations of the Settlement Strategy including detailed landscape and visual character assessment and engineering services assessment by specialist consultants.	Settlement Strategy implemented.	Planning Strategy & Urban Growth.
Implementing the Avalon Corridor Strategy to support a Northern Employment Cluster.	Benefits identified and acted on.	Planning Strategy & Urban Growth.
Implementing the Agribusiness Plan to lead to investment, jobs and more sustainable ways to build on opportunities in this sector.	Agribusiness Plan implemented.	Enterprise Geelong & Events.
Extending the Maker Space and co-working space that fosters creative industries and develop new businesses in a cooperative and collaborative environment.	Maker Space extended.	Arts & Culture.
Renewing Geelong by filling more than 60 vacant shopfronts and associated offices with arts and creative industries bringing back vibrancy and community pride to the city.	Renewal completed.	Arts & Culture.
Commissioning new public art across the municipality which will enhance public amenity.	New public art commissioned.	Arts & Culture.

GOAL 4: Increasing Community Safety and Preventing Violence and Injury

STRATEGIES	ACTION	MEASUREABLE	Responsible Department
People Centred: To put people, families and communities at the centre of efforts to improve health and wellbeing.	Finalising the draft Gender Equity Framework to positively promote the involvement of women in community life.	Framework completed.	Healthy Communities.
	Extending the Statement of Commitment against family violence to support workplaces in the City to prevent and address violence against women.	Statement of Commitment extended.	Healthy Communities.
	Implementation of the City's Family Violence Action Plan and activities identified by the Women in Community Life Advisory Committee.	Action Plan implemented, and events facilitated.	Healthy Communities.
	Planning for emergency recovery to ensure community safety in the case of an unforeseen event.	Plans and resources are in place.	Connected Communities.
	Upgrading children service facilities including childcare centres, kindergartens and occasional care venues to ensure compliance with children service regulations and continuation of service delivery.	Children Services facilities upgraded.	Capital Projects.
	Redeveloping Leopold Child and Family Centre playground to ensure it provides suitable and safe play spaces that meet the requirements of the National Quality Standards.	Redevelopment completed.	Capital Projects.
Place Based: To achieve healthy places where people live, learn, work and play.	Participating in Local Safety Committees in Geelong and on the Bellarine to enhance community safety.	Participation and actions implemented.	Healthy Communities.
	Implementing actions identified in the Safe City Summit in 2017 to enhance community safety in central Geelong.	Implementation completed.	Healthy Communities.

GOAL 4: Increasing Community Safety and Preventing Violence and Injury

Supporting the Pakington Street Traders action to improve community safety.	Traders supported.	Healthy Communities.
Identifying emergency design requirements for safety and emerging priorities and specifications for sporting floodlights.	Design requirements identified.	Social Planning & Investment.
Renewing Central Geelong Safety Camera system software and hardware renewal.	Renewal of system hardware and software.	Central Geelong & Waterfront.
Renewing feature lights around Steampacket quay and youth activity area.	Renewals completed.	Events Central Geelong.
Bringing existing playgrounds up to standard to legislative requirements and the needs of the community.	Renewals completed.	Capital Projects.
Constructing road and drainage projects in accordance with approved schedule funded via Special Rates and Charges Schemes.	Construction completed.	Engineering Services.
Resurfacing of sealed road surfaces with asphalt to maintain a waterproof surface and ensure the long-term integrity of the road pavement.	Resurfacing completed.	Engineering Services.
Renewing or replacing road pavements in full block sections.	Renewals and replacements completed.	Engineering Services
Renewing or replacing bridges, major culverts, bus shelters, laneways, car parks and street furniture and other sundry road and street related infrastructure.	Renewals and replacements completed.	Engineering Services.
Investigating and designing for road construction projects throughout the municipality.	Construction projects identified and designed.	Engineering Services.
Constructing local road works including provision of roundabouts.	Construction projects identified and provided.	Engineering Services.

GOAL 4: Increasing Community Safety and Preventing Violence and Injury

	Delivering VicRoads Funded projects on Council assets.	Projects delivered.	Engineering Services.
	Resurfacing sealed road surfaces with spray seal or scrap rubber reseal to maintain a waterproof surface and ensure the long-term integrity of the road pavement.	Resurfacing completed.	Engineering Services.
	Replacing or installing major traffic works as listed in the prioritised traffic projects core list.	Construction completed.	Engineering Services.
	Designing and investigating traffic management projects - Road & Street Management.	Road & Street Management investigated and designed.	Engineering Services.
	Delivering major bridge upgrades and renewals.	Upgrades and renewals completed.	Engineering Services.
	Delivering Federal Roads Program (Roads to Recovery).	Delivery completed.	Engineering Services.
	Asphalting the Animal Pound walkway/road	Asphalting completed.	Health & Local Laws.
	Installing CCTV safety cameras in Highton Village precinct.	CCTV safety cameras installed.	Engineering Services.
Healthy and Sustainable Neighbourhoods: To reflect the connection between health and wellbeing and liveable neighbourhoods.	Restoring Osborne House following closure for mould and structural issues.	Remedial works completed.	Property & Procurement.
	Responding to liquor licensing applications.	Responses submitted to planning processes.	Healthy Communities.

Delivery and Evaluation

HOW WE WILL DELIVER OUR PLAN

The draft Health and Wellbeing Plan was released for public exhibition and comment throughout September 2018.

Comments were reviewed, and adjustments made for presentation and final adoption by Council in October 2018.

The adopted Health and Wellbeing Plan will be submitted to the Secretary of the Department of Health and Human Services by end October 2018. It will also be launched and shared with our many partners in achieving a healthy community.

Plan monitoring will occur through the Council Plan reporting processes and the Healthy Communities Department will be responsible for liaising with all internal and external partners to support implementation. The actions identified in the 2018 – 2019 action plan have been funded through the budget cycle. Many of the actions related to increasing participation in physical activity and improving access to safe and healthy local environments, services and food are currently included in the G21 – Geelong Regional Alliance Health and Wellbeing Pillar Healthy Eating and Active Living (HEAL) backbone support group plan. This collaboration with major health organisations and community service providers, funded by the State Government Primary Care Partnership Program, ensures that strategic and evidence based priorities are pursued within a collective action framework. Evaluation of this work is a common priority of all HEAL partners.

An annual review of Health and Wellbeing Plan progress for Council consideration prior to reporting back to the Secretary of the Department of Health and Human Services.

The goals and strategies of the Health and Wellbeing Plan will be considered in the City's future planning and budgeting cycles. Opportunities to apply for grants that will progress our goals and strategies will be routinely pursued.

Further work on evaluating the impact of our Health and Wellbeing Plan will commence in 2018 – 2019 and will inform measures in future years of the Plan. We are committed to advancing this evaluation work in a partnership model in conjunction with the Western Region Primary Health Network, Barwon Health, Bellarine Community Health and all relevant G21 – Health and Wellbeing Pillar partners.

THE CITY OF
GREATER GEELONG

MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN 2018-2021

DEMOGRAPHICS AND HEALTH
PROFILE BACKGROUND DOCUMENT

Contents

List of Figures	5
Executive Summary	8
Health and Wellbeing Status	9
Key Data	10
Health & Wellbeing Trends	11
Health Status	14
Health System	15
Evidence Base for Health and Wellbeing Focus Areas for 2018-2021	16
Introduction	17
Legislation	17
Aim	17
Method	17
Health and Wellbeing Policy	19
International	19
Social Determinants of Health	19
Health in all Policies Framework	19
National	19
The National Health Priority	19
State	20
Victorian Public Health and Wellbeing Plan 2015-2019	20
Responding to Family Violence	20
Environments for Health	21
Strengthening Health Systems	21
VicHealth	21
Regional	22
G21 Health and Wellbeing Pillar	22
Women's Health Barwon South West	22
Western Region Primary Health Network	22
Determinants of Health	23
Community and Socio-Economic Factors	23

About our People.....	23
How Will our Community Look by 2036?.....	24
Our Diversity.....	26
Employment	27
Travel to Work	27
Occupations and Industries	28
Households and Families	29
Household Tenure	29
Weekly Household Income	30
Financial Stress and Food Insecurity	30
Gambling.....	31
SEIFA (Socio-Economic Indexes for Areas).....	32
Education	33
Social Capital	34
Civic Trust	34
Community Support.....	35
Feeling Valued by Society	36
Community and Civic Engagement.....	36
Tolerance of Diversity	38
Level of Social Isolation.....	38
Community Safety and Family Violence.....	39
Environmental Factors	42
Health Protection	42
Climate Change.....	44
Water.....	45
Health Behaviours	45
Physical Activity.....	45
Healthy Eating	49
Breastfeeding	50
Sugar-Sweetened Beverages	51
Water Consumption	51
Smoking and Alcohol	52
Bio-Medical Factors	55
Body Weight	55

Health Checks	56
Health Status.....	57
Health Conditions	57
Chronic Diseases	57
Type II Diabetes	58
Asthma	58
Allergies	59
Dementia.....	60
Human Function	61
Special Health Care Needs – Children / Adolescents.....	61
Need for Assistance (Disability)	61
Wellbeing.....	63
Self Reported Health Status	63
Psychological Distress	64
Anxiety and Depression.....	64
Satisfaction with Life.....	65
Deaths	66
Health System.....	67
Health and Community Service System	67
Immunisation	69
List of resources.....	71

List of Figures

Figure 1: Population by service age groups (source: profile.id 2017)	23
Figure 2: 2016 Census population distribution (source: forecast.id 2017)	24
Figure 3: 2036 forecast population distribution (source: forecast.id 2017)	24
Figure 4: Summary of areas with highest forecast average annual change in population 2016 to 2036 (source: forecast.id 2017)	24
Figure 5: Change in population forecast 2016 to 2036 (source: forecast.id 2017)	25
Figure 6: Birthplace (source: 2016 ABS Census)	26
Figure 7: Employment status (source: 2016 ABS Census)	27
Figure 8: Travel to work (source: 2016 ABS Census)	27
Figure 9: Proportion of adults who walked or cycled for transport (source: VPHS 2014)	28
Figure 10: Top occupation categories (source: 2016 ABS Census)	28
Figure 11: Family characteristics (source: profile.id 2017)	29
Figure 12: Household tenure type (source: 2016 ABS Census)	29
Figure 13: Weekly household income (source: 2016 ABS Census)	30
Figure 14: Financial stress indicator – unable to raise \$2,000 within two days in an emergency or had run out of food at any time during previous year (source: VHISS 2018 reporting VPHS data from 2008, 2011, 2014)	30
Figure 15: Electronic Gaming Machine (EGM) expenditure from 2014 to 2017 (source: Victorian Commission for Gambling and Liquor Regulation 2018)	31
Figure 16: Total losses for players using EGMs in 2016-2017 by municipality (source: Statistical Data for Victorian Communities, City of Greater Dandenong 2018)	31
Figure 17: Highest level of school completed (source: 2016 ABS Census)	33
Figure 18: Proportion of adults who agree that most people can be trusted (source: VHISS, 2018 reporting VPHS data from 2014)	34
Figure 19: Social support – able to get help from family, friends or neighbours (source: VPHS 2014)	35
Figure 20: Neighbourhood tenure – adults (source: VPHS 2014)	35
Figure 21: Proportion of adults who feel valued by society (source: VPHS 2014)	36
Figure 22: Proportion of adults who belong to a community group (source: VPHS 2014)	36
Figure 23: Proportion of adults who have attended a local community event (source: VPHS 2014)	37
Figure 24: Proportion of adults who volunteer (source: VPHS 2014)	37
Figure 25: Proportion of adults, by whether or not they think multiculturalism makes life in their area better (source: VPHS 2014)	38
Figure 26: Number of social contacts – adults (source: VPHS 2014)	38
Figure 27: Feelings of safety - proportion of adults feeling safe walking down their street after dark, trends 2011 to 2014 (source: VPHS 2011, VPHS 2014)	39
Figure 28: Perception of safety – walking alone during the day (source: VHCIS 2015)	40
Figure 29: Perception of neighbourhood safety for children & adolescents (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAW 2014)	40
Figure 30: Perception of neighbourhood – adults (source: VHCIS 2015)	41
Figure 31: Family incidents recorded by Police 2012 to 2017 (source: CSA 2017)	41
Figure 32: Proportion of adults meeting physical activity guidelines (source: VPHS 2014)	45
Figure 33: Proportion of adult population by duration spent sitting on an average working day (source: VPHS 2014)	46
Figure 34: Child/adolescent screen time per day (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAW 2014)	46
Figure 35: Proportion of adults by physical activity for leisure (source: VHCIS 2015)	47

Figure 36: Child/adolescents engaged in physical activity (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)	47
Figure 37: Proportion of adults who met daily fruit and vegetable intake guidelines, trends 2008 to 2014 (source: VHISWS, 2018 reporting VPHS data from 2008, 2011, 2014)	49
Figure 38: Meets child daily-recommended serves of fruit and vegetables (source VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)	49
Figure 39: Proportion of adults who eat take-away meals or snacks (source: VPHS 2014)	50
Figure 40: Infants breastfed at six months (source: VCAMS 2017)	50
Figure 41: Infants breastfed at three months (source: VCAMS 2017)	50
Figure 42: Frequency of sugar-sweetened soft drinks – adults (source: VPHS 2014)	51
Figure 43: Daily water consumption – adults (source: VHCIS 2015)	51
Figure 44: Proportion of adults at risk of alcohol related harm – 2014 (source: VPHS 2014)	52
Figure 45: Alcohol culture – adults' attitude towards alcohol (source: VHCIS 2015)	53
Figure 46: Alcohol and drug use – adolescents (source: VCAMS 2017, reporting indicator data spreadsheets from VSHAWS 2014)	53
Figure 47: Proportion of adults who are current smokers, trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)	54
Figure 48: Smoking – children exposed to smoke in the home and adolescents who have ever smoked (source: VCAMS 2017 reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)	54
Figure 49: Proportion of adult population classed as overweight/pre-obese or obese, trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)	55
Figure 50: Biomedical checks – adults (source: VPHS 2014)	56
Figure 51: Rate/100,000 – cases of communicable diseases in past 12 months to January 2018 (source: http://www.health.vic.gov.au/ideas/downloads/daily_reports/rptLGC_GreaterGeelongC_GR.pdf)	57
Figure 52: Diagnosed chronic health conditions – adults (source: VPHS 2014)	57
Figure 53: Prevalence of Type II Diabetes among adults – trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)	58
Figure 54: Asthma diagnosis or has taken asthma medication in previous 12 months – children and adolescents (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)	58
Figure 55: Prevalence of adults ever diagnosed with asthma, trends 2008 to 2011 (source: VHISS, 2018 reporting VPHS data from 2008, 2011)	59
Figure 56: Allergies in children entering school (source: SEHQ 2016)	59
Figure 57: Number of persons with a dementia diagnosis 2017 – top five local government areas (source: Dementia Australia 2017)	60
Figure 58: Children/adolescents with special health care needs (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)	61
Figure 59: Proportion of population needing assistance by age (disability) (source: profile.id 2017)	61
Figure 60: Need for assistance (disability) by age and gender (source: 2016 ABS Census)	62
Figure 61: Self-reported health status – adults (source: VPHS 2014)	63
Figure 62: Under 13 years with reported good, very good or excellent health (source: VCHWS 2014)	63
Figure 63: Proportion of adults with psychological distress (source: VPH 2014)	64
Figure 64: Mental health – adults (source: VPHS 2014)	64
Figure 65: Prevalence of anxiety/depression, trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011)	65
Figure 66: Adults satisfaction with life as a whole – average rank (source: VHCIS 2015)	65
Figure 67: Deaths per 1,000 population (source: ABS Reported Death Data by LGA accessed in 2018)	66
Figure 68: Visits to a doctor or General Practitioner in the last 12 months (source: VPHS 2014)	67
Figure 69: Proportion of adults ever having sought eye care (source; VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)	67

Figure 70: Proportion of adults who noticed a change in vision in the previous year (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)	68
Figure 71: Proportion of women (over 40) who have accessed BreastScreen Victoria in the previous two years (source: VPHS 2014)	68
Figure 72: Proportion of children fully immunised at 12-15 months, 24<27 months and 60-63 months for 2014-15 (source: Immunisation Unit Health Protection Branch Regulation, Health Protection & Emergency Management Division Department of Health and Human Services, 2018)	69
Figure 73: Proportion of school entry aged children fully immunised, trend 2009 to 2015 (source: ACIR DOH 2017)	69

Executive Summary

Local government has a unique role in the community for creating, improving and maintaining an environment where residents can maximise their health and wellbeing.

The City of Greater Geelong takes a holistic view of health and wellbeing and recognises that biological factors as well as the conditions which people are born, grow, live, play and age (the social determinants of health) influence health outcomes.

The *Victorian Public Health and Wellbeing Act 2008* outlines the statutory obligation for local governments in public health planning with the requirement for councils to produce a Municipal Public Health and Wellbeing Plan every four years.

When developing a Municipal Public Health and Wellbeing Plan, the legislation requires that councils undertake an examination of health data and health determinants in the municipality.

A background report, *Municipal Public Health and Wellbeing Plan 2018-2021 Demographics and Health Profile Background Document*, has been developed to identify the public health and wellbeing needs and explore the determinants of health for the City of Greater Geelong. Using the Victorian Department of Health and Human Services Health Planning and Data Evidence Framework, this document will:

- Provide a summary of key community, health and wellbeing indicators and opportunities for action in these areas.
- Inform the 2018-2021 Municipal Public Health and Wellbeing and Council Plan planning processes.
- Provide an evidence base resource for use by council and community stakeholders for ongoing strategic planning relating to health and wellbeing.

HEALTH AND WELLBEING STATUS

The following information provides a quick guide as to the current health status of Greater Geelong residents. Figures are presented across a range of measures that contribute to the broader health and wellbeing of the community, including physical and mental health status, and social, environmental and lifestyle factors.

Data is included for selected community indicators that impact on health and wellbeing, including population, age and household profile, expected growth, ancestry, education, employment and socio-economic status.

For health and wellbeing indicators, where trend data is available across multiple years or comparisons to Victoria can be made, these results are highlighted with a **green**, **yellow** or **red** circle (*refer to the Method in the next section of the document*).

This quick snapshot provides a high level summary of key data to assist with understanding Greater Geelong's current and future community, our health and wellbeing status, and the health determinants that have a significant impact on the community.

KEY DATA

Determinants of Health - Community and Socio Economic Factors

Indicator	Status
Population	The population of the City of Greater Geelong is 233,429 and has increased by 10% since 2011. This is expected to increase to 324,779 by 2036 (forecast.id 2017).
Age	Adults aged 35-49 are the dominant age group (2016 ABS Census). Adults aged 60-69 had the biggest population increase since 2011 (+4841 people) (2016 ABS Census and profile.id 2017).
Expected population growth	Greater Geelong suburbs expected to experience the most growth by 2036 are Armstrong Creek, Curlewis, Marshall and Mount Duneed (forecast.id 2017).
Cultural background	10% of the Greater Geelong population was born in a non-English speaking country, the most being from India, Italy and China (profile.id 2017). 26.7% of Greater Geelong adults speak a language other than English at home, the top three languages include Italian, Croatian and Mandarin (profile.id 2017). The countries with the highest number of people recently arriving to Geelong (between 2011 and 2016) were from India (+1244), China (+650) and Afghanistan (+432) (profile.id 2017). 2402 people (1%) in Greater Geelong identify as being Aboriginal or Torres Strait Islander, more than any other local government in Victoria (2016 ABS Census).
Household composition	Couples with children (27.7%) and lone persons (26.3%) make up the largest household type in Greater Geelong. Single parent families account for 11.1% of households (2016 ABS Census).
Income	23.4% of Greater Geelong households are classified as low income (earn less than \$650 per week), compared to 20.3% for Victoria (2016 ABS Census).
Employment	The rate of unemployment in Greater Geelong is 6.4%, compared to 6.6% for Victoria (2016 ABS Census).
Socio-Economic Status	The average SEIFA score for Greater Geelong is 992.9, compared to the Victorian average (1009.6) (2016 ABS). The areas with the highest disadvantage according to their SEIFA score include Norlane, Whittington and Corio (2016 ABS).
Education	For 13.5% of Greater Geelong adults, year 12 was the highest level of education attained, while 28.2% have completed further studies at diploma level or higher (2016 ABS Census).

HEALTH & WELLBEING TRENDS

Determinants of Health

Social Capital

Indicator	Status	Trend
Social support networks	56.4% of Greater Geelong adults feel they can seek help from neighbours, compared to 51.2% for Victoria (VPHS 2014).	
Social isolation	1.2% of Greater Geelong adults have no social contacts, compared 2.2% for Victoria (VPHS 2014). 71.2% of Greater Geelong adults attended a local community event, compared to 58.7% for Victoria (VPHS 2014).	
Social environment	57.4% of Greater Geelong adults are tolerant of diversity and feel multiculturalism makes life better, compared to 55.4% for Victoria (VPHS 2014).	
Volunteering	26.7% of Greater Geelong adults volunteer their time to community organisations, compared to 23.2% for Victoria (VPHS 2014).	
Civic trust	44.9% of Greater Geelong adults feel valued by society, compared to 51.4% for Victoria (VPHS 2014).	

Community Safety and Family Violence

Indicator	Status	Trend
Walking alone during day	96% of Greater Geelong adults feel safe walking alone during the day, compared to 92.5% for Victoria (VicHealth Community Indicator Survey 2015).	
Gender equality	Greater Geelong adults have more favourable attitudes towards equality in relationships with 30.7% scoring a low gender equality score, compared to 35.7% for Victoria (VPHS 2014).	
Walking alone at night	20% of Greater Geelong adults do not feel safe walking alone at night. This increased from 2011 (17%), a similar increase to Victoria (VicHealth Community Indicator Survey 2015).	
Family violence	Family violence incidents recorded by police in Greater Geelong have been increasing since 2013, with 3200 incidents recorded by police in 2016-2017 (CSA 2017).	

Health Behaviours - Physical Activity

Indicator	Status	Trend
Non organised physical activity	75.3% of Greater Geelong adults participate in any non-organised sporting activity, compared to 70.5% for Victoria (VicHealth Community Indicator Survey 2015).	
Sedentary behaviour	17.4% of Greater Geelong adults sit for 8+ hours on an average workday, compared to 23.8% for Victoria (VPHS 2014).	
Active travel - walking to work	32% of Greater Geelong adults walked for transport to work on one or more days a week, compared to 42.2% for Victoria (VPHS 2014).	
Active travel - cycling to work	7.2% of Greater Geelong adults cycled for transport on one or more days a week, similar to Victoria (VPHS 2014).	
Physical activity guidelines	54.2% of Greater Geelong adults do not meet the physical activity guidelines (VPHS 2014).	
Screen time	66.2% of adolescents in the Barwon region have more than 2 hours of screen time for entertainment per day, compared to 61.1% for Victoria (VCAMS 2017).	

Health Behaviours - Healthy Eating

Indicator	Status	Trend
Breastfeeding	Infant breastfeeding rates in Geelong have continued to improve since 2008, 53.3% at three months old compared to 51.4% for Victoria (VCAMS 2017).	
Fruit consumption	55.1% of Greater Geelong adults eat the recommended 2+ serves per day of fruit, compared to 47.8% for Victoria (VPHS 2014).	
Discretionary food	76.6% of Greater Geelong adults eat take-away meals once per week, compared with 71.2% for Victoria. 11.6% of Greater Geelong adults never eat take away meals, compared to 16.6% for Victoria (VPHS 2014).	
Vegetable consumption	7.1% of Greater Geelong adults eat the recommended daily amount of vegetables, compared to 6.4% for Victoria (VPHS 2014).	
Sugar sweetened beverage consumption	35% of adults in Greater Geelong drink sugar-sweetened soft drinks daily, once or several times per week, compared to 30.7% for Victoria (VPHS 2014).	

Health Behaviours - Smoking and Alcohol

Indicator	Status	Trend
Alcohol harm - lifetime risk	58.2% of Greater Geelong adults are at increased lifetime risk of alcohol related harm, similar to Victoria (VPHS 2014).	
Alcohol harm - short term risk	44.9% of Greater Geelong adults are at risk of short term harm due to their level of consumption, compared to 42.5% for Victoria (VPHS 2014).	
Smoking rates	The percentage of current adult smokers in Greater Geelong has decreased since 2008 from 18.2% to 12%, similar to Victoria (VPHS 2014).	

Biomedical Factors

Indicator	Status	Trend
Blood pressure screening	86.3% of Greater Geelong adults get their blood pressure checked, compared to 79.9% for Victoria (VPHS 2014).	
Chronic disease screening	Greater Geelong adults have similar rates of screening for chronic diseases like diabetes (51.4%), bowel cancer (58.2%), cervical cancer (82.6%) compared to the rest of Victoria (VPHS 2014).	
BMI	49.1% of adults in Greater Geelong are classified as overweight/pre-obese or obese, compared to 50% for Victoria (VPHS 2014).	

HEALTH STATUS

Health Conditions

Indicator	Status	Trend
Cancer and Heart disease	4.9% of Greater Geelong adults have cancer, compared to 7.4% for Victoria (VPHS 2014). 5.4% of Greater Geelong adults have heart disease, compared to 7.2% for Victoria (VPHS 2014).	
Arthritis	18.8% Greater Geelong adults have arthritis, compared to 19.8% for Victoria (VPHS 2014).	
Hypertension	28.7% of Greater Geelong adults have hypertension, compared to 25.9% for Victoria. This is the most prevalent chronic disease in Greater Geelong adults (VPHS 2014).	
Communicable diseases	Greater Geelong has higher rates per 100,000 of communicable diseases such as <i>Pertussis</i> (49.7), Invasive Pneumococcal Disease (12.5) and <i>Mycobacterium ulcerans</i> (11.2), compared to Victoria (32.3, 9.6 and 6.1 respectively) (VPHS 2014).	
Dementia	Greater Geelong has the highest number of people diagnosed with dementia of all local government areas in Victoria (4706 diagnosed cases) (Dementia Australia 2017).	

Wellbeing

Indicator	Status	Trend
Self-reported health	45.8% of Greater Geelong adults report their health status as 'excellent' or 'very good', compared to 40.2% for Victoria (VPHS 2014).	
Anxiety or depression	32.3% of Greater Geelong adults have anxiety or depression, compared to 24.2% for Victoria (VPHS 2014).	
Psychological distress	6.9% of Greater Geelong adults report they have 'very high' levels of psychological distress, compared to 3.9% for Victoria (VPHS 2014).	

HEALTH SYSTEM

Health and Community Service System

Indicator	Status	Trend
Visits to GP	64.9% of Greater Geelong adults have recently seen a GP, compared to 59.9% for Victoria (VPHS 2014).	
Eye care	84.8% of Greater Geelong adults sought eye care from a health professional, compared to 89.1% for Victoria (VPHS 2014).	
Mammograms from BreastScreen Victoria	94.5% of Greater Geelong women have BreastScreen Victoria in the previous two years, compared to 82.2% for Victoria (VPHS 2014).	
Child immunisation rates	93% of Greater Geelong children starting school are fully immunised, the same as for Victoria. (ACIR DOH 2017)	

Evidence Base for Health and Wellbeing Focus Areas for 2018-2021

The National Health Priority Areas

- Cancer control
- Cardiovascular health
- Injury prevention and control
- Mental health
- Diabetes mellitus
- Asthma
- Arthritis and musculoskeletal conditions
- Obesity
- Dementia

Victorian Public Health and Wellbeing Priorities 2015-2019

- Healthier eating and active living
- Tobacco – free living
- Reducing harmful alcohol and drug use
- Improving mental health
- Preventing violence and injury
- Improving sexual and reproductive health

VicHealth's Action Agenda for Health Promotion 2016-2019

- Promoting healthy eating
- Encouraging regular physical activity
- Preventing tobacco use
- Preventing harm from alcohol
- Improving mental wellbeing

These themes will frame all aspects of our work in 2016-2019: Gender, Youth and Community

G21 Health and Wellbeing Pillar

- Promoting healthy eating and active living
- Preventing violence against women

Women's Health and Wellbeing Barwon South West

- The prevention of violence against women
- Sexual and reproductive health
- Mental health and wellbeing
- Strengthening women's voices

Western Region Primary Health Network

- Regional health planning
- Commissioning
- GP and primary care development
- Health System Integration

A Clever and Creative Future:

The Greater Geelong community values:

- Clean, safe and fun environments for everyone
- Feeling safe on the streets day and night
- A safe, crime free and honest community
- Minimising the community impacts for alcohol and drug use
- Access to quality education, health services and affordable housing
- A strong sense of community
- Support for vulnerable community members
- A range of employment opportunities
- The contribution of the arts to community vibrancy, diversity and inclusiveness
- Sustainable, connected and networked walking, cycling and public transport
- Creation of urban forests throughout streets and parks
- Preserving, enhancing and growing our natural areas
- Community education about the local impacts of climate changes

Health and Wellbeing Online Engagement Survey 2018

- Improving social connections and mental wellbeing
- Increasing participation in physical activity
- Preventing violence and injury
- Support access to safe and healthy food
- Reducing harm from tobacco, alcohol and other drugs
- Improving sexual and reproductive health

Geelong Demographic Profile 2018 (based on Census 2016)

- The population of the City of Greater Geelong is 233,429
- Adults aged 60-69+ had the biggest population increase since 2011
- 10% of population were born in a non-English speaking country
- 26.7% of population speak a language other than English at home
- 2402 people identify as Aboriginal or Torres Strait Islander, more than any other local government area
- 21.1% of the population is classified as low income
- 6.4% of the population is unemployed

Geelong Adult Health Profile 2018 (based on VPHS, 2014)

- 16% of adults report high or very high psychological distress
- 46% report their health as 'excellent' or 'very good'
- 49% are classified as pre-obese or obese
- 12% of adults are current smokers
- 58% of adults are at an increased lifetime risk of alcohol related harm
- 12% of adults consume sugar-sweetened drinks daily
- 10% eat the recommended daily amount of vegetables
- 55% eat the recommended amount of fruit
- 41% undertook adequate physical activity

Geelong Preventative Health Survey 2017 (based on City of Greater Geelong commissioned survey 2017 – unreleased data)

- 10% met the recommended intake of vegetables
- 53% met the recommended intake of fruit
- 16% consumed sugar-sweetened beverages every day
- 26% drank less than 1 Litre per day
- 4% ran out of food and couldn't afford to buy more in the last 12 months
- 41% undertook adequate physical activity
- 10% undertook no physical activity
- 56% were regarded as pre-obese or obese
- 9% are daily smokers (an additional 3% occasional)
- 57% at increased lifetime risk of alcohol related harm
- 42% were at increased risk of alcohol related injury on a single occasion
- 59% reported their health as excellent or very good
- 10% report very high/high psychological distress

Health and Wellbeing Focus Areas for 2018-2021



Platforms for Change

People-centred approaches

(People, families and communities are at the centre of efforts to improve health and wellbeing)

- Life course
- Vulnerable groups
- Social groups
- Gender equity
- Participation
- Engagement

Place-based approaches

(Healthy places where people live, learn, work and play supports good health and wellbeing for all)

- Early years
- Education
- Workplaces
- Recreation
- Neighborhoods

Healthy and Sustainable Environments

(Reflects connection between health and wellbeing and liveable neighbourhoods, active transport, access to parks and green space, sustainable environments)

- Planning
- Policy
- Health impacts

Gendered data for the City of Greater Geelong 2017

- Reported family violence incidents have increased in Greater Geelong by 59% over the past five years, with almost 3500 incidents last year alone
- 51% of the population are female
- 51% of females and 32% of males live on an income below the minimum wage
- 83% of single-parent households are headed by women
- 19% of CEOs, general managers and legislators are female

Introduction

LEGISLATION

The Municipal Public Health and Wellbeing Plan (MPHWP) and the Council Plan are prepared every four years in accordance with the *Public Health and Wellbeing Act 2008* (PHWB) and the *Local Government Act 1989* respectively.

The Victorian *Climate Change Act 2017* addresses both climate change mitigation and adaptation and requires key government decision makers to have regard for climate change when making certain decisions. This includes local government and its preparation of the MPHWP (s17 schedule 1).

Additional legislation to be considered in this plan includes:

- Tobacco Act 1987;
- Safe Drinking Water Act;
- Food Act 1984;
- Environmental Protection Act 1970;
- Crown Land (Reserves) Act 1978;
- Child Wellbeing and Safety Act 2005;
- Drugs, Poisons and Controlled Substances Act 1981;
- Sport and Recreation Act 1972; and
- Charter of Human Rights and Responsibilities 2006.

AIM

The objective of the *Municipal Public Health and Wellbeing Plan 2018-2021 – Demographics and Health Profile Background Document* is to:

- Provide an overview of the community indicators and the health and wellbeing status of people in the City of Greater Geelong, including the determinants of health (the lifestyle and environmental conditions) that impact health and wellbeing outcomes;
- Using the data presented, inform key health and wellbeing priority areas to include in the City of Greater Geelong Council Plan, integrating the Municipal Public Health and Wellbeing Plan 2018-2021;
- Provide an evidence base resource for use by Council and community stakeholders to inform ongoing strategic planning regarding health and wellbeing.

METHOD

The data presented follows the Victorian Department of Health and Human Services *Health Planning Data and Evidence Framework*, and categorises a range of evidence indicators into three domains:

- *Determinants of Health* - including a demographic context in which people live and environmental, behavioural and bio-medical factors that affect the health of individuals;
- *Health Status* - including levels and patterns of health in the population including health conditions, human function, wellbeing and deaths; and

- *Health System* - includes the context of the health system characteristics, including community perceptions, policy and utilisation of services.

The data presented in this report takes into account the *Victorian public health and wellbeing outcomes framework* and is a collation data relevant to public health that is available at the local government level and was current at the time of publication.

- Australian Bureau of Statistics Census 2016 (2016 ABS Census);
- City of Greater Geelong Community Profile (profile.id 2017);
- City of Greater Geelong Population Forecast (forecast.id 2017);
- Victorian Population Health Survey 2008 (VPHS 2008);
- Victorian Population Health Survey 2011 (VPHS 2011);
- Victorian Population Health Survey 2014 (VPHS 2014);
- VicHealth Indicators Survey 2015 (VHCIS 2015);
- Victorian Child Health and Wellbeing Survey 2013 (VCHWS 2013);
- Victorian Student Health and Wellbeing Survey 2014 (VSHAWS 2014);
- School Entrant Health Questionnaire (SEHQ 2010- 2015);
- Crime Statistics Agency 2017 (CSA 2017);
- Surveillance of notifiable conditions in Victoria Department of Health & Human Services 2018 (DHHS 2018);
- Australian Childhood Immunisation Registry, Department of Health 2017 (ACIR DOH 2017);
- Victorian Child and Adolescent Monitoring System 2017 (VCAMS 2017); and
- Dementia Australia 2017.

Each section includes an overview of the data, references to the data sources and commentary around what the data means for the Council's future strategic planning. Comparisons to Victorian level data and trends over time are presented where available.

Data is included for selected community indicators that can impact on health and wellbeing, including population, age and household profile, expected growth, ancestry, education, employment and socio-economic status.

For health and wellbeing indicators, where trend data is available across multiple years or comparisons to Victoria can be made, these results are highlighted with a green, yellow or red circle.



Green - indicates a trend in the right direction, favourable progress towards this health indicator and/or a more than a 5% favourable result when compared to Victorian data.



Amber - indicates limited progress towards this health indicator, a neutral trend but worthy of discussion because of the importance of this indicator to health and wellbeing.



Red - indicates a trend in the wrong direction, poor progress towards this health status indicator and/or a more than 5% negative result when compared to Victorian data.

This information presented provides a high level summary of key data to assist with the understanding Greater Geelong's current and future community, our health and wellbeing status, and the determinants that are having a significant impact in the community.

All adult health data included is for the City of Greater Geelong local government area and where applicable is compared to the state of Victoria. Child (aged 5 - under 11) and adolescent (students aged 12-17) health data is for the Barwon region which covers City of Greater Geelong, Surf Coast Shire, Colac Otway Shire and Borough of Queenscliffe municipalities. Further breakdown of child health data at the local government area level is not available.

Health and Wellbeing Policy

A review of current health and wellbeing policies was undertaken at the international, federal, state, regional and local level.

INTERNATIONAL

Social Determinants of Health

The World Health Organisation (WHO) defines the social determinants of health as:

The conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels. The social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status seen within and between countries.

Member States adopted the Rio Political Declaration at the World Conference on Social Determinants of Health in October 2011, calling upon them to act in five areas:

- Adopt improved governance for health and development;
- Promote participation in policy-making and implementation;
- Further reorient the health sector towards promoting health and reducing health inequities;
- Strengthen global governance and collaboration; and
- Monitor progress and increase accountability.

Health in all Policies Framework

The WHO *Health in all Policies* framework is an approach to public policies across different sectors that takes into account the health implications of decisions, seeks synergies, and avoids harmful health impacts in order to improve population health and health equity.

This framework acknowledges that many of the determinants of health have social, environmental and economic origins that extend beyond the direct influence of the health sector or health policies. It improves accountability of policymakers for health impacts at all levels of policy-making as policies in all sectors of government can have a significant impact on population health and health equity.

NATIONAL

The National Health Priority

The National Health Priority that contributes significantly to the burden of disease in Australia, and receives focused attention from the Australian Government for prevention and early intervention are:

- Cancer control;
- Cardiovascular health;
- Injury prevention and control;
- Mental health;
- Diabetes mellitus;
- Asthma;
- Arthritis and musculoskeletal conditions;
- Obesity; and
- Dementia.

STATE

Victorian Public Health and Wellbeing Plan 2015-2019

Council's wellbeing priorities have been developed with regard to the *Victorian Public Health and Wellbeing Plan 2015-2019* (as per s26(3) of the PHWB Act 2008). This plan guides the work of local governments and health service providers to improve the health and wellbeing of all Victorians. Its overarching aim is to reduce health inequalities within our community.

With an increased focus on prevention, health promotion, collective impact, systems strengthening and collaboration, this plan sets out six key priority areas for action:

- Healthier eating and active living;
- Tobacco free living;
- Reducing harmful alcohol and drug use;
- Improving mental health;
- Preventing violence and injury; and
- Improving sexual and reproductive health.

Three platforms for change have been prioritised to achieve sustainable improvements in health and wellbeing including:

- Supporting healthy and sustainable environments;
- Place-based approaches; and
- People-centred approaches.

Several current Victorian government policies have a focus on prevention and early intervention:

- Ending Family Violence: Victoria's Plan for Change;
- Victorian Gender Equality strategy;
- Roadmap for Reform: Strong Families, Safe Children;
- Education State;
- Aboriginal Social and Emotional Wellbeing Framework;
- Victoria's 10 Year Mental Health Plan;
- Victorian Cancer Plan 2016-2020; and
- Victorian State Disability Plan 2017-2020.

Responding to Family Violence

The report of the *Victorian Royal Commission into Family Violence (2016)* includes 227 recommendations to acknowledge the seriousness of family violence and its consequences for individuals, families and communities. The Victorian Government has accepted all 227 recommendations and committed to their implementation as outlined in *Ending Family Violence: Victoria's Plan for Change*.

Recommendation 94 requires councils take measures to reduce family violence and respond to the needs of victims. The Victorian Government has legislated that councils include these measures and their responses in their health and wellbeing plans.

Environments for Health

The Environments for Health framework is a Victorian Municipal Public Health and Wellbeing Planning framework that encourages local governments to consider the impacts on health and wellbeing across four environmental dimensions: social, economic, natural and built environments.

This framework recognises the vital role local government plays in creating healthy communities where people can thrive.

Strengthening Health Systems

The Victorian government has encouraged local governments to consider systems strengthening approaches in their health and wellbeing planning processes. These approaches encourage local governments to collaborate with local health agencies on focussed prevention efforts to deliver a collective impact in improving the health and wellbeing of their communities.

There is a strong relationship between people and place: people's health and wellbeing generally reflects their socio-economic status, and accordingly, where they live.

Different locations have varying degrees of access to services and amenities that contribute to health and wellbeing such as employment, housing, health care, food, etc. A place-based approach to health and wellbeing intervention ensures that the inter-relationships between major issues impacting on individuals and families within the context of their local communities are taken into account.

VicHealth

VicHealth has produced a series of evidence-informed action guides for councils to consider when preparing their Municipal Public Health and Wellbeing Plans and other strategies.

Topics covered in the action guides include:

- Reducing harm from alcohol;
- Supporting healthy eating;
- Improving mental wellbeing;
- Increasing participation in physical activity and reducing sedentary behavior;
- Gender equality and respectful relationships; and
- Preventing tobacco use.

VicHealth's Action Agenda for Health Promotion includes five priority areas for work in 2016-2019 including:

- Promoting healthy eating;
- Encouraging regular physical activity;
- Preventing tobacco use;
- Preventing harm from alcohol; and
- Improving mental wellbeing.

Gender, community and youth themes will be considered across all of the priority areas.

REGIONAL

G21 Health and Wellbeing Pillar

G21 - Geelong Region Alliance (G21) is a formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.

The G21 Health and Wellbeing Pillar supports health and wellbeing initiatives in the Geelong region and their priority action areas include:

- promoting healthy eating and active living; and
- preventing violence against women and children.

A strategic plan, *Preventing and Addressing Violence Against Women and Children in the G21 Region 2016-2020* has recently been developed.

Women's Health Barwon South West

Women's Health and Wellbeing Barwon South West (BSW) is an independent health promotion organisation that works in partnership with regional communities to bring a coordinated approach to health and wellbeing in the BSW region by strengthening and supporting initiatives that prevent illness and promote independence, health and wellbeing for local women. Their priority action areas are:

- The prevention of violence against women;
- Sexual and reproductive health;
- Mental health and wellbeing; and
- Strengthening women's voices.

Recently, gendered data planning documents have been produced for municipalities in the BSW region, including Geelong, to assist in health planning to improve health and wellbeing outcomes for men, women and children.

Western Region Primary Health Network

Geelong is part of the West Region Primary Health Network (PHN) that was formed in 2015. The objectives of PHN are to increase the effectiveness and efficiency of health services, particularly for those at risk of poor health outcomes and to improve coordination of care. The strategic pillars for the West Region Primary Health Network are:

- Regional Health Planning;
- Commissioning;
- GP and primary care development; and
- Health system integration.

Determinants of Health

COMMUNITY AND SOCIO-ECONOMIC FACTORS

Geelong's population is diverse and is made up of a range of household structures and ethnicities. Our population continues to grow, with older adults and young families increasing in number. This has implications for the types of services the City of Greater Geelong will need to support into the future - transport, social, family and early childhood services, services for aged care and disability, etc.

The City of Greater Geelong acknowledges that living conditions are not always equal and these inequities often lead to poorer health and wellbeing outcomes. We have committed to reducing social inequalities and by embedding equity and social justice principles across everything we do.

People's access to material and social resources affect their ability to participate in society and to afford basic necessities such as food, housing, transport and health care. People of lower socio-economic status (SES) generally have worse health than in advantaged areas, and more often have higher rates of chronic illness, mental illness and rate their health more negatively. The City of Greater Geelong has a wide range of socio-economic advantage and disadvantage levels across the municipality.

Understanding Greater Geelong's community profile and forecasting population trends helps us to plan and adapt to meet the health and wellbeing needs of our community into the future.

About our People

The 2016 Census results show a 10.7% increase (+22,766) in the population in the City of Greater Geelong from that recorded in 2011. The gender ratio was slightly in favour of females at 51.5%.

In 2016, the median age for the City of Greater Geelong increased from 39 to 40 years, with the greatest change in age structure between 2011 and 2016 in the following age groups:

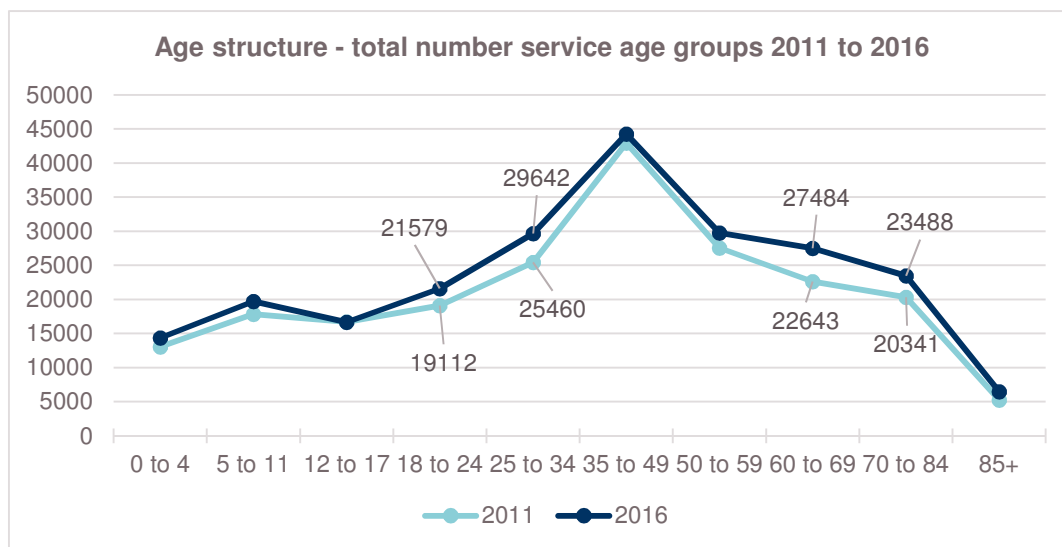


Figure 1: Population by service age groups (source: profile.id 2017)

- Empty nesters and retirees (60 to 69) (+4,841 people);
- Young workforce (25 to 34) (+4,182 people);
- Seniors (70 to 84) (+3,147 people); and
- Tertiary education and independence (18 to 24) (+2,467 people).

The highest median age was 60 in Portarlington, which had increased from 57 in 2011. The youngest median age was 27 in Waurin Ponds, a decrease from 28 in 2011.

HOW WILL OUR COMMUNITY LOOK BY 2036?

The City of Greater Geelong’s population is expected to continue to grow at an average 1.57% per year, peaking at 325,779 in 2036.

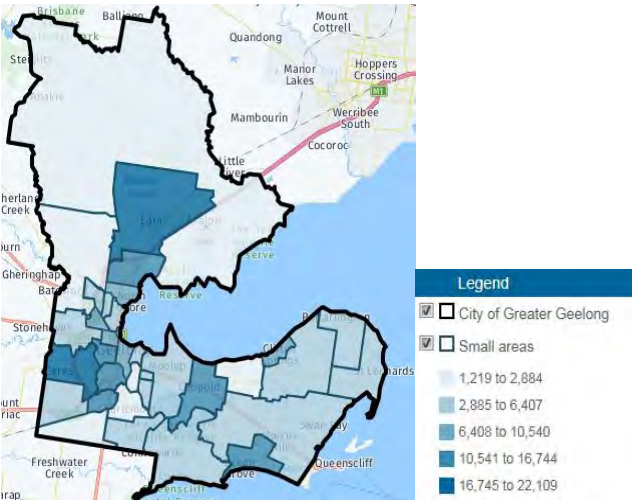


Figure 3: 2036 forecast population distribution (source: forecast.id 2017)

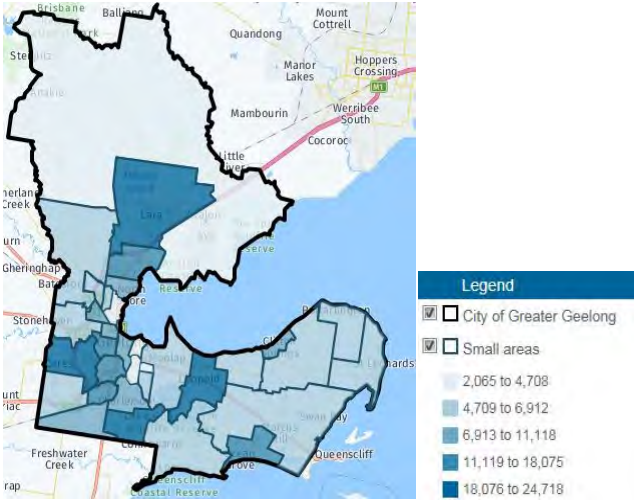


Figure 2: 2016 Census population distribution (source: forecast.id 2017)

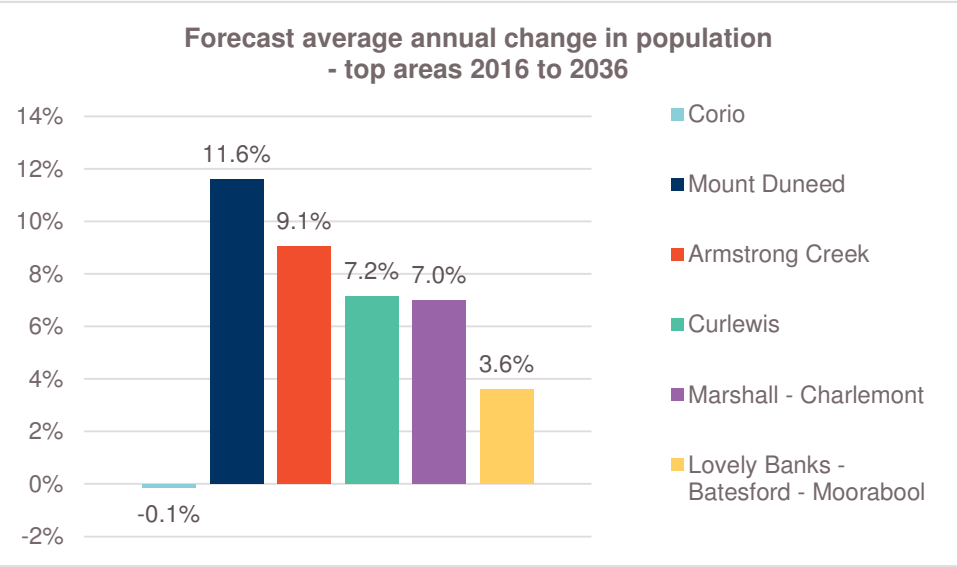


Figure 4: Summary of areas with highest forecast average annual change in population 2016 to 2036 (source: forecast.id 2017)

- Mount Duneed and Armstrong Creek are suburbs with the highest expected annual change in population between 2016 and 2036.
- Corio is predicted to have a slight population decrease.

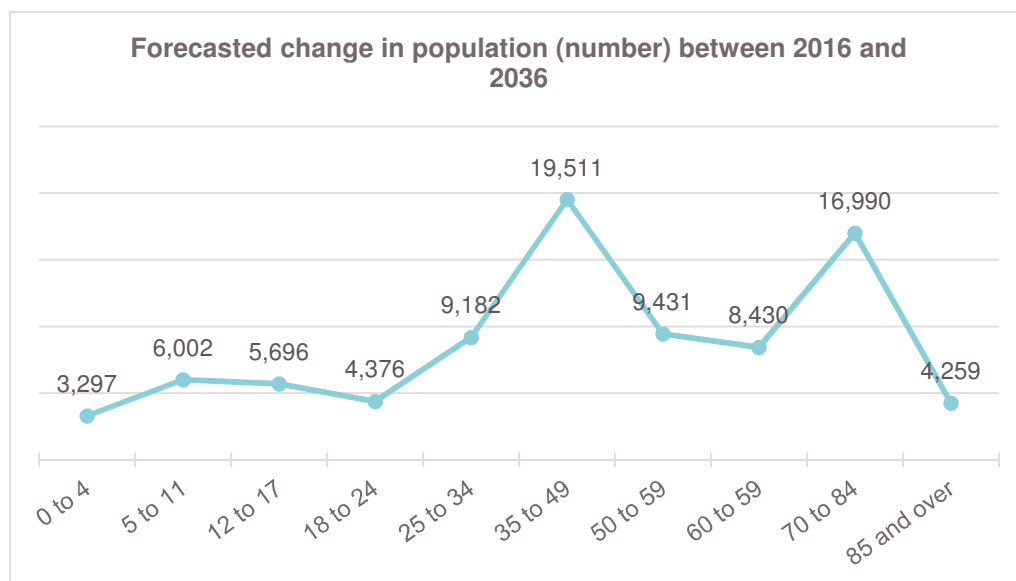


Figure 5: Change in population forecast 2016 to 2036 (source: forecast.id 2017)

The greatest increase between 2016 and 2036 is expected in the following age groups:

- 35 to 49 with an increase of 19,511 people; and
- 70 to 84 with an increase of 16,990 people.

How is this affecting Greater Geelong?	What can we do about it?
• Greater Geelong's population is growing with a 10% increase since 2011. • Residents aged 60-69 had the greatest population increase since 2011. • The highest population increase is expected in people aged 35-49 and 70-84 by 2036. • Suburbs expected to experience the most growth by 2036 include Curlewis, Armstrong Creek, Marshall and Mt Duneed.	• Ensure services for older adults and people with a disability are adequate for a growing population. • Ensure planning for new developments includes appropriate access to health and community services. • Plan for transport links in growth areas.

Our Diversity

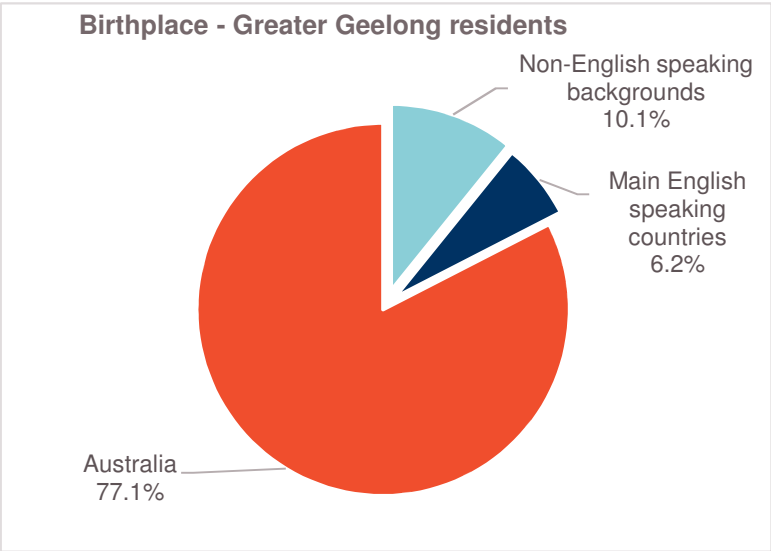


Figure 6: Birthplace (source: 2016 ABS Census)

- In Greater Geelong, 1% of the population (2402 people) identify as being Aboriginal or Torres Strait Islander. Greater Geelong has the highest indigenous population in Victoria after Greater Shepparton (2186), Mildura (2066) and Greater Bendigo (1847).
- Over 16% of residents were born overseas and 10% came from non-English speaking countries. The top five countries of birth were England, India, New Zealand, Italy and China.
- Between 2011 and 2016, the countries with the highest number of people recently arriving to Geelong were from India (+1244), China (+650), Afghanistan (+432) and New Zealand (+407).
- Of adults in Greater Geelong, 26.7% speak a language other than English at home - with the top five languages being Italian, Croatian, Mandarin, Macedonian and Greek.
- English proficiency is an issue for 1.7% of residents (3896).
- English remains the top identified ancestry (38.2%) along with Australian (24%) and Irish (7.2%). Italian is the most common non-English speaking ancestry type (3.1%).

How is this affecting Greater Geelong?	What can we do about it?
• 2402 people in Greater Geelong identify as being Aboriginal or Torres Strait Islander, the most in the State. • 10% of residents were born in a non-English speaking country. • Over a quarter of Greater Geelong residents speak a language other than English at home including Italian, Croatian and Mandarin. • Recent arrivals to Greater Geelong in the last five years have been from India, China and Afghanistan.	• Develop and support community initiatives that celebrate Geelong’s diversity. • Ensure community activities are inclusive and culturally appropriate. • Provide resources in languages other than English and translation services.

Employment

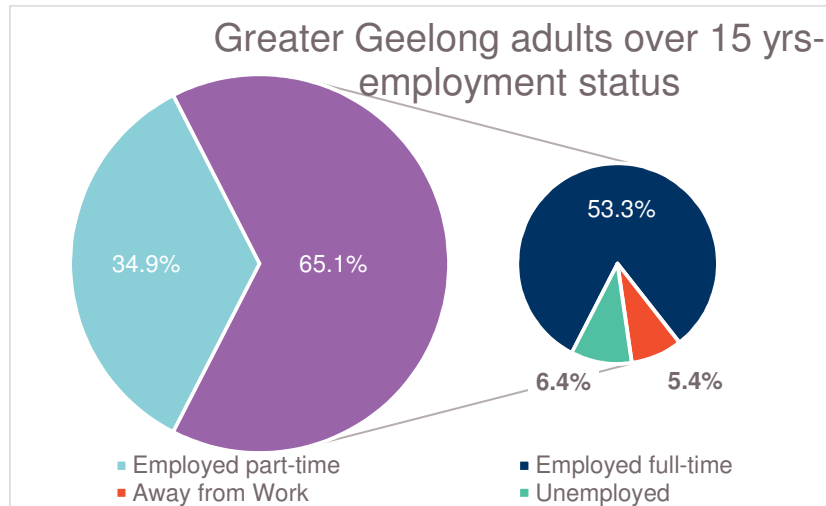


Figure 7: Employment status (source: 2016 ABS Census)

- Unemployment in Greater Geelong has risen from 5.6% in 2011 to 6.4% in 2016.
- Victoria's unemployment rate was 6.6% in 2016.

Travel to Work

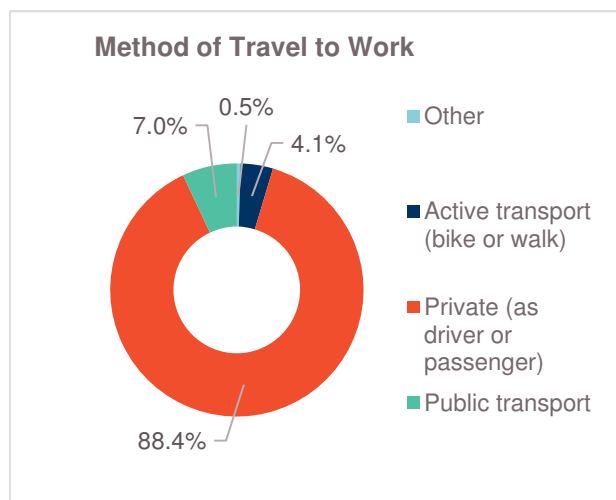


Figure 8: Travel to work (source: 2016 ABS Census)

- The main form of transport to work was in a private vehicle as either the driver or passenger (88.4%), with 4.1% riding a bicycle or walking to work.

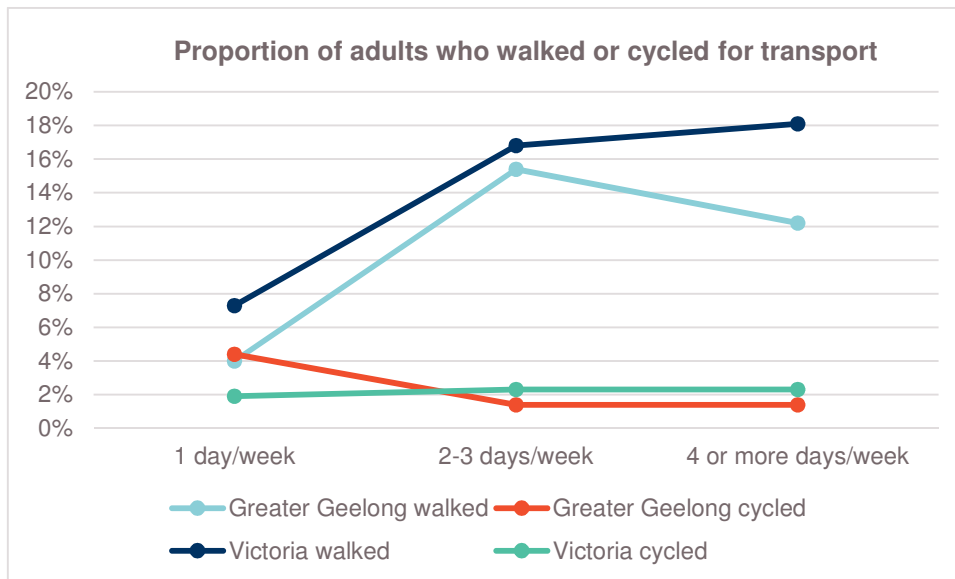


Figure 9: Proportion of adults who walked or cycled for transport (source: VPHS 2014)

- Fewer Greater Geelong adults walk for transport on at least one or more days per week (31.6%) when compared to Victorians (42.2%).

Occupations and Industries

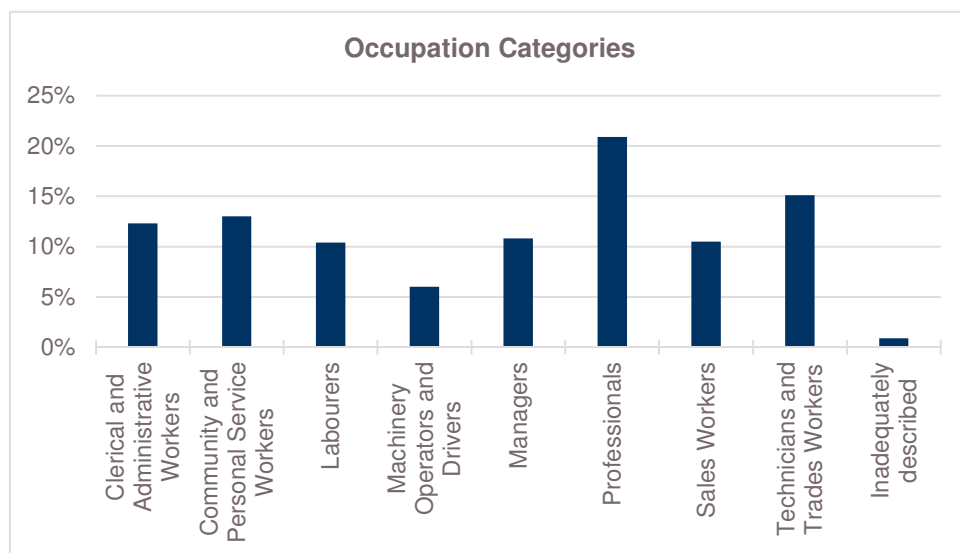


Figure 10: Top occupation categories (source: 2016 ABS Census)

- The most common occupations in Greater Geelong are professionals (20.9%), technicians and trades workers (15.1%), community and personal service workers (13%), and the area has changed from being manufacturing industry focused.
- The top employment industries in Greater Geelong are healthcare and social assistance (15.5%), retail (12%), construction (9.9%), education and training (9.9%).

Households and Families

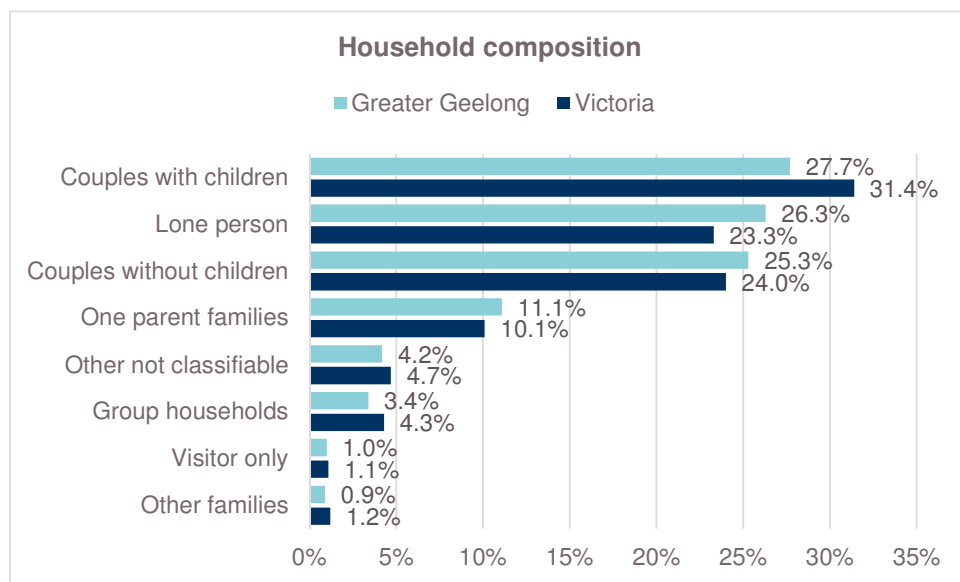


Figure 11: Family characteristics (source: profile.id 2017)

- Lone persons occupy 26.3% of Greater Geelong households, with people aged 65+ comprising 11.5% of these households.
- Couples with children made up 27.7% of households.
- Single parent families account for 11.1% of households.

Household Tenure

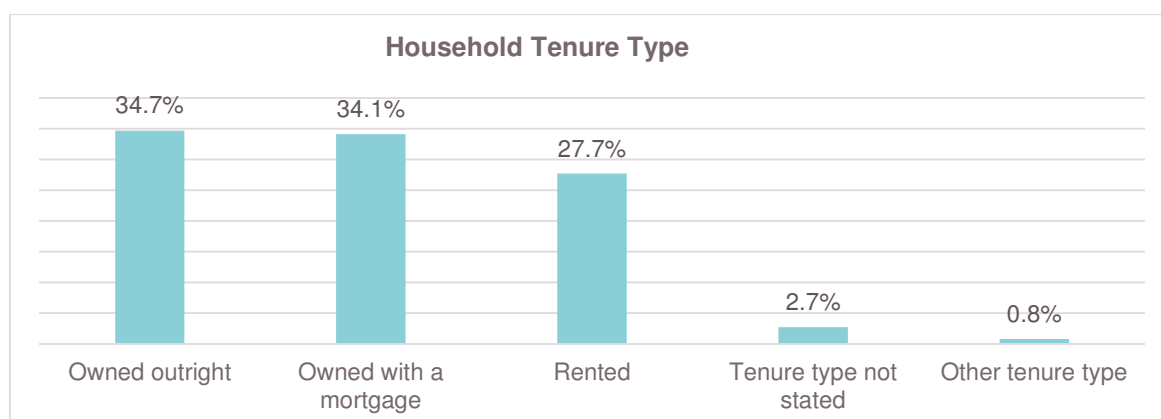


Figure 12: Household tenure type (source: 2016 ABS Census)

- 68.8% of homes are either owned outright or with a mortgage, 27.7% in private rental, or rented through social or housing authority.

Weekly Household Income

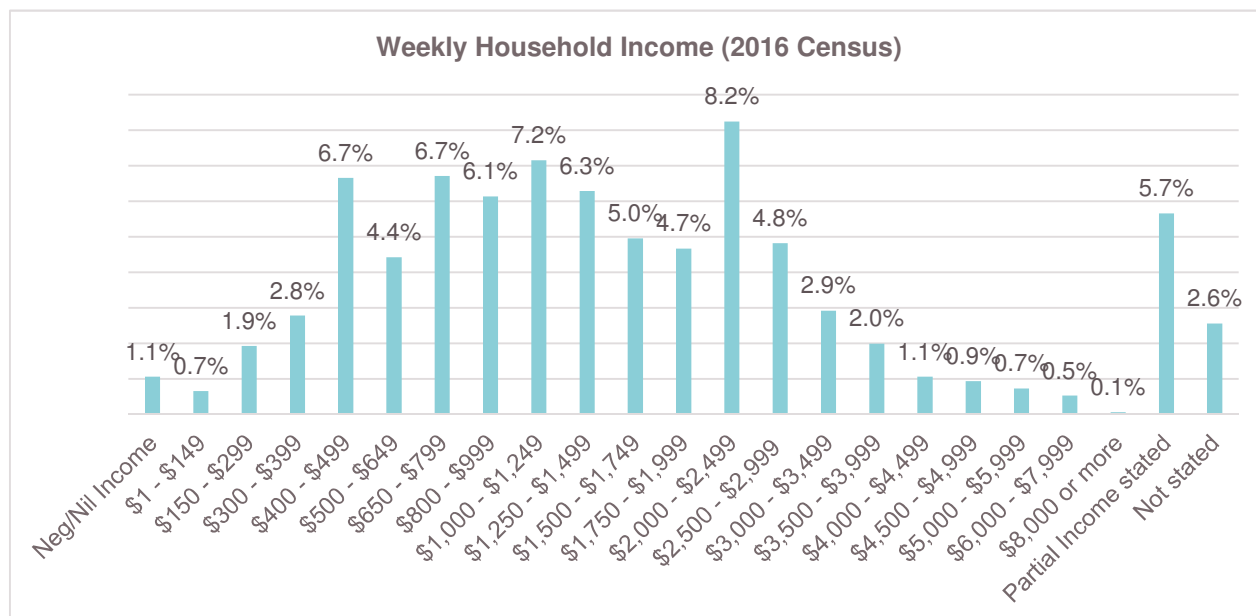


Figure 13: Weekly household income (source: 2016 ABS Census)

- High-income households (more than \$3,000 per week) account for 10.9% of all Greater Geelong households.
- Low-income households (less than \$650 per week) comprise 23.4% of all Greater Geelong households, compared to 20.3% for Victoria.

Financial Stress and Food Insecurity

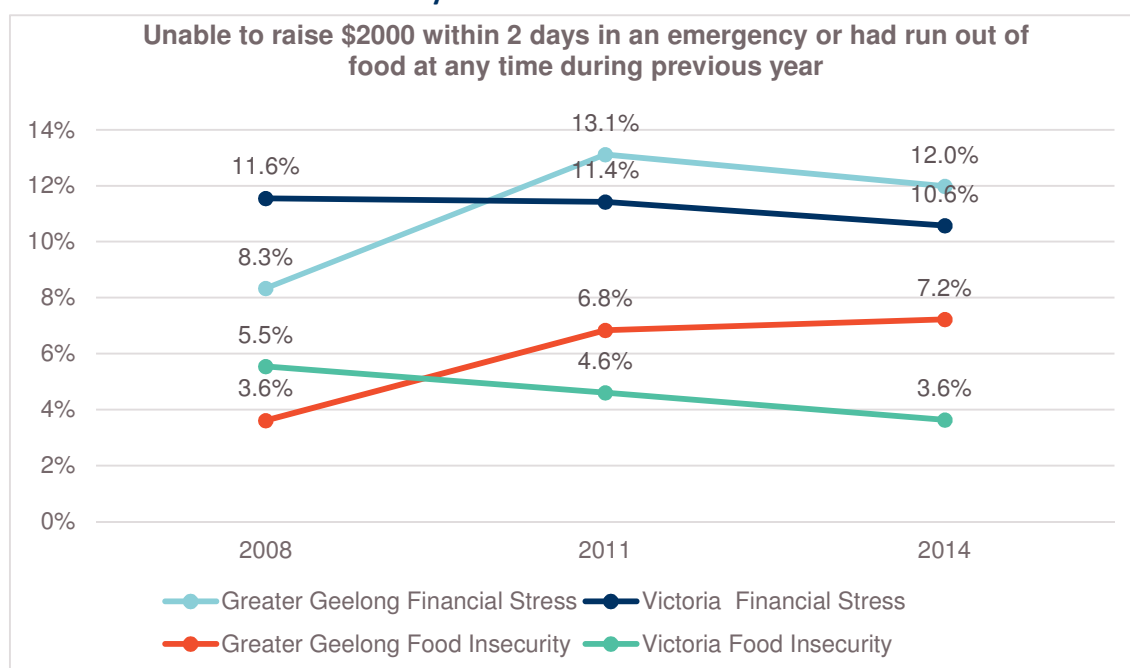


Figure 14: Financial stress indicator – unable to raise \$2,000 within two days in an emergency or had run out of food at any time during previous year (source: VHSS 2018 reporting VPHS data from 2008, 2011, 2014)

- Financial stress declined slightly in Greater Geelong from 2011 to 2014, higher than the Victorian average.
- Food insecurity is increasing in Greater Geelong and is higher than the Victorian average.

Gambling

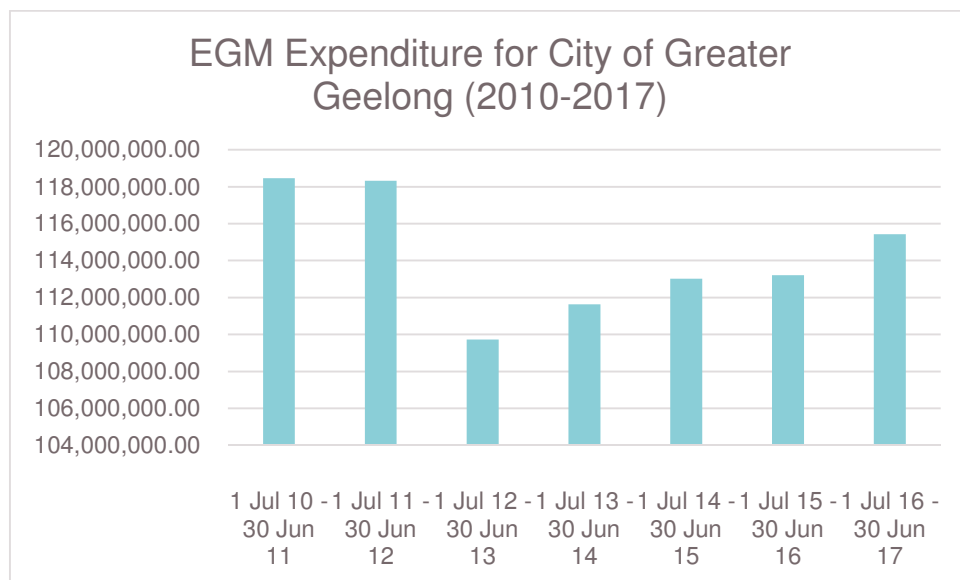


Figure 15: Electronic Gaming Machine (EGM) expenditure from 2014 to 2017 (source: Victorian Commission for Gambling and Liquor Regulation 2018)

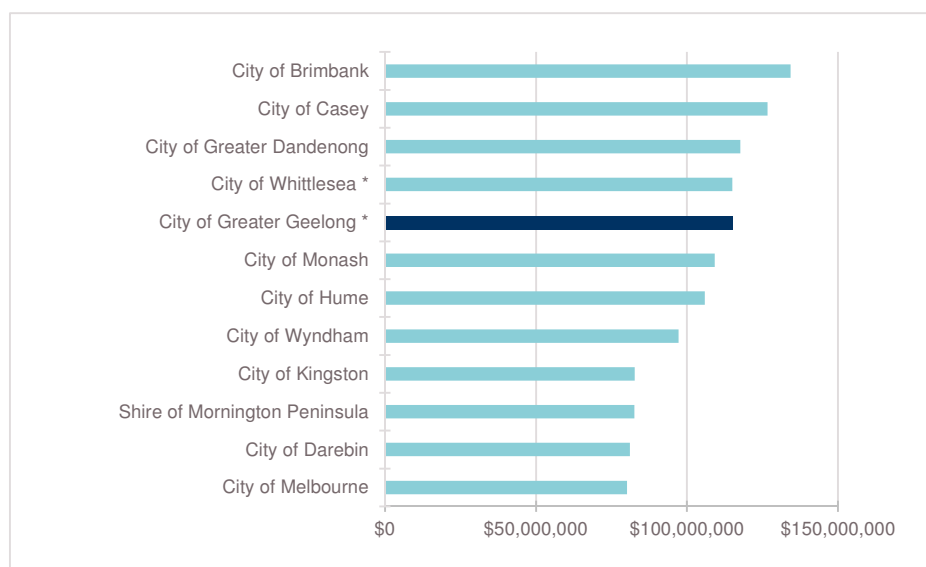


Figure 16: Total losses for players using EGMs in 2016-2017 by municipality (source: Statistical Data for Victorian Communities, City of Greater Dandenong 2018)

- In 2016-2017, Greater Geelong is ranked the fifth highest municipality in terms of total losses on EGMs.

How is this affecting Greater Geelong?	What can we do about it?
- Over a quarter of Geelong households are couples with children. - Older residents (over 65) account for a large portion of lone person households. - Single parent families make up approximately 10% of Geelong households. - Over 20% of Geelong households are classified as low income. 6% of Geelong is looking for work. - Over 27% of residents are renting their home. - Residents experiencing food insecurity is increasing over time. - Gambling losses on electronic gaming machines have steadily increased over recent years. - Greater Geelong is ranked the fifth highest municipality in terms of total losses on EGMs.	- Ensure children's services are adequate for a growing population, including early year's settings and immunisation. - Advocate for affordable housing that meets the health and safety standards for families and older people. - Support training opportunities to assist in skills development. - Explore opportunities to support affordable housing developments. - Advocate for local job attraction. - Continue to support local emergency food relief organisations. - Continue to raise community awareness of gambling harm. - Continue to influence the location of electronic gaming machines in Greater Geelong.

SEIFA (Socio-Economic Indexes for Areas)

Updated SEIFA data for the City of Greater Geelong is available March/April 2018.

In 2011, the City of Greater Geelong's score on the SEIFA Index for Disadvantage was 992.9. This is lower than the Victorian SEIFA score of 1009.6 (meaning disadvantage is higher in Greater Geelong).

The five areas of highest disadvantage (the higher the number, the lower disadvantage):

• Norlane - North Shore 745.5	
• Whittington 825.0	
• Corio 857.0	
• Thomson - Breakwater 864.4	
• Bell Park 922.5	



Higher level of disadvantage

Lower level of disadvantage

How is this affecting Greater Geelong?	What can we do about it?
- People in Greater Geelong are more disadvantaged than the Victorian average (based on the SEIFA Index). - The areas of highest disadvantage are Corio, Norlane, Whittington and Thomson.	- Placed based programs. - Community development to empower communities. - Targeted programs focusing on child health.

Education

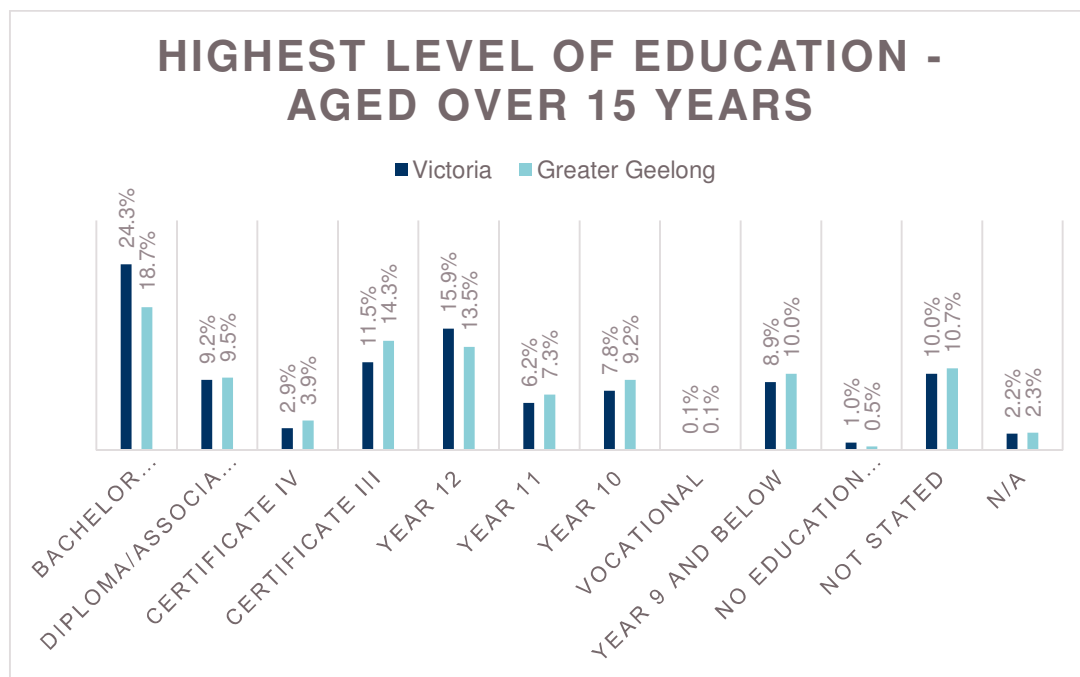


Figure 17: Highest level of school completed (source: 2016 ABS Census)

- For 13.5% of Greater Geelong residents, year 12 is the highest level of education attained.
- 28.2% of residents over 15 years of age have completed further studies at diploma level or higher.

How is this affecting Greater Geelong?	What can we do about it?
• Fewer Greater Geelong adults have completed year 12 when compared to Victoria. • Fewer Greater Geelong adults have completed undergraduate and post graduate degrees than Victoria. • More Greater Geelong adults have completed TAFE certificates than Victoria.	• Encourage participation and learning activities across the life course. • Support access to and use of affordable technology. • Provide training opportunities to assist in skills development.

Social Capital

Social capital refers to the importance of social networks and social relationships that have productive benefits. Higher levels of social capital are associated with:

- Higher productivity of individuals and groups.
- Higher educational achievement.
- Lower crime rates.
- Better health outcomes.

A person's sense of belonging within their social or cultural environment can have positive impacts on mental wellbeing and allow them socialise and participate meaningfully in their community.

Civic Trust

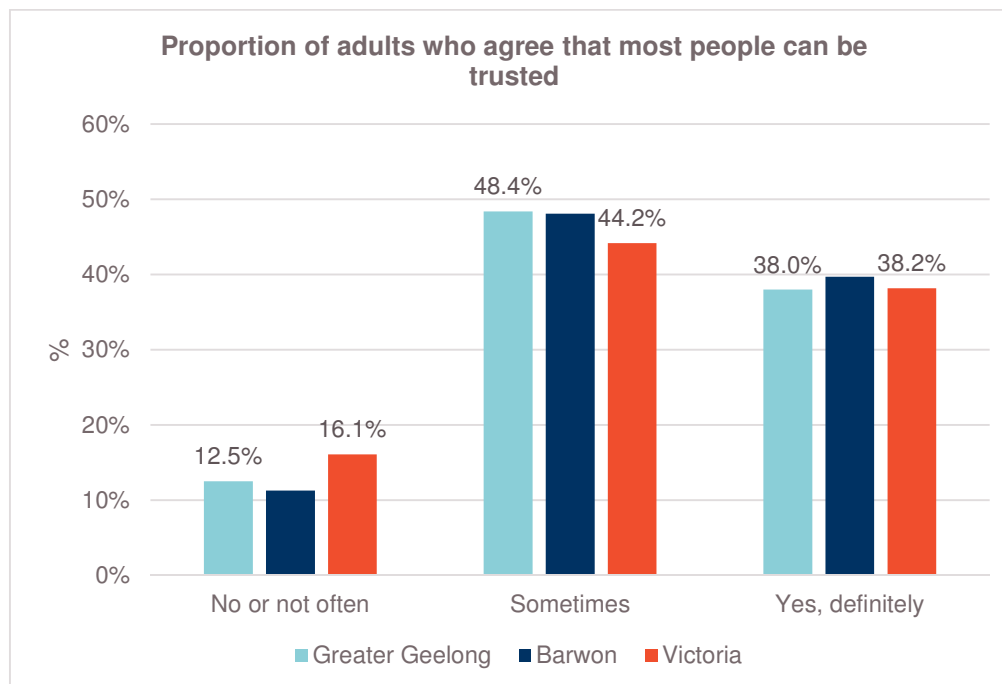


Figure 18: Proportion of adults who agree that most people can be trusted (source: VHISS, 2018 reporting VPHS data from 2014)

- 86.2% of Greater Geelong adults sometimes or definitely trust other people, while 12.5% do not often or not at all. This is similar to Victoria.

Community Support

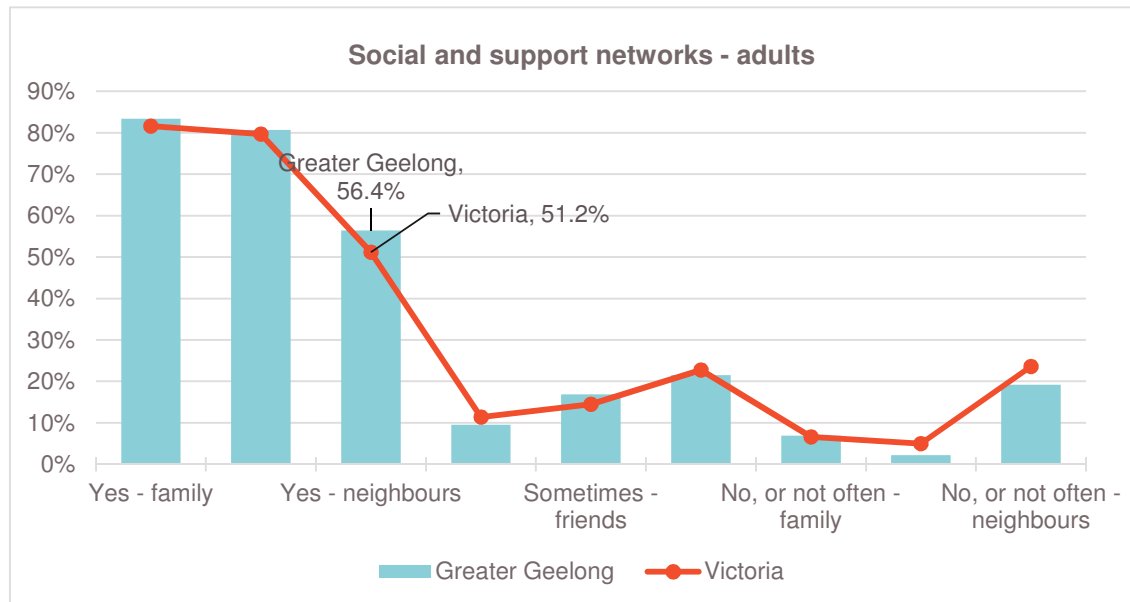


Figure 19: Social support – able to get help from family, friends or neighbours (source; VPHS 2014)

- Over 80% of Greater Geelong adults feel they have strong support networks in family and friends.
- More Greater Geelong adults feel they have access to support from neighbours (56.4%) when compared to Victoria (51.2%).

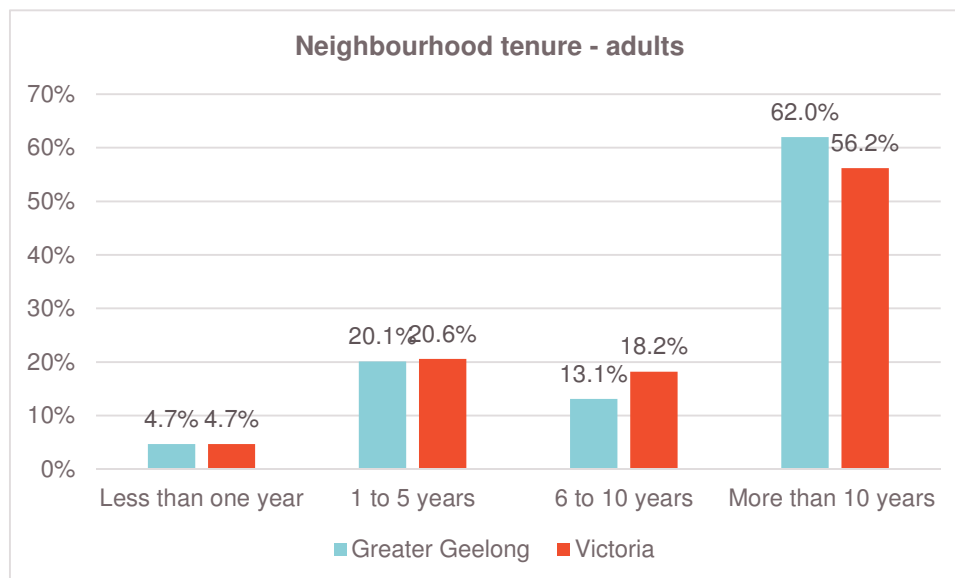


Figure 20: Neighbourhood tenure – adults (source: VPHS 2014)

- More Greater Geelong adults (62.0%) are longer term residents in their neighbourhood (more than 10 years) when compared to Victoria (56.2%).

Feeling Valued by Society

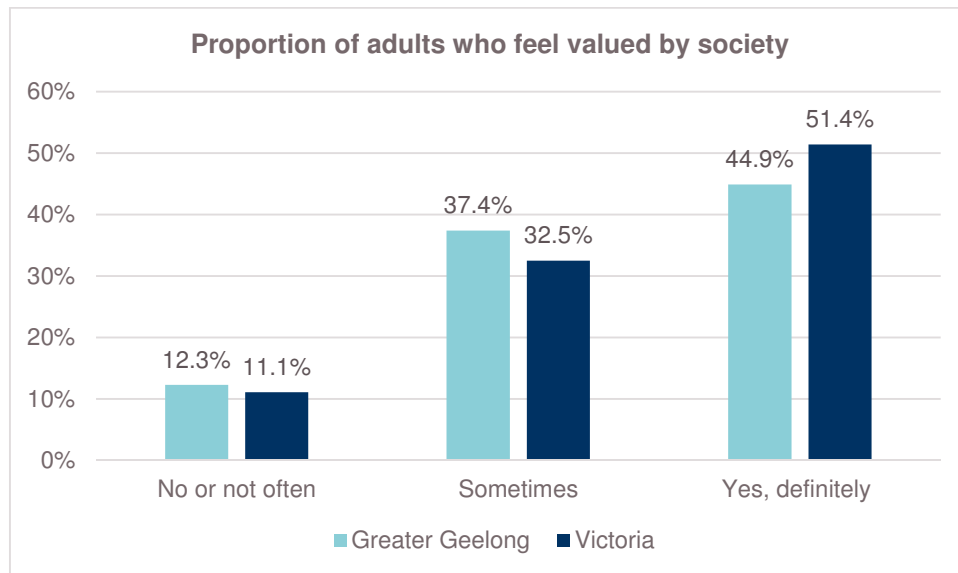


Figure 21: Proportion of adults who feel valued by society (source: VPHS 2014)

- A lower proportion of Greater Geelong adults (44.9%) feel valued by society compared to Victoria (51.4%).

Community and Civic Engagement

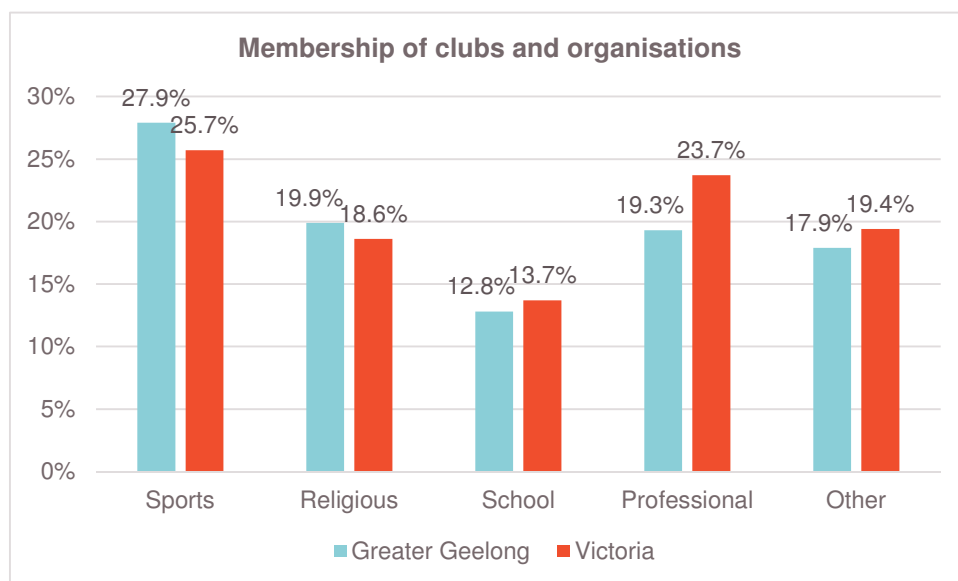


Figure 22: Proportion of adults who belong to a community group (source: VPHS 2014)

- More Greater Geelong adults belong to sports and religious groups than in Victoria.

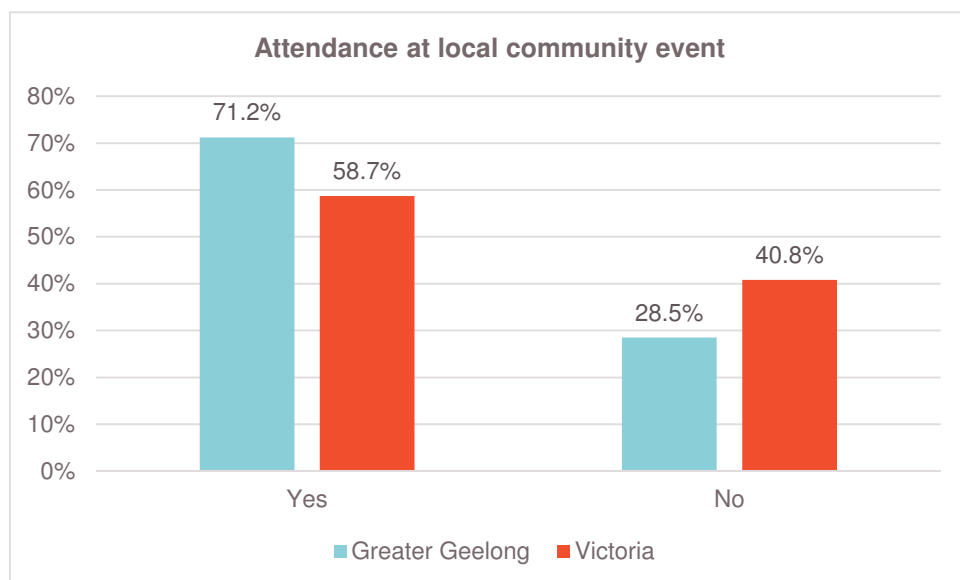


Figure 23: Proportion of adults who have attended a local community event (source: VPHS 2014)

- Recent attendance at community events was higher for Greater Geelong adults (71.2%) compared to Victorian (58.7%).

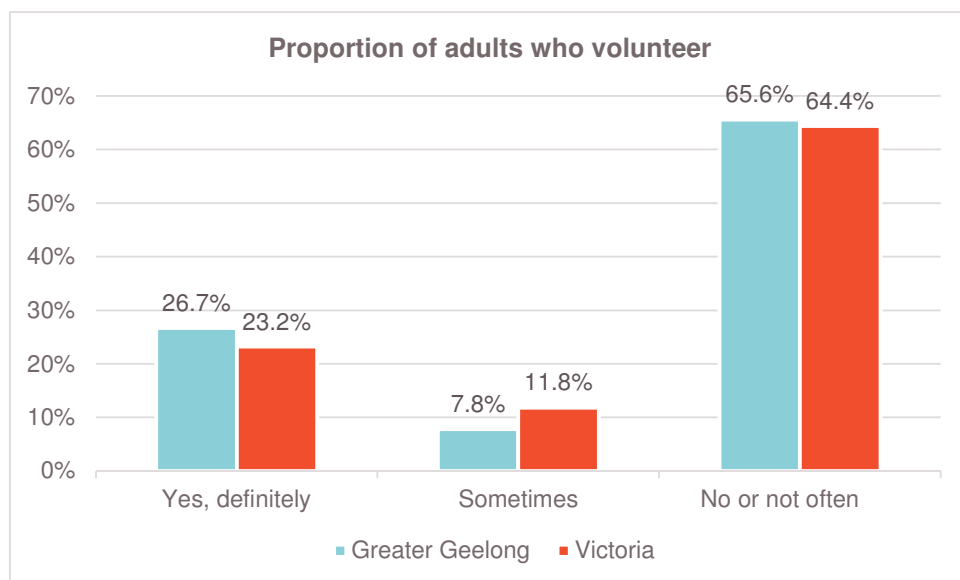


Figure 24: Proportion of adults who volunteer (source: VPHS 2014)

- Slightly more adults volunteer in Greater Geelong (26.7%) than for Victoria (23.2%).

Tolerance of Diversity

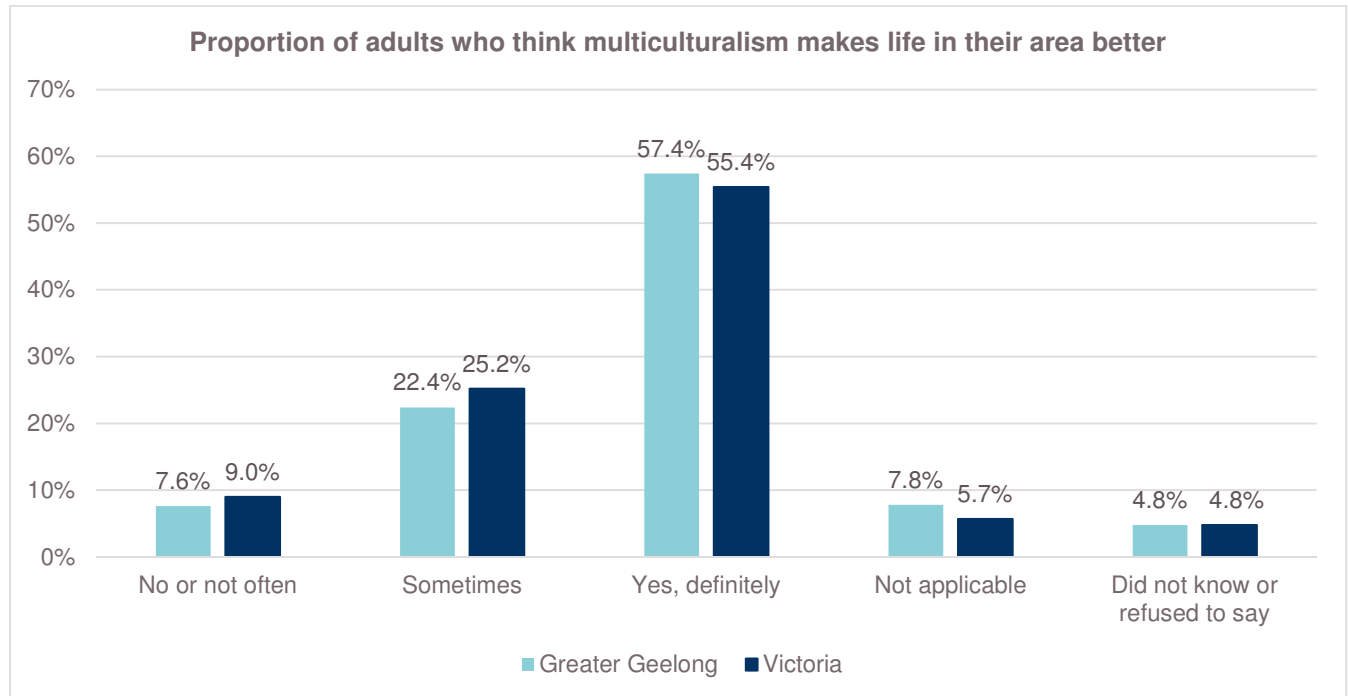


Figure 25: Proportion of adults, by whether or not they think multiculturalism makes life in their area better (source: VPHS 2014)

- 57.4% of Greater Geelong adults are tolerant of diversity and feel multiculturalism makes life better, compared to Victoria (55.4%).

Level of Social Isolation

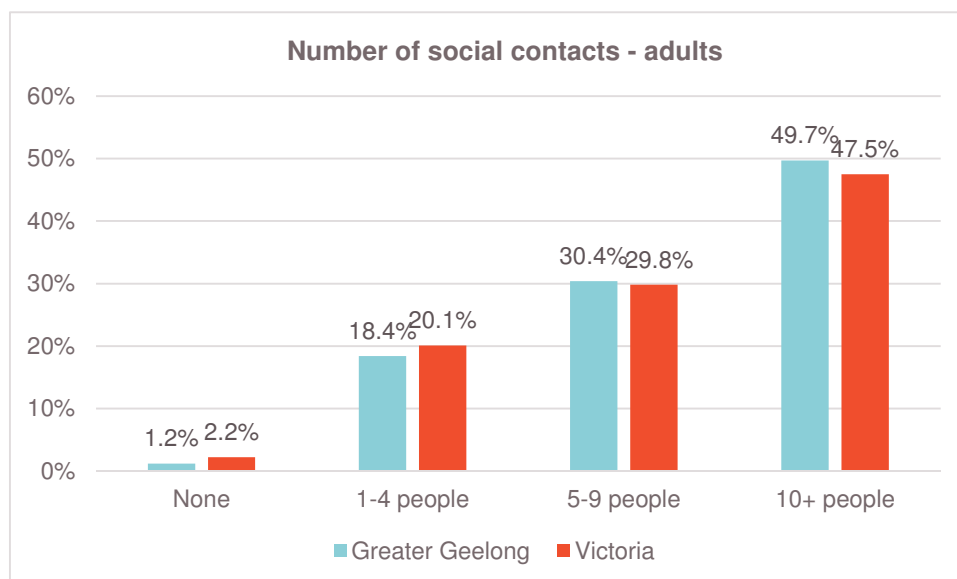


Figure 26: Number of social contacts – adults (source: VPHS 2014)

- 1.2% of Greater Geelong adults have no social contacts, compared to 2.2% for Victoria.
- 49.7% of Greater Geelong adults have more than 10 people as social contacts, compared to 47.5% for Victoria.

How is this affecting Greater Geelong?	What can we do about it?
• More Greater Geelong adults feel they can seek help from neighbours compared to Victoria.	• Support participation in social activities that bring people together (e.g. community or arts groups, sporting clubs).
• Greater Geelong adults feel less socially isolated and attend more community events compared to Victoria.	• Support local efforts to encourage more people to volunteer.
• The majority of Greater Geelong adults are tolerant of diversity and feel multiculturalism makes life better.	• Develop and support initiatives that celebrate Geelong's diversity.
• Over a quarter of Greater Geelong adults volunteer their time to community organisations.	• Encourage participation in learning and education across the life course.
• Fewer Greater Geelong adults feel valued by society than the Victorian average.	• Support access to and use of affordable technology.

Community Safety and Family Violence

Gender equality and the ability to participate in equal and respectful relationships is an important contributing factor to mental health and wellbeing. Family violence is detrimental to physical and mental health.

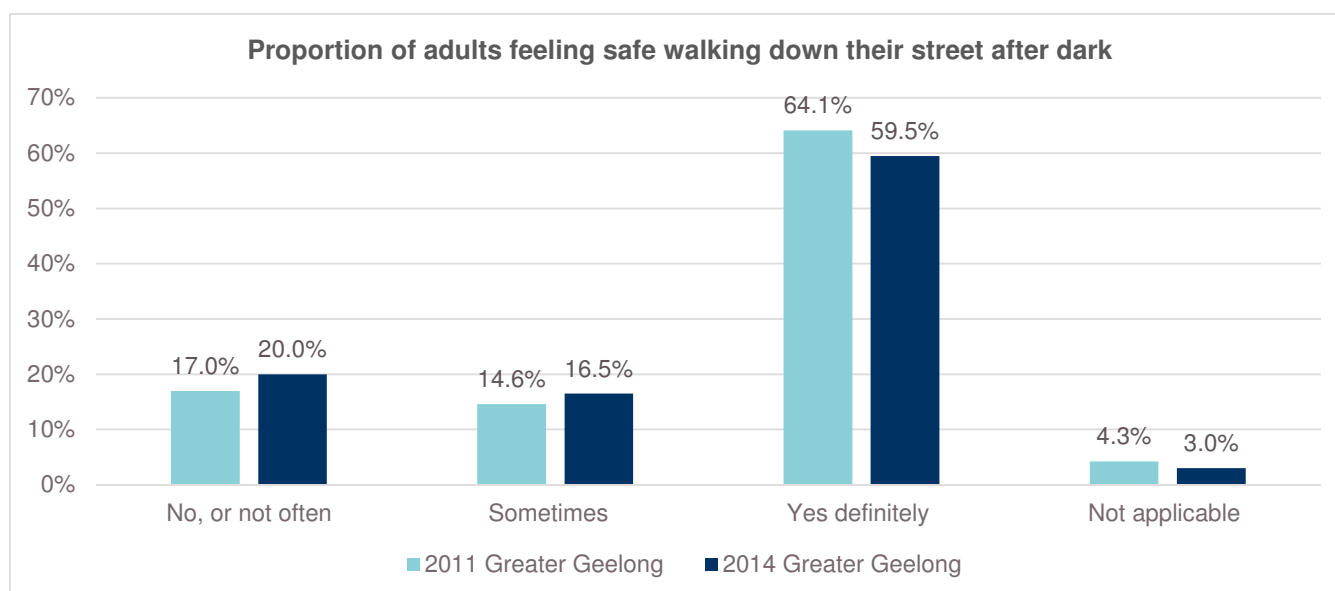


Figure 27: Feelings of safety - proportion of adults feeling safe walking down their street after dark, trends 2011 to 2014
(source: VPHS 2011, VPHS 2014)

- Greater Geelong adults' feelings of safety changed between 2011 and 2014. In 2014, they responded as feeling less safe when walking down their street after dark than in 2011.



Figure 28: Perception of safety – walking alone during the day (source: VHCIS 2015)

- 96% of Greater Geelong adults feel safe walking alone during the day, compared to 92.5% for Victoria.
- Perceptions of safety in Greater Geelong have reduced since 2011, however not as sharply as Victoria.

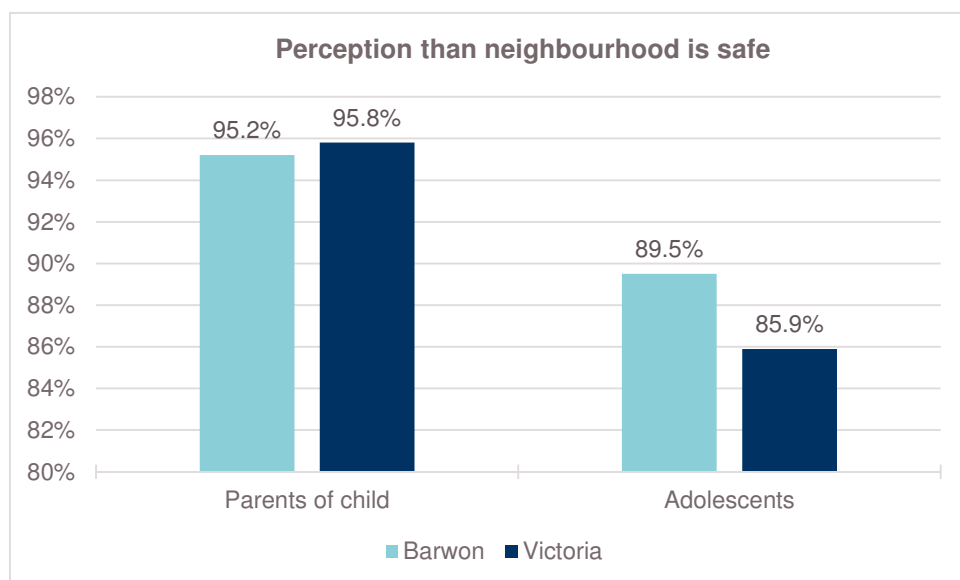


Figure 29: Perception of neighbourhood safety for children & adolescents (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAW 2014)

- Parents of children in the Barwon Region have a similar perception of neighbourhood safety as for Victoria. Adolescents in the Barwon Region (89.5%) have a slightly higher feeling than Victoria (85.9%) that their neighbourhood is safe.

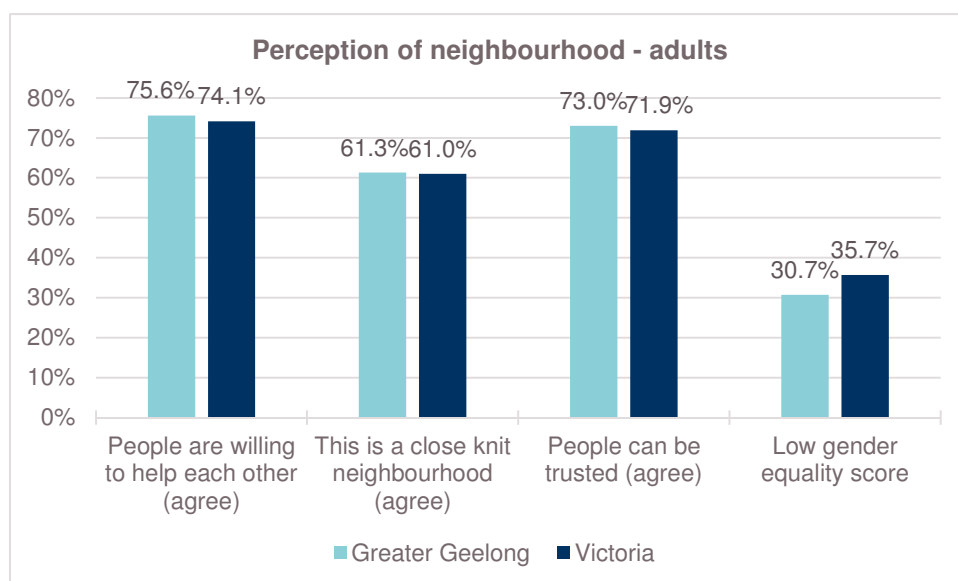


Figure 30: Perception of neighbourhood – adults (source: VHCIS 2015)

- Greater Geelong adults had similar perceptions about their neighbourhood compared to Victoria.
- Greater Geelong adults have more favourable attitudes towards equality in relationships with 30.7% scoring a low gender equality score, compared to 35.7% for Victoria.

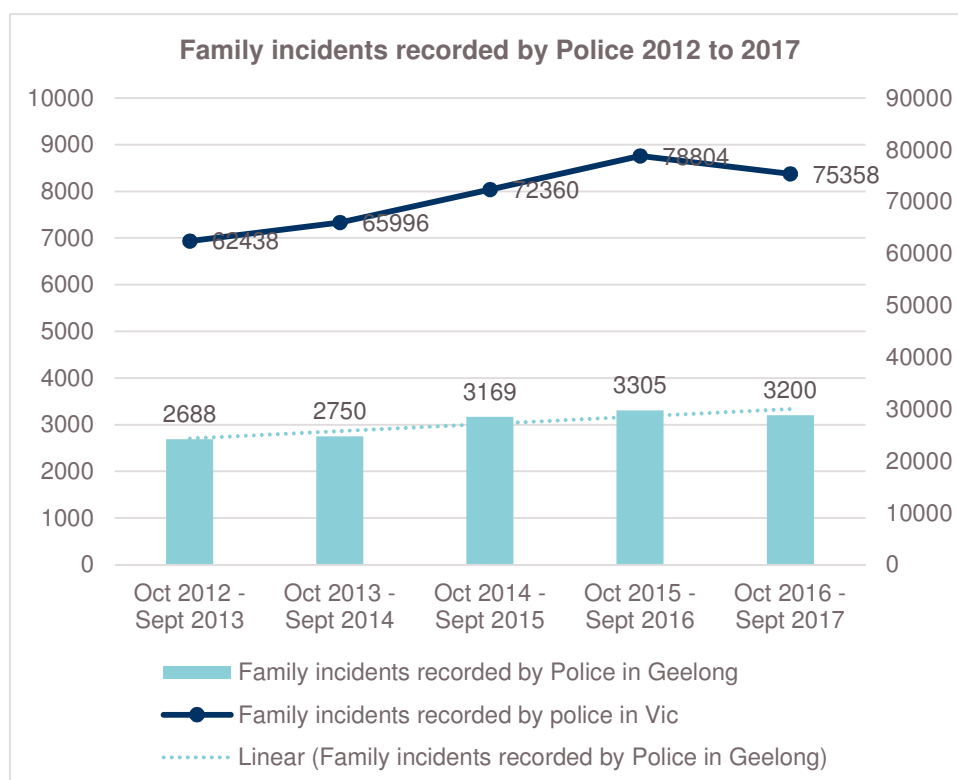


Figure 31: Family incidents recorded by Police 2012 to 2017 (source: CSA 2017)

- Overall, family incidents have been increasing until 2015/2016 and have started to decline in 2016/2017 in both Greater Geelong and Victoria.

	How is this affecting Geelong?	What can we do about it?
	96% of Greater Geelong adults feel safe walking alone during the day, compared to 92.5% for Victoria.	Design safe public spaces (e.g. with access to transport options and adequate lighting, bins, public toilets).
	More Greater Geelong adults have favourable attitudes towards equality in gender relationships, compared to Victorians.	Support programs and initiatives to prevent family violence (e.g. violence against women, children and older people).
	20% of Greater Geelong adults do not feel safe walking alone at night.	- Promote gender equality and respectful relationships between men and women. - Promote family violence prevention messages through local media.
	Family violence incidents recorded by police in Greater Geelong have been increasing since 2013.	Provide support and training to community groups regarding family violence.

ENVIRONMENTAL FACTORS

The state of the natural environment greatly impacts on health and wellbeing, including the quality of water, air, soil, and food. The responsibilities for local government for protecting public health are guided by legislation and regulation that address both the natural and built environment.

Health Protection

Local government environmental health officers are tasked with a broad range of responsibilities in protecting community health. They address environmental factors that contribute to adverse health outcomes through statutory regulation, applied risk management and education.

Some of the key ways local government currently works to protect health and wellbeing in the Greater Geelong community includes:

Safe and Healthy Environments

- Application of education and statutory measures to manage the quality of air, water and soil for new and existing developments.
- Management of 'off-leash' areas for dogs encouraging physical activity and social connection amongst pet owners.
- Monitoring of rooming houses and accommodation businesses.
- Providing community information about potential hazards such as asbestos and lead.
- Implementing community safety initiatives to enhance perception of safety in Geelong and the Geelong Regional Liquor Licensing Accord.

Licensing and Regulation

- Assessing social and economic impacts when considering application for liquor and gaming licences.

Communicable Disease Prevention and Control

- Investigating cases of notifiable diseases and implementing preventative measures to reduce the risk of further illness.

- Monitoring communicable disease trends to identify opportunities for intervention and to prepare preventative strategies.
- Providing information and resources to the community and industry sectors to assist in the management of infectious diseases.
- Implementing an annual mosquito management program to reduce the risk of vector-borne diseases, such as Ross River Virus.
- Educating the community about issues of local importance, such as the emergence of *Mycobacterium ulcerans*.
- Establishing research partnerships to further identify prevention opportunities.

Immunisation

- Delivering national immunisation program services through the Family Services Department and Barwon Health.
- Monitoring community vaccination rates to identify areas for improvement and target promotional activities.
- Educating the community about blood-borne viruses and infection control in personal care and body art premises and promoting the Hepatitis B vaccine for staff and patrons.

Food Safety

- Inspecting and monitoring retail food premises in the community to ensure premises are meeting their legal obligations regarding food hygiene and safety.
- Monitoring and reviewing quality assurance programs to ensure all food safety risks are being appropriately managed in services catering to vulnerable individuals, such as childcare centres and aged care facilities.
- Delivering education programs for food handlers and proprietors to encourage compliance with food hygiene legislation and continuous improvement in practices.
- Supporting community groups who wish to sell or provide food to the public, and helping them to meet legislative requirements.

Incident and Emergency Response

- Planning and delivering response and recovery operations during an emergency – an important role with climate change expected to increase the frequency and magnitude of a range of natural emergency events, including bushfires, floods and heat waves.
- Collaborating with State and Federal Governments, emergency services, and community groups.
- Carrying out regular emergency management exercises to test preparation and aid with future planning.
- Establishing the Municipal Emergency Control Centre (MECC) under the direction of Victoria Police, during an emergency.
- Undertaking post-impact assessments and recovery activities to support the community to 'return to normal'.
- Preparing emergency management plans for specific scenarios, including influenza pandemics and heat waves.

Partnerships

- Establishing and contributing to professional networks regarding 'best practice' in health protection.
- Contributing to multidisciplinary approaches addressing complex and sensitive issues, such as hoarding, homelessness, family violence and community safety.

Children's Services

- Complying with regulations and service quality standards within Council's child care services (which include City Learning and Care, Family Day Care, Occasional Child Care and Outside School Hours Care) to maintain healthy environments for children.

Climate Change

According to the CSIRO, Greater Geelong is likely to experience the impact of climate change through the following ways:

Southern Slopes (Victoria West)	Confidence	Impact on Geelong Health & Wellbeing
Temperature		
Increase in average temperatures in all seasons	very high	Increase in skin cancer incidence (Source: Cancer Council 2018)
More hot days and warm spells	very high	
Fewer frosts	high	
Heatwaves affecting vulnerable people		
Rainfall		
Generally less rainfall in the cool season (winter and spring)	high	Food accessibility and affordability
Changes to summer and autumn rainfall	possible	
Increased intensity of extreme rainfall events	high	
Sea Level		
Mean sea level will continue to rise and height of extreme sea-level events will also increase	very high	Affect housing affordability
Affect tourism (e.g. beach erosion)		
Fire		
A harsher fire-weather climate in the future	high	Impact on food crops, affect vulnerable people, (e.g. Aged)

These climatic events will have an impact on Greater Geelong's natural features, local economy, community infrastructure and social environment.

The City of Greater Geelong's *Environment Management Strategy 2013-2017* has identified climate change as a key driver of our environmental future and implores collective efforts to respond and turn these complex and uncertain challenges into opportunities for our local economy and communities.

The *Climate Change Adaptation Strategy (2011)* for Greater Geelong has also identified adaption measures, which aim to address impacts on community wellbeing, growing the economy and the sustainable built and natural environment. Actions across a range of priority areas were developed including:

- Coastal planning
- Asset management

- Emergency management
- Vulnerable people
- Open space
- Biodiversity
- Building community engagement.

Water

Barwon Water provides Greater Geelong with world-standard clean, safe drinking water which meets Australian drinking water guidelines, including ensuring our water is safe to drink and is acceptable in appearance, taste and odour. Barwon Water monitors and maintains our water from the catchment to the tap, water quality is independently tested. Fluoride is added to drinking water as directed by the Victorian Government and endorsed by the National Health and Medical Research Council (NHMRC). Summary water quality data is available on the Barwon Water website: <https://www.barwonwater.vic.gov.au/about/publications/drinking-water-report>.

HEALTH BEHAVIOURS

There are a number of factors that influence physical and mental health outcomes. Some of these factors are controllable to some degree including knowledge, attitudes and lifestyle behaviours such as physical activity levels, diet, smoking and alcohol consumption.

Physical Activity

A person's physical activity level is a major factor in preventing and reducing the risk of many chronic health conditions, including heart disease, diabetes and improving mental health and wellbeing.

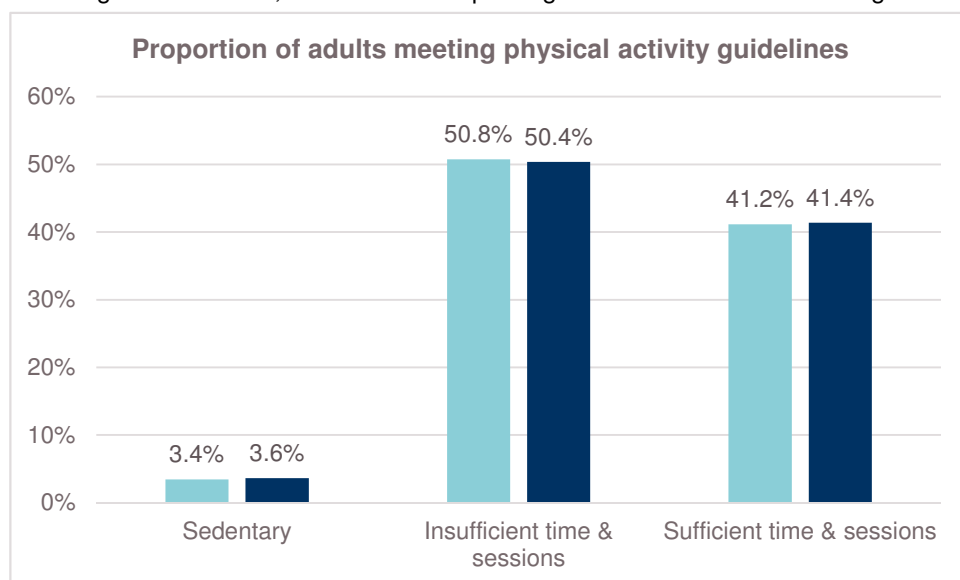


Figure 32: Proportion of adults meeting physical activity guidelines (source: VPHS 2014)

- Over half of Greater Geelong adults do not meet the physical activity guidelines. The National Physical Activity Guidelines recommend 150 minutes of moderate-vigorous physical activity over five or more sessions per week.
- 3.4% of Greater Geelong adults are described as sedentary, or report no physical activity, and 50.8% are physically active but do not reach the recommended 150 minutes.

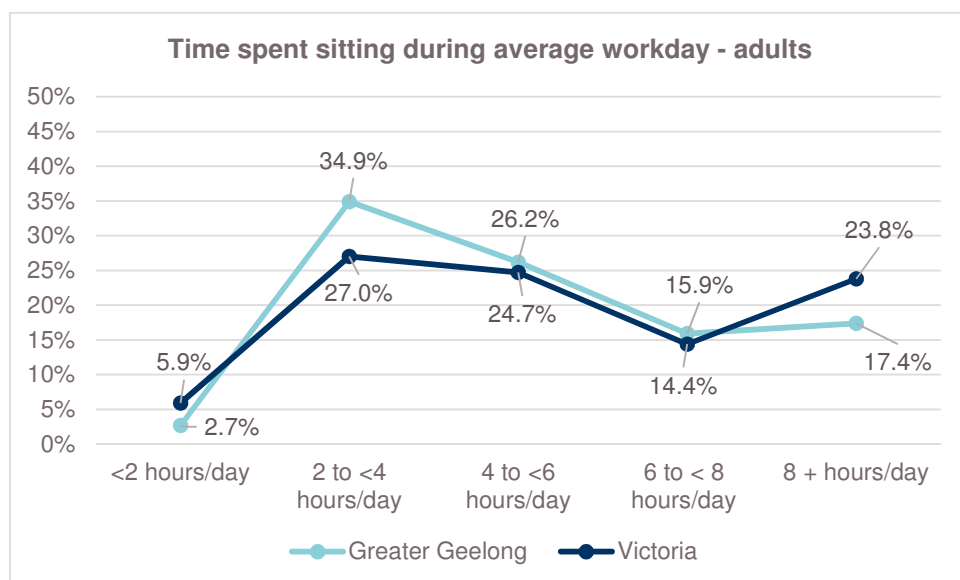


Figure 33: Proportion of adult population by duration spent sitting on an average working day (source: VPHS 2014)

- 17.4% of Greater Geelong adults sit for 8+ hours per average workday, compared to 23.8% for Victoria

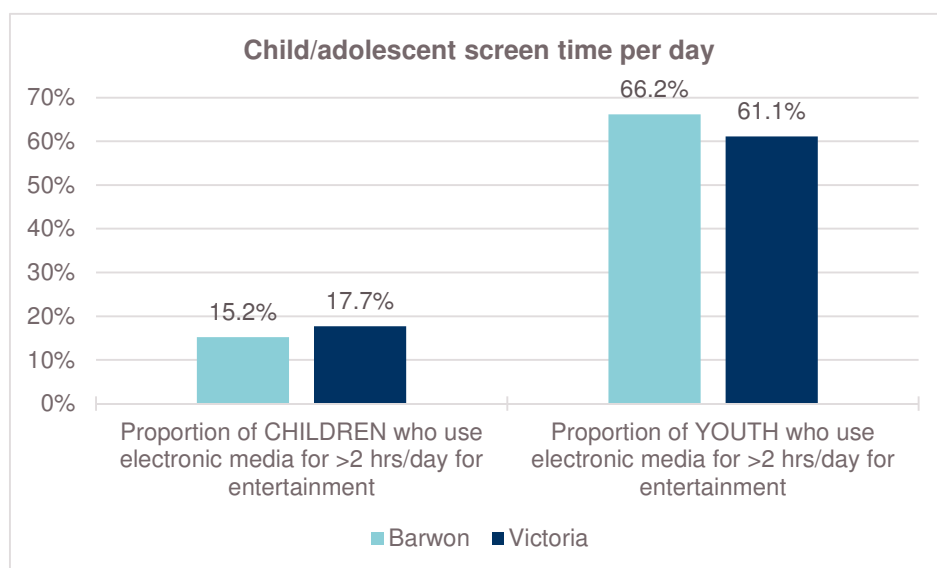


Figure 34: Child/adolescent screen time per day (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)

- Screen time is one way of measuring sedentary behaviour in children and adolescents. Slightly less children (15.2%) use screens for entertainment for more than two hours per day in the Barwon Region, compared to Victoria.
- Slightly more adolescents in the Barwon Region (66.2%) use screens for entertainment for more than two hours per day, compared to Victoria.

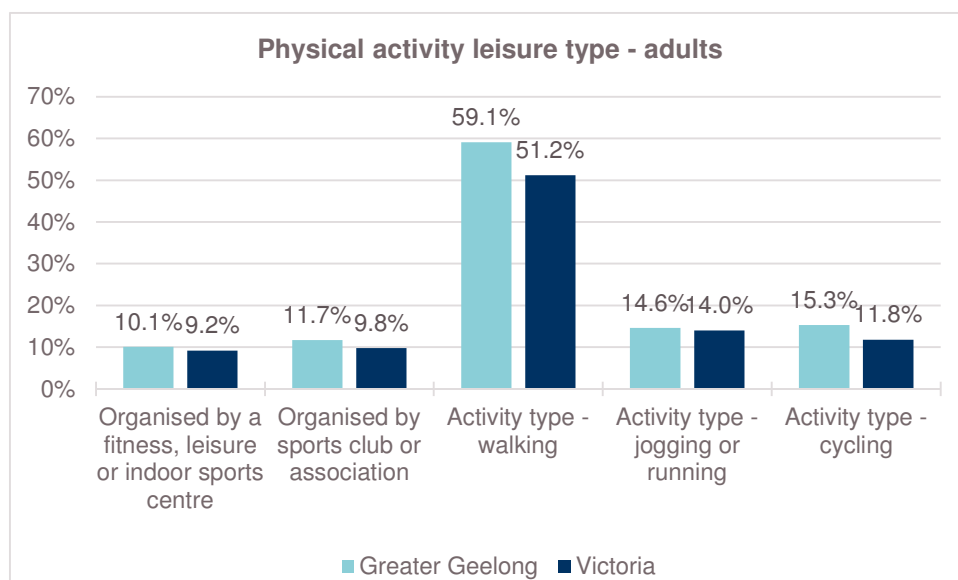


Figure 35: Proportion of adults by physical activity for leisure (source: VHCIS 2015)

- More Greater Geelong adults participate in walking for physical activity than Victorians.

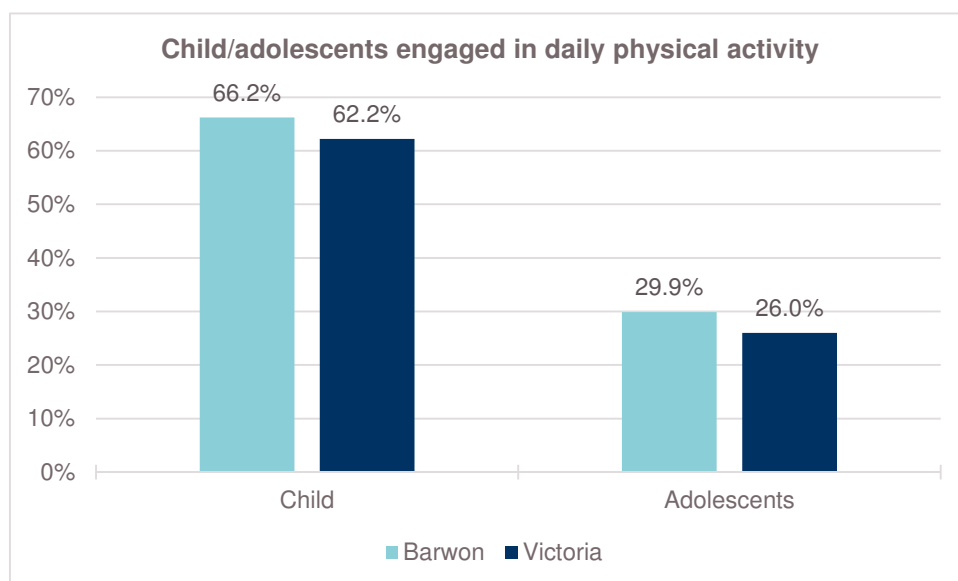


Figure 36: Child/adolescents engaged in physical activity (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)

- 66% of children and 30% of adolescents in the Barwon Region were active for the recommended time per day, slightly higher than Victoria.

	How is this affecting Greater Geelong?	What can we do about it?
	A greater proportion of Greater Geelong adults participate in walking or non-organised sporting activity, compared to Victoria.	Plan for and develop open spaces, parks and reserves.
	17.4% of Greater Geelong adults sit for 8+ hours per average workday, compared to 23.8% for Victoria.	Improve and develop walking and cycling paths that are safe and well connected.
	Fewer Greater Geelong adults walked for transport to work, compared to Victoria	Improve access and inclusion for all people to sports, recreation and leisure facilities.
	Only 7% of Greater Geelong adults cycled for transport to work one or more days per week.	Encourage and promote participation in sport and physical activity.
	More than half of Greater Geelong adults do not meet the physical activity guidelines.	Develop and promote initiatives to encourage walking and cycling.
	Adolescents in the Barwon region have more screen time (greater than 2 hours a day) when compared to Victoria.	- Promote the national physical activity guidelines. - Encourage people to minimise the amount of time spent in prolonged sitting through workplace and community campaigns. - Promote online safety among the general community.

Healthy Eating

Food and nutrition have long been recognised as important contributors to physical and mental health. The *Australian Dietary Guidelines 2013* encourage adults to eat two serves of fruit and five serves of vegetables a day.

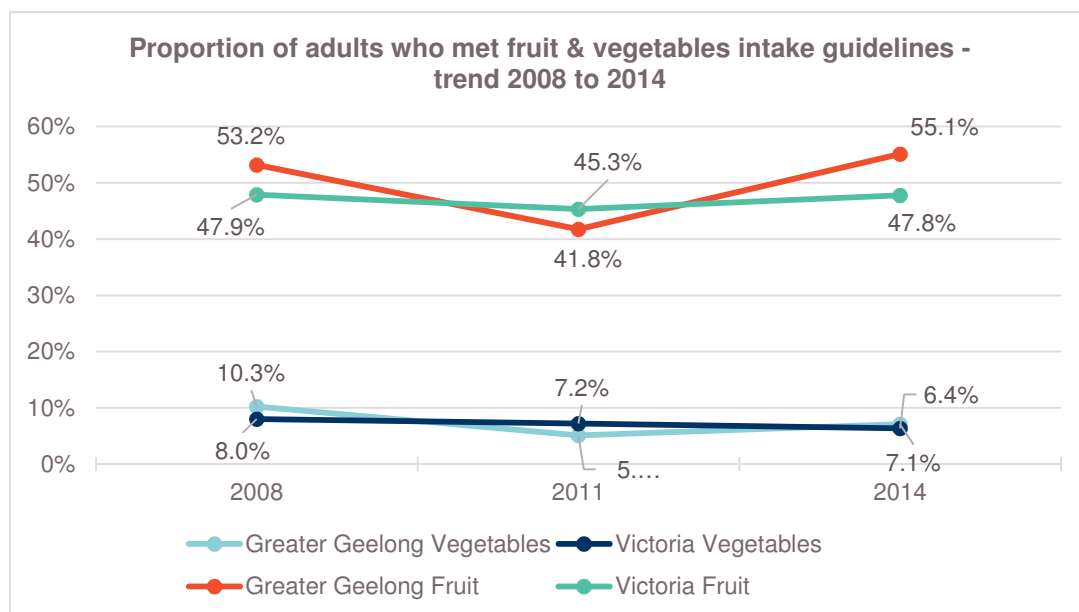


Figure 37: Proportion of adults who met daily fruit and vegetable intake guidelines, trends 2008 to 2014 (source: VHISWS, 2018 reporting VPHS data from 2008, 2011, 2014)

- More than half of Greater Geelong adults meet fruit intake guidelines, more than for Victoria.
- Vegetable intake has decreased over time from 10% to 7%, similar to Victoria.

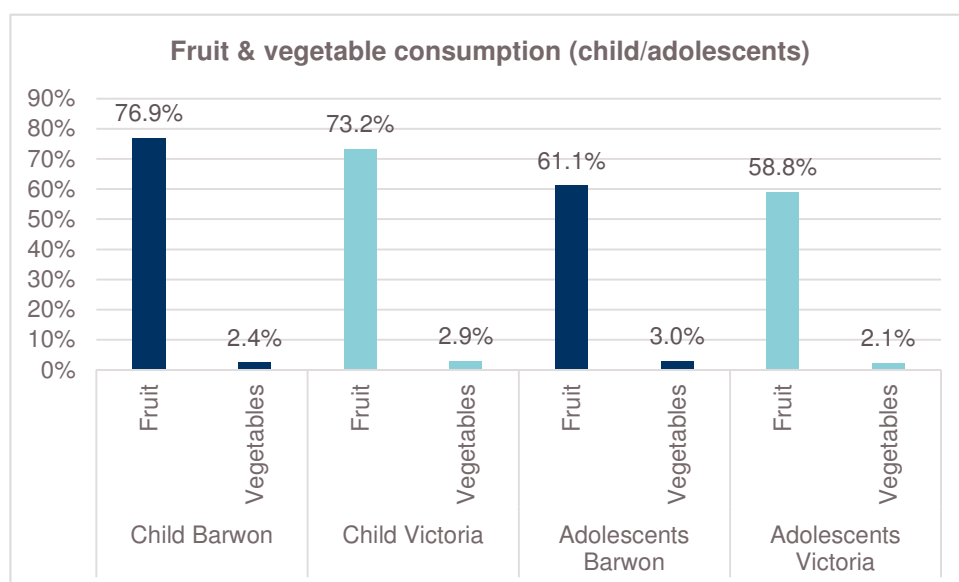


Figure 38: Meets child daily-recommended serves of fruit and vegetables (source VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)

- 76.9% of children in the Barwon Region eat the daily-recommended serves of fruit, slightly more than Victoria (73.2%).
- Only 2.4% of children in the Barwon Region eat the minimum daily-recommended serve of vegetables.
- 61.1% of adolescents in the Barwon Region eat the recommended fruit intake and only 3% eat the recommended vegetable intake.

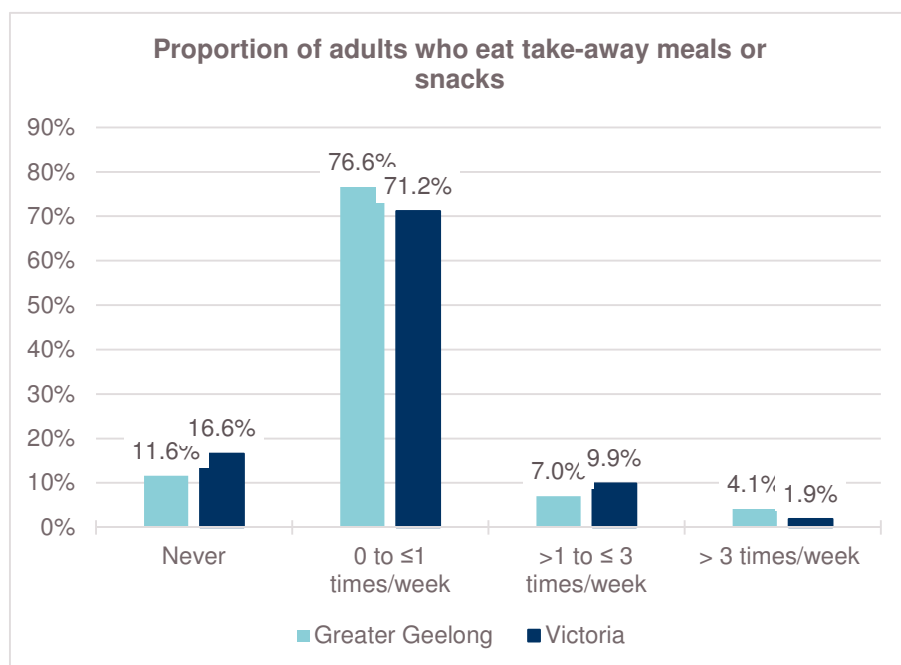


Figure 39: Proportion of adults who eat take-away meals or snacks (source: VPHS 2014)

- 11.6% of Greater Geelong adults never eat take-away meals, compared to 16.6% for Victoria.
- Three quarters of Greater Geelong adults (76.6%) eat take-away meals or snacks around once per week compared to Victoria (71.2%).
- 4.1% of Greater Geelong adults eat take-away meals or snacks more than three times per week, compared to 1.9% for Victoria.

Breastfeeding

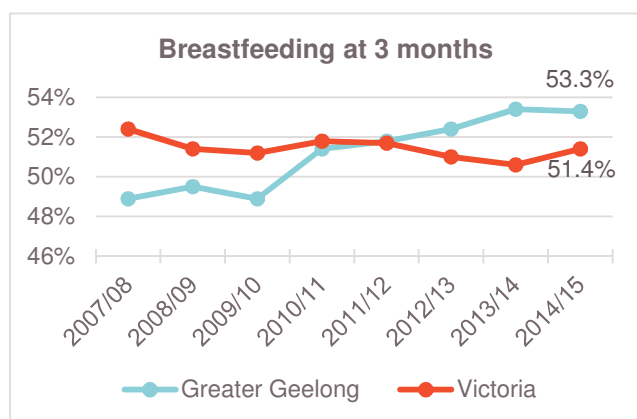


Figure 41: Infants breastfed at three months (source: VCAMS 2017)

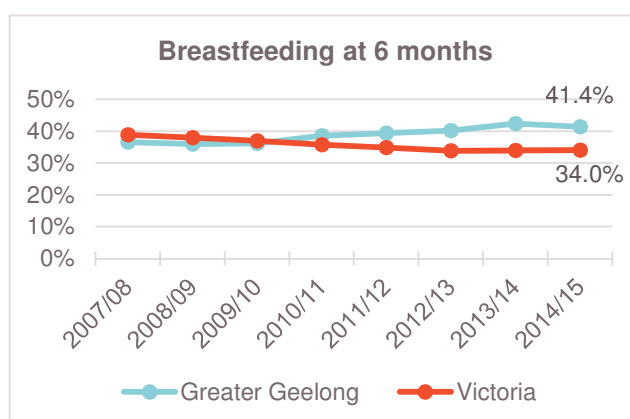


Figure 40: Infants breastfed at six months (source: VCAMS 2017)

- Infant breastfeeding rates for Greater Geelong have continued to improve and are higher than for Victoria for both the three month and six month maternal child health checks.

Sugar-Sweetened Beverages

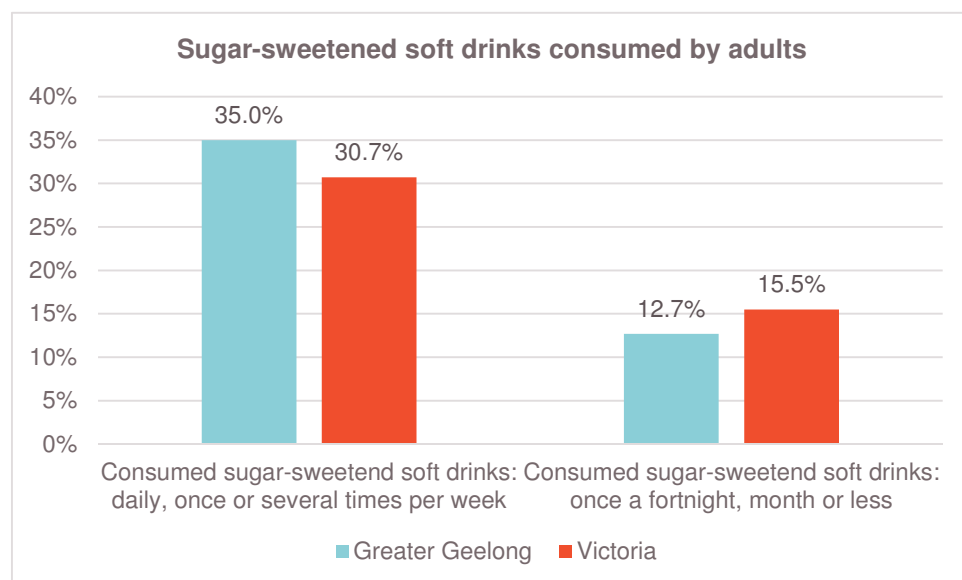


Figure 42: Frequency of sugar-sweetened soft drinks – adults (source: VPHS 2014)

- A higher proportion of Greater Geelong adults (35%) drink sugar-sweetened soft drinks daily, once or several times per week, when compared to Victoria (30.7%).
- Only 12.7% Greater Geelong adults drink sugar-sweetened soft drinks once a fortnight or less often.

Water Consumption

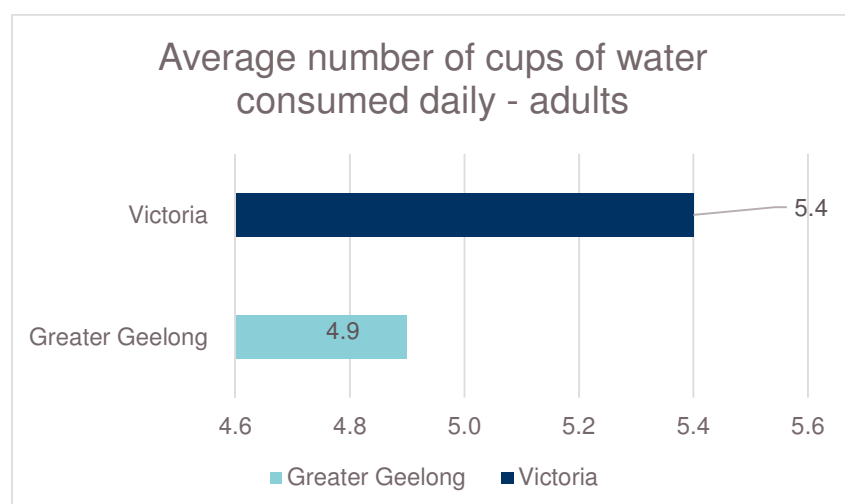


Figure 43: Daily water consumption – adults (source: VHCIS 2015)

- Greater Geelong adults drink less water (4.9 cups) per day than the recommended average 8-10 cups of water per day.
- 97.8% of Greater Geelong adults drink some water every day.

How is this affecting Greater Geelong	What can we do about it?
• Infant breastfeeding rates in Greater Geelong have continued to improve since 2008.	• Develop and support initiatives that increase access to healthy food (e.g. promote home and community gardens, emergency food relief, and healthy canteens).
• Over half of Greater Geelong adults eat the recommended 2+ serves per day of fruit.	• Encourage and promote healthy eating (e.g. increase fruit and vegetable consumption, promote breastfeeding).
• Only 11.6% of Greater Geelong adults never eat take-away meals, compared Victoria (16.6%).	• Increase healthy food options for sale in the City's venues.
• Only 7% of Greater Geelong adults eat the recommended daily amount of vegetables.	• Increase healthy drink options for sale in the City's venues.
• A higher proportion of Greater Geelong adults (35%) drink sugar-sweetened soft drinks daily, once or several times per week, when compared to Victoria (30.7%).	• Support food retailers to improve food safety practices (e.g. promote knowledge of food allergens and compliance with food safety laws). • Encourage water consumption.

Smoking and Alcohol

Alcohol use and misuse can have serious consequences to health and wellbeing. Long-term alcohol dependence and tobacco use are major contributors to chronic disease prevalence and early mortality. Short-term alcohol use can increase the risk of violence and injury and impact on mental health and community safety.

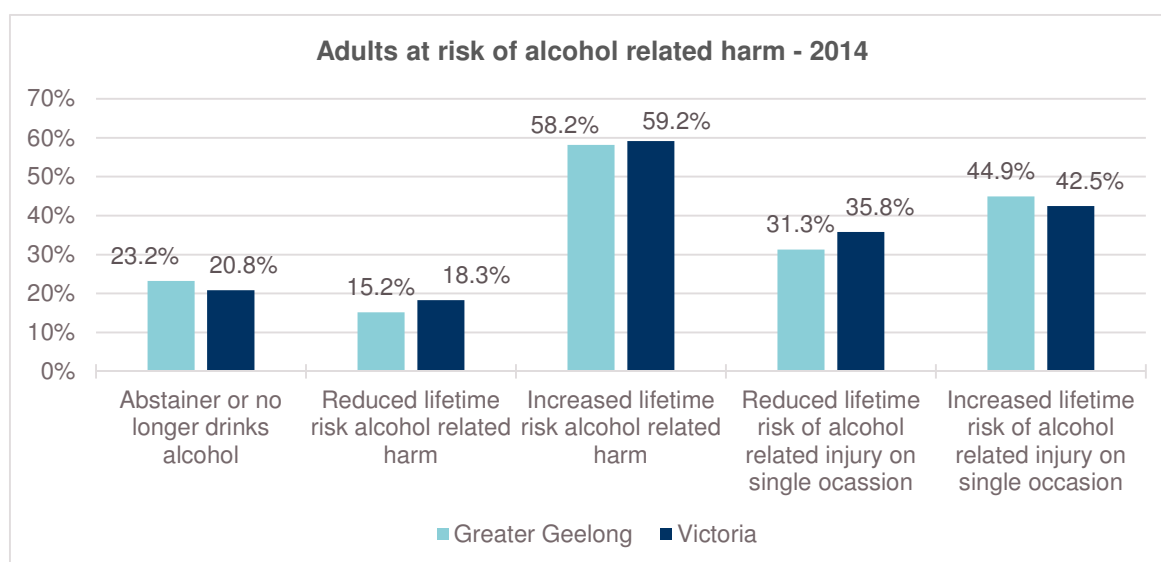


Figure 44: Proportion of adults at risk of alcohol related harm – 2014 (source: VPHS 2014)

- 58.2% of Greater Geelong adults are at increased lifetime risk of alcohol related harm.
- 44.9% of Greater Geelong adults are at an increased risk of alcohol related injury on a single occasion.

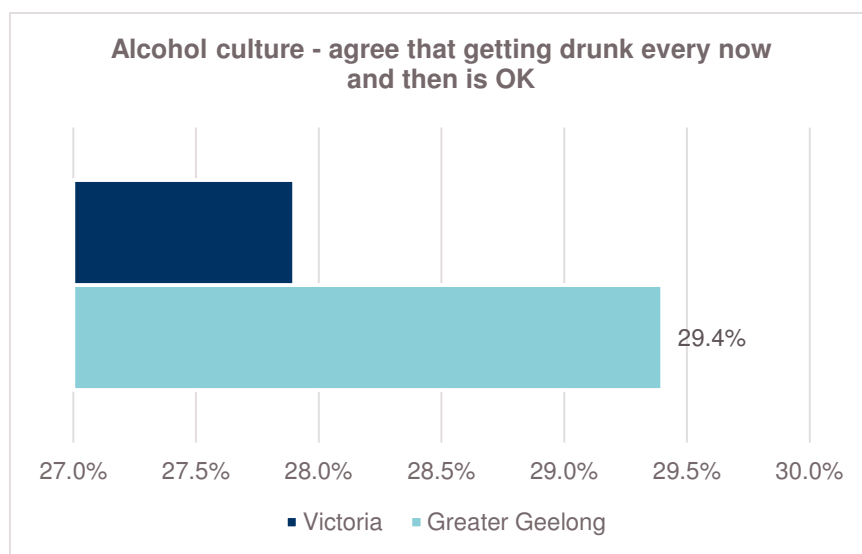


Figure 45: Alcohol culture – adults’ attitude towards alcohol (source: VHCIS 2015)

- 29.4% of Greater Geelong adults agree that getting drunk now and then is okay, slightly higher than Victoria.

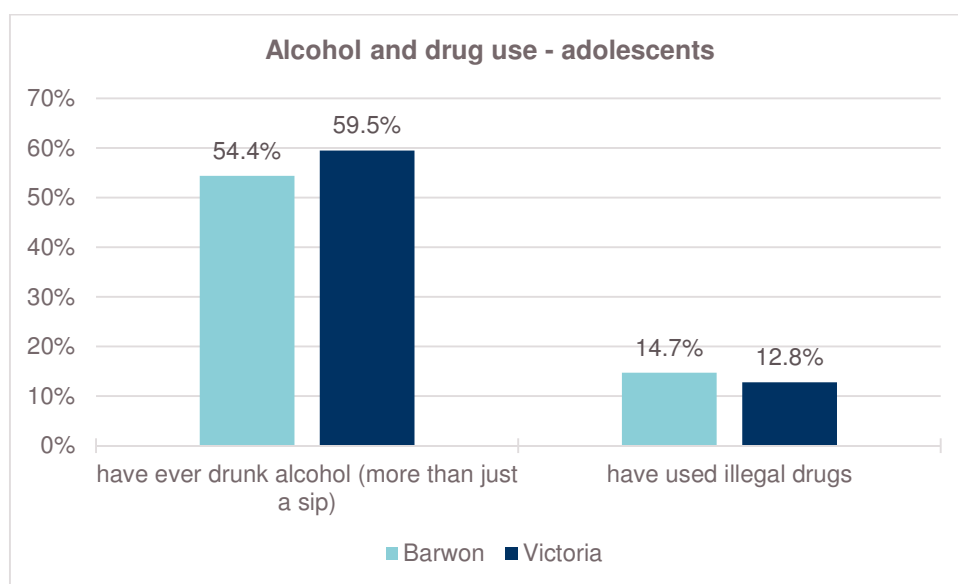


Figure 46: Alcohol and drug use – adolescents (source: VCAMS 2017, reporting indicator data spreadsheets from VSHAWS 2014)

- 54.4% of adolescents in the Barwon Region have ever drunk alcohol, lower than in Victoria.
- Slightly more adolescents in the Barwon region have ever used illegal drugs than in Victoria.

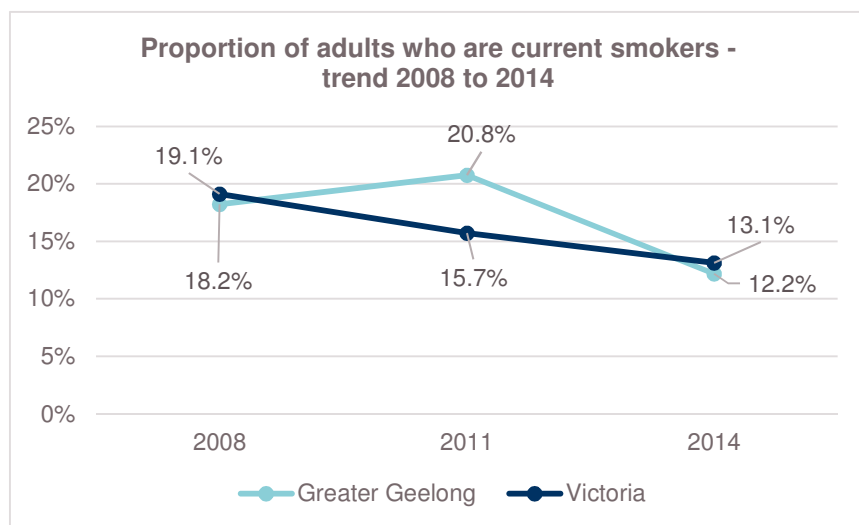


Figure 47: Proportion of adults who are current smokers, trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)

- The proportion of Greater Geelong adults who are current smokers has decreased from 20.8% in 2011 to 12.2% in 2014.

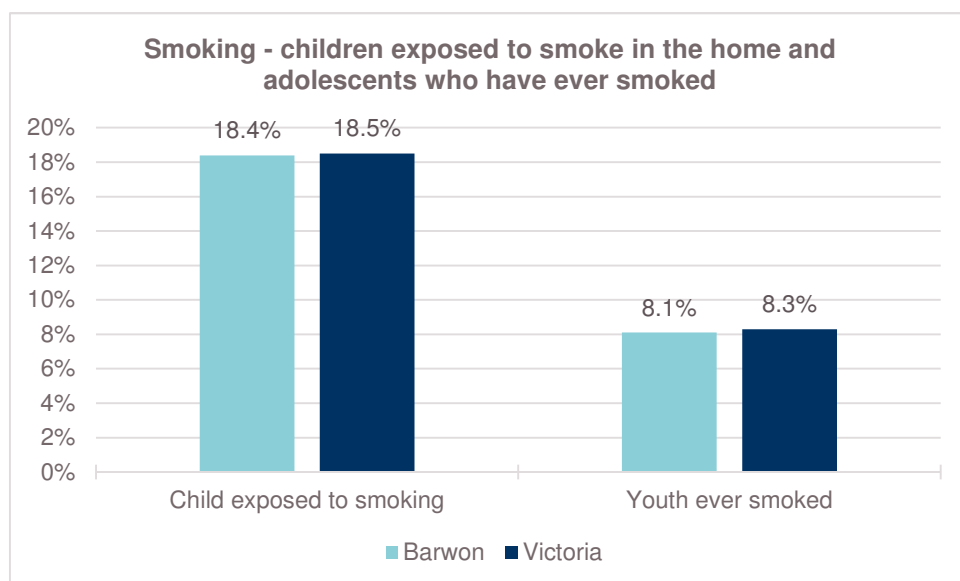


Figure 48: Smoking – children exposed to smoke in the home and adolescents who have ever smoked (source: VCAMS 2017 reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)

- 18.4% of children in the Barwon Region are exposed to tobacco smoke in the home (VCHWS 2013).
- 8.1% of adolescents in the Barwon Region have tried smoking cigarettes (VSHAWS 2014).

How is this affecting Greater Geelong? What can we do about it?



- Over half of Greater Geelong adults are at increased lifetime risk of alcohol related harm.

- Support programs and initiatives to prevent smoking.



- 44.9% of Greater Geelong adults are at risk of short term harm due to their level of alcohol consumption.

- Educate on and promote the current tobacco laws.



- The percentage of Greater Geelong adults who are current smokers has decreased since 2008.

- Develop and support initiatives that promote a safe-drinking culture.

- Advocate for effective programs to reduce harmful alcohol and drug use.

BIO-MEDICAL FACTORS

Body Weight

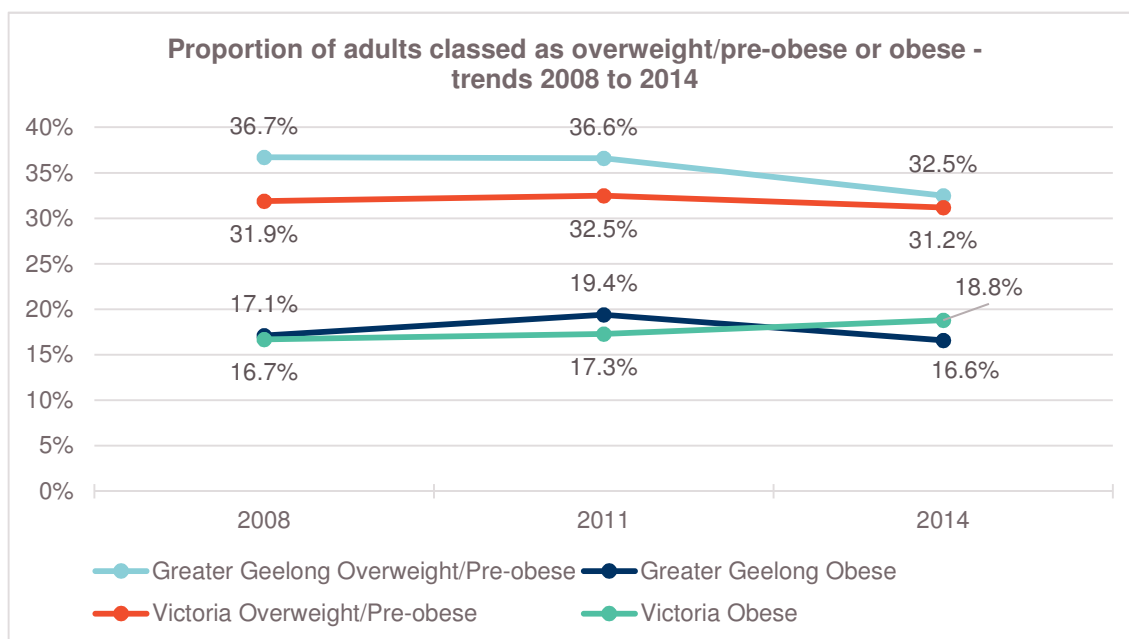


Figure 49: Proportion of adult population classed as overweight/pre-obese or obese, trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)

- In 2014, 32.5% of Greater Geelong adults were overweight/pre-obese which is lower than previous surveys (36.7 and 36.6%).
- More adults are overweight/pre-obese in Greater Geelong compared to Victoria.
- The proportion of Greater Geelong adults who are obese has declined slightly since 2008. The proportion of obese adults in Victoria has increased.

Health Checks

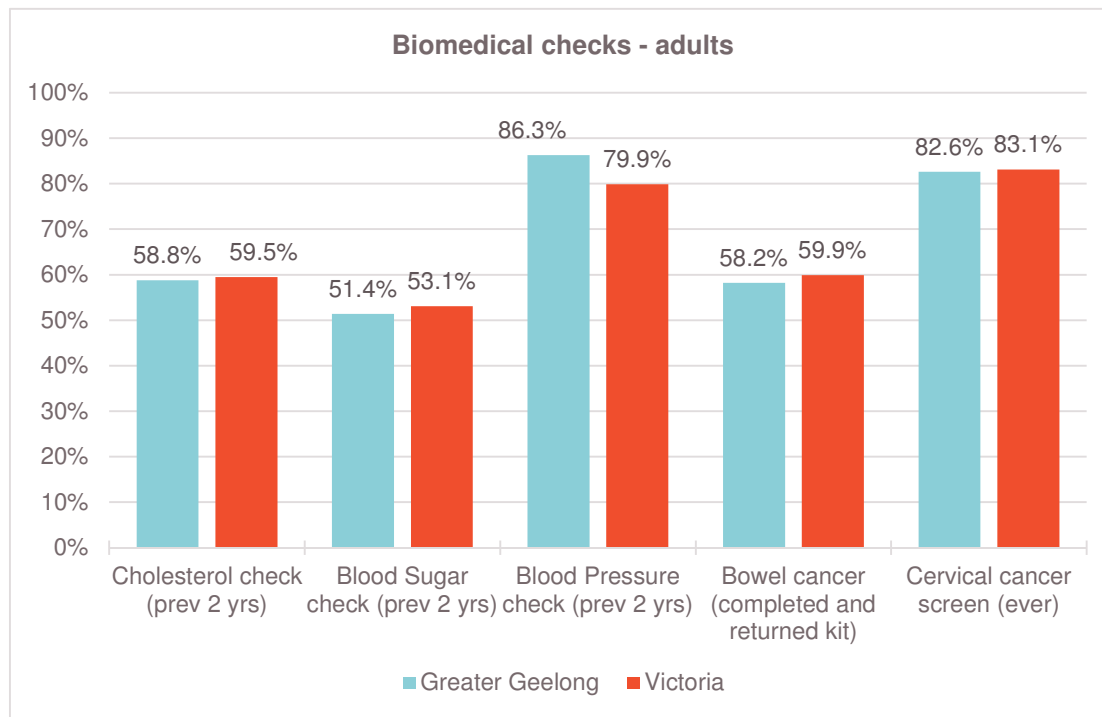


Figure 50: Biomedical checks – adults (source: VPHS 2014)

- 86.3% of Greater Geelong adults have had their blood pressure checked within the last two years, compared to 79.9% for Victoria.
- 58.8% of Greater Geelong adults had their cholesterol checked in the previous two years and 51.4% had their blood sugar checked.
- 58.2% of Greater Geelong adults were screened for bowel cancer.

How is this affecting Greater Geelong?		What can we do about it?
	• More Greater Geelong adults get their blood pressure checked compared to Victoria.	• Support and raise awareness of health promotion campaigns that encourage health checks.
	• Greater Geelong adults have similar rates of screening for chronic diseases like diabetes, bowel cancer and cervical cancer to Victoria.	• Support prevention messages for key chronic diseases. • Improve access to quality health information across all age groups.
	• Nearly half of Greater Geelong adults are classified as overweight/pre-obese or obese.	• Improve transport options to health services and community services. • Encourage and promote healthy eating. • Develop and promote initiatives to encourage walking and cycling.

HEALTH CONDITIONS

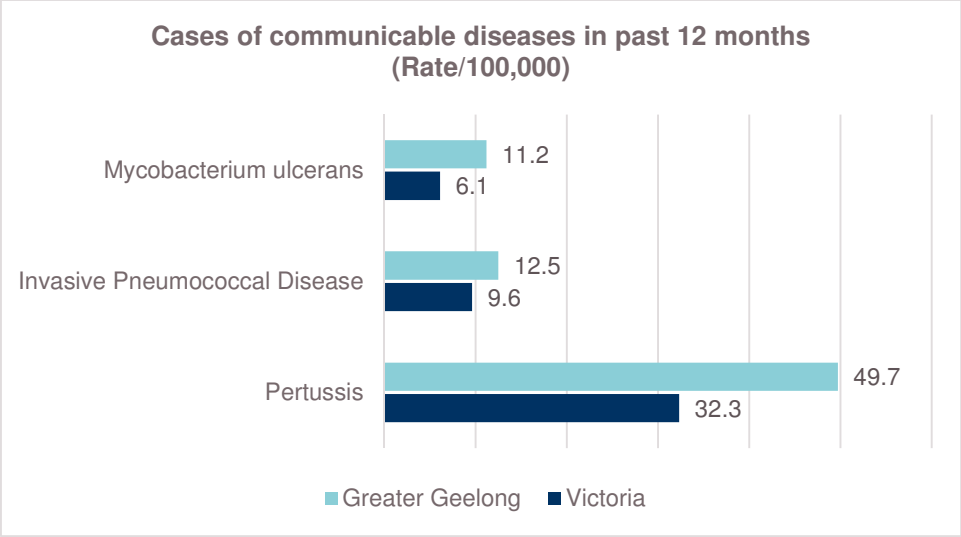


Figure 51: Rate/100,000 – cases of communicable diseases in past 12 months to January 2018 (source: http://www.health.vic.gov.au/ideas/downloads/daily_reports/rptLGC_GreaterGeelongC_GR.pdf)

- Greater Geelong had more cases per 100,000 of selected communicable diseases in the previous 12 months than Victoria.

Chronic Diseases

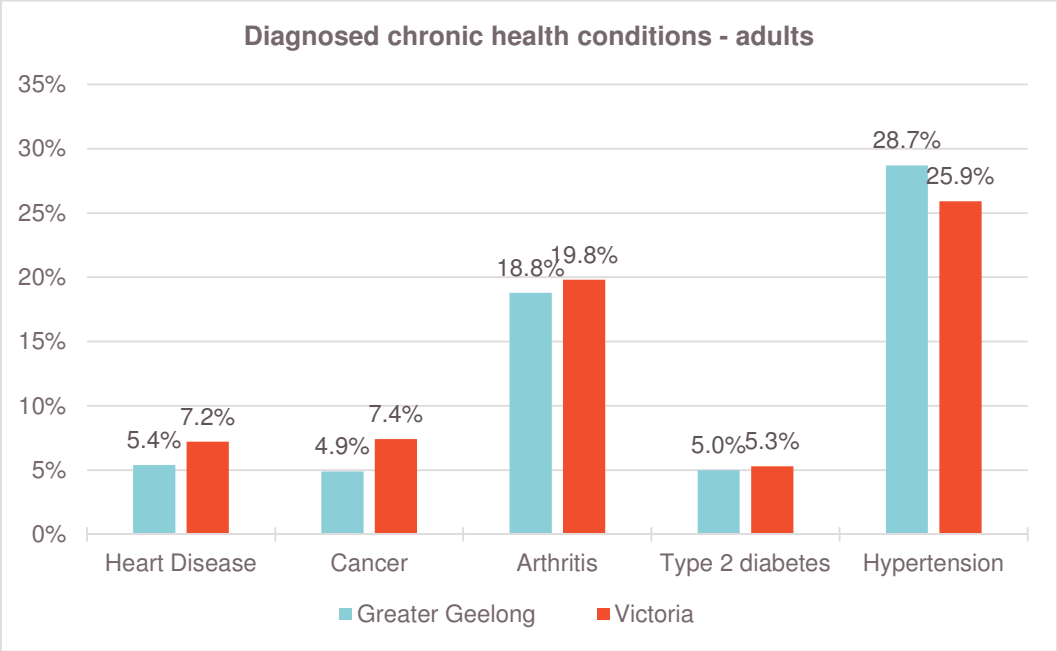


Figure 52: Diagnosed chronic health conditions – adults (source: VPHS 2014)

- The incidence of heart disease in Greater Geelong adults (5.4%) is lower than for Victoria (7.2%).
- Fewer Greater Geelong adults (4.9%) have ever been diagnosed with cancer, slightly lower than Victoria (7.4%).
- Arthritis has been diagnosed in 18.8% of Greater Geelong adults, slightly lower than Victoria (19.8%).
- Type II Diabetes has been diagnosed in 5.0% of Greater Geelong adults.

Type II Diabetes

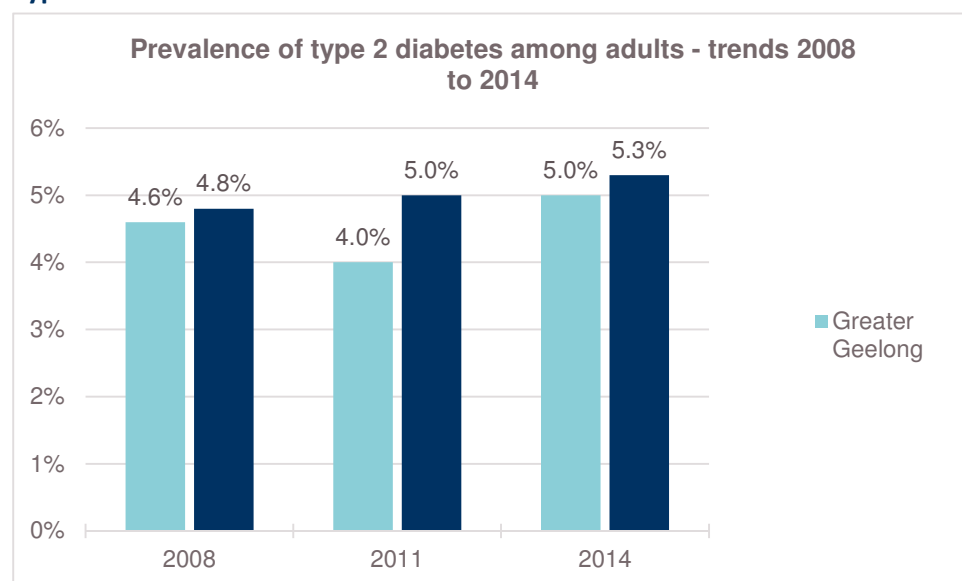


Figure 53: Prevalence of Type II Diabetes among adults – trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)

- Type II Diabetes is increasing among Victorian and Greater Geelong adults.

Asthma

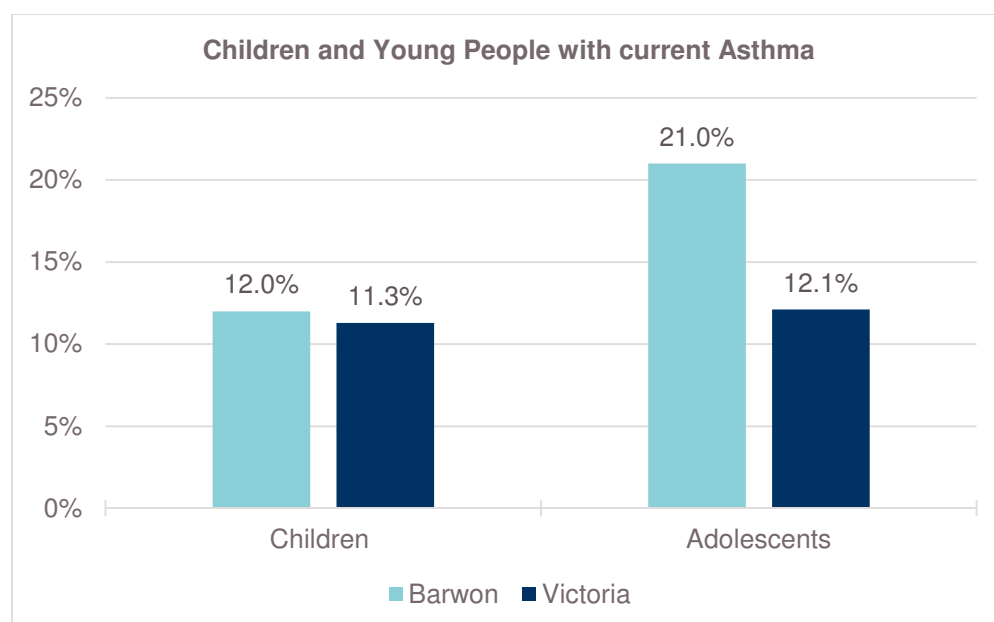


Figure 54: Asthma diagnosis or has taken asthma medication in previous 12 months – children and adolescents (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)

- Asthma diagnoses for Barwon Region adolescents (21%) is higher than Victorian adolescents (12.1%).

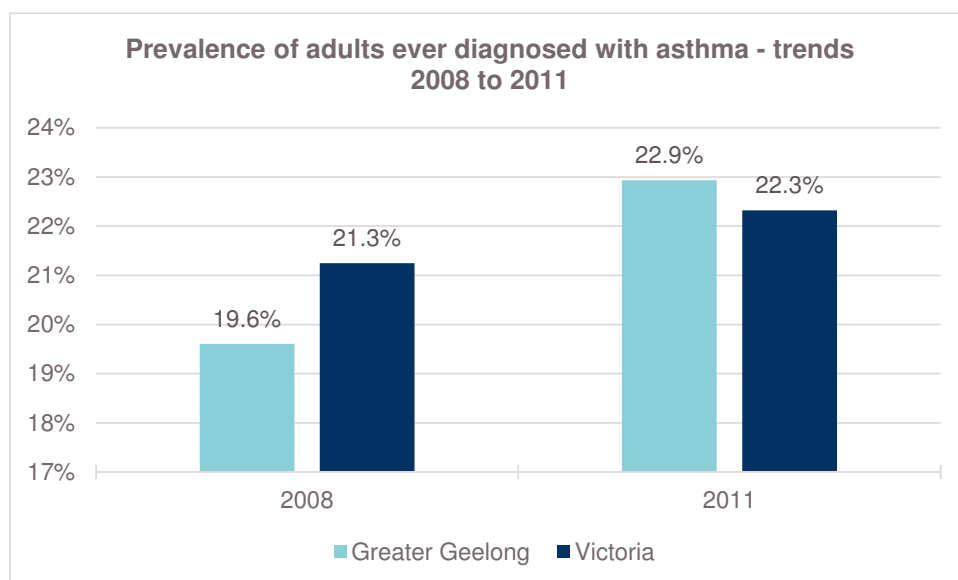


Figure 55: Prevalence of adults ever diagnosed with asthma, trends 2008 to 2011 (source: VHISS, 2018 reporting VPHS data from 2008, 2011)

- The prevalence of asthma in Greater Geelong adults increased slightly from 2008 to 2011 in both Greater Geelong (from 19.6% to 22.9%) and Victoria (from 21.3% to 22.3%).

Allergies

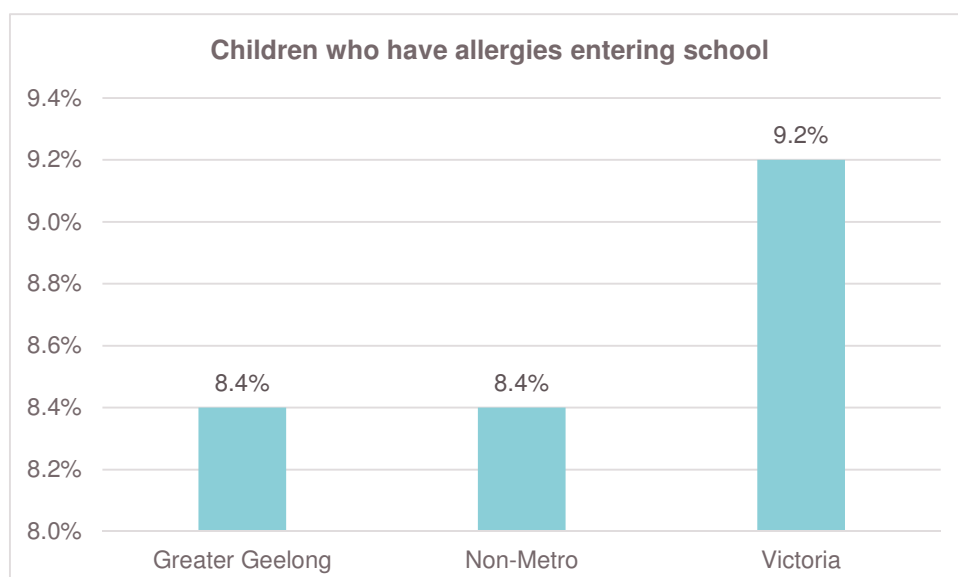


Figure 56: Allergies in children entering school (source: SEHQ 2016)

- The prevalence of allergies in children entering school in Greater Geelong is lower than Victoria.

Dementia

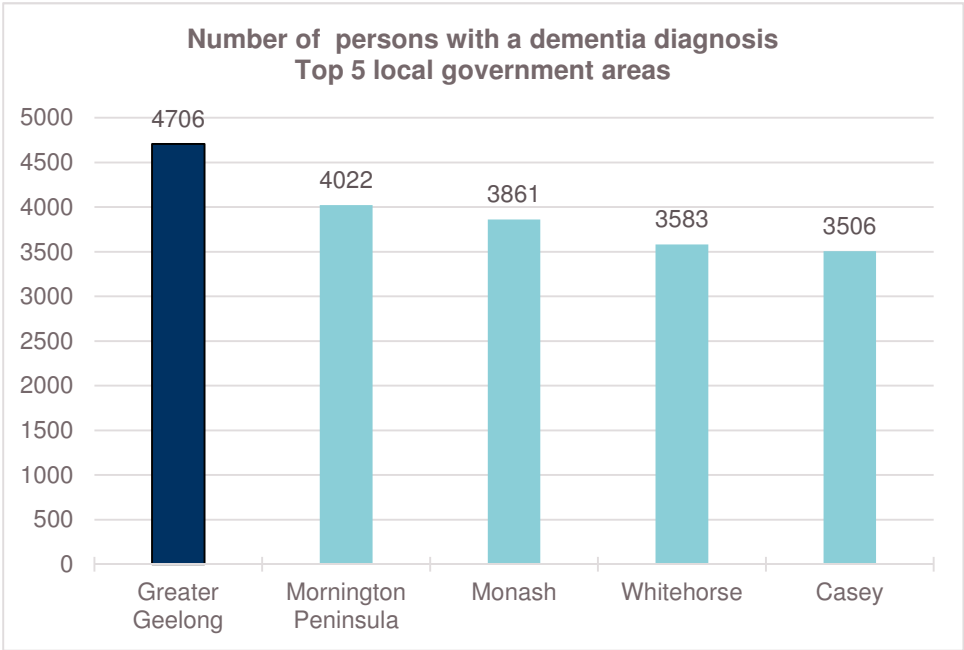


Figure 57: Number of persons with a dementia diagnosis 2017 – top five local government areas (source: Dementia Australia 2017)

- Greater Geelong has the highest number of diagnosed dementia cases of all local government areas in Victoria, with 4706 persons or 2% of the local population affected.

What does this mean for Greater Geelong		What can we do about it	
	• Fewer people in Greater Geelong have cancer and heart disease when compared to Victoria.	• Support prevention messages for key chronic diseases.	
	• Nearly 20% have arthritis.	• Improve access to quality health information across all age groups.	
	• Greater Geelong has the highest number of people diagnosed with dementia of all local government areas in Victoria (4706 diagnosed cases).	• Improve transport options to health services and community services.	
	• The most prevalent chronic disease in Greater Geelong is hypertension, nearly one-third of adults report this condition.	• Encourage and promote healthy eating. • Develop and promote initiatives to encourage walking and cycling.	
	• Greater Geelong has a higher rate of communicable diseases such as Pertussis, invasive pneumococcal disease and <i>Mycobacterium ulcerans</i> when compared to Victoria.	• Encourage and promote participation in sport and physical activity. • Provide and support immunisation access for all, including adult immunisation. • Continue to support mosquito management activities within the municipality.	

Human Function

SPECIAL HEALTH CARE NEEDS – CHILDREN / ADOLESCENTS

Children and adolescents who are dependent on medication, have special service needs and/or functional limitations due to a health, medical or behavioural condition, that has lasted or is expected to last for at least 12 months.

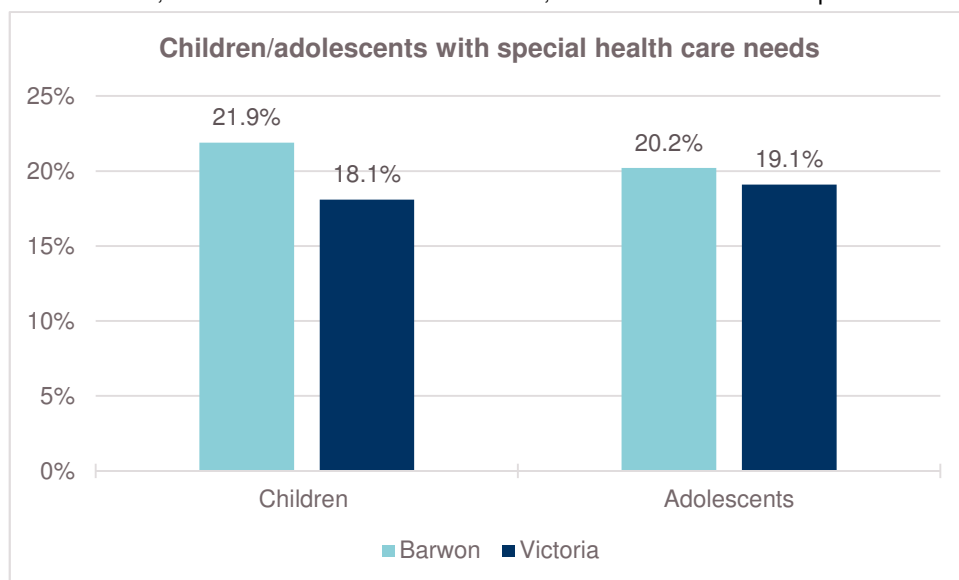


Figure 58: Children/adolescents with special health care needs (source: VCAMS 2017, reporting indicator data spreadsheets from VCHWS 2013, VSHAWS 2014)

- 21.9% of children in the Barwon Region have special health needs, compared to 18.1% in Victoria.
- 20.2% of adolescents in the Barwon Region have special health needs, compared to 19.1% in Victoria.

NEED FOR ASSISTANCE (DISABILITY)

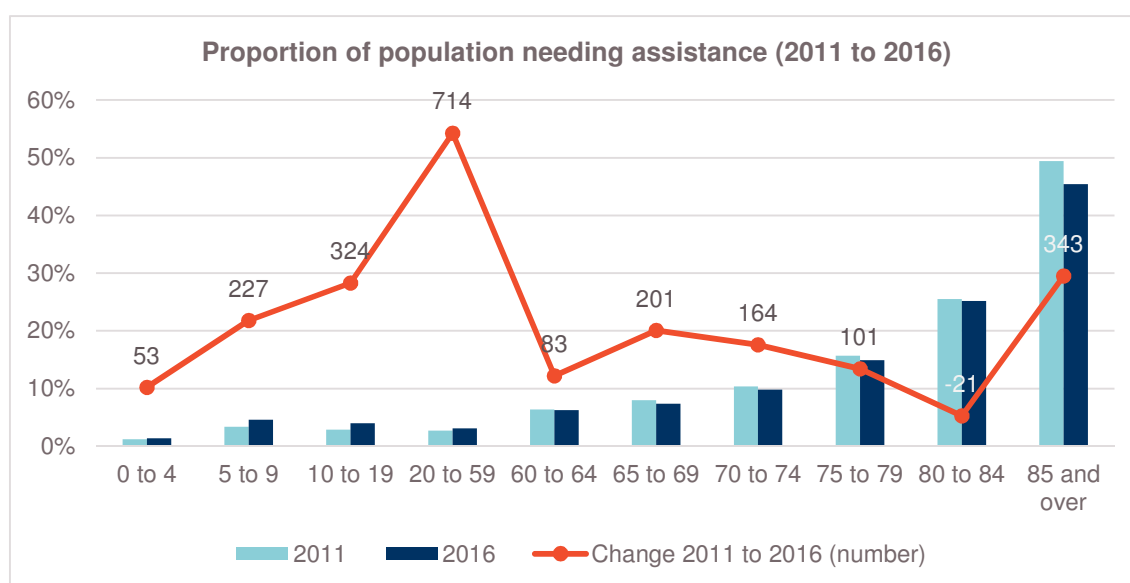


Figure 59: Proportion of population needing assistance by age (disability) (source: profile.id 2017)

The reported need for assistance (disability) increased in Greater Geelong in the Census in 2016 from 2011 for the following age groups:

- 20 to 59 (+714 persons)
- 85 and over (+343 persons)
- 10 to 19 (+324 persons)
- 5 to 9 (+227 persons)

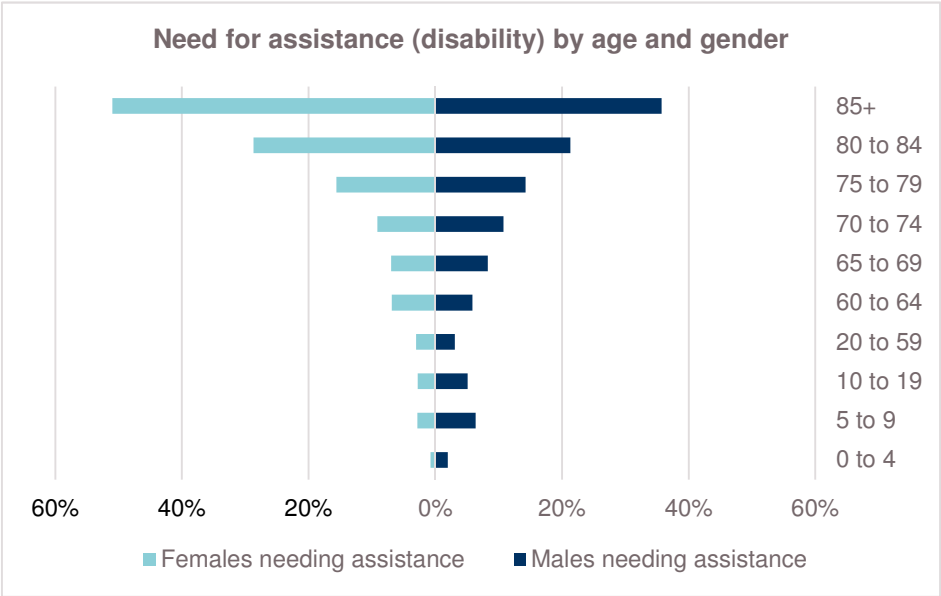


Figure 60: Need for assistance (disability) by age and gender (source: 2016 ABS Census)

- In Greater Geelong, more females than males reported a need for assistance.
- 31.9% of females aged 75+ and 22.6% of males aged 75+ reported needing assistance.
- 51% of females aged 85+ and 35.7% of males aged 85+ reported a need for assistance.

What does this mean for Greater Geelong	What can we do about it?
• The need for assistance is increasing among children and older adults. • Over half of females over 85+ require assistance.	• Ensure services for people with a disability are adequate for a growing, aging population. • Support programs that produce social and economic outcomes for children and young people.

Wellbeing

SELF REPORTED HEALTH STATUS

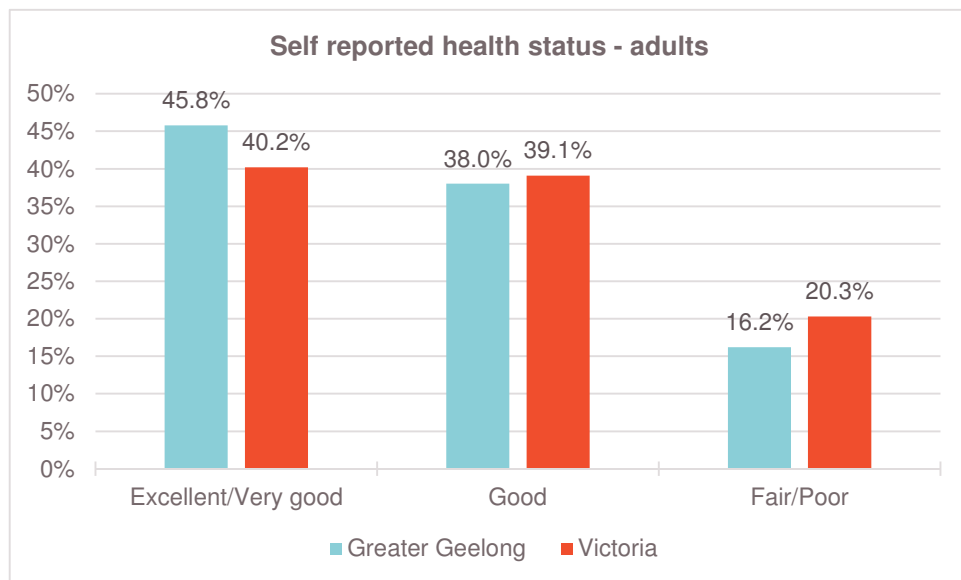


Figure 61: Self-reported health status – adults (source: VPHS 2014)

- Less than half of Greater Geelong adults reported their health as excellent/very good (45.8%) compared to Victoria (40.2%).
- 16.2% of Greater Geelong adults reported their health as fair/poor.

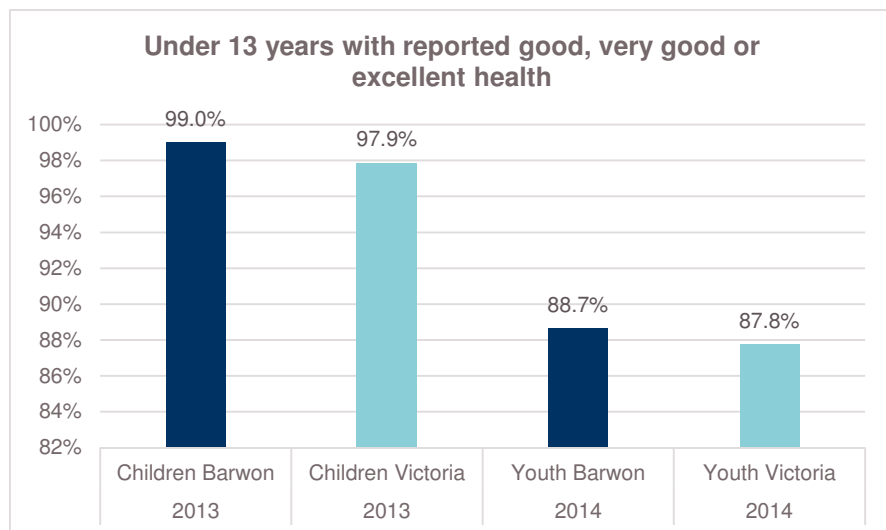


Figure 62: Under 13 years with reported good, very good or excellent health (source: VCHWS 2014)

- The self-reported health data for children/adolescents in the Barwon Region is very similar to Victoria.

PSYCHOLOGICAL DISTRESS

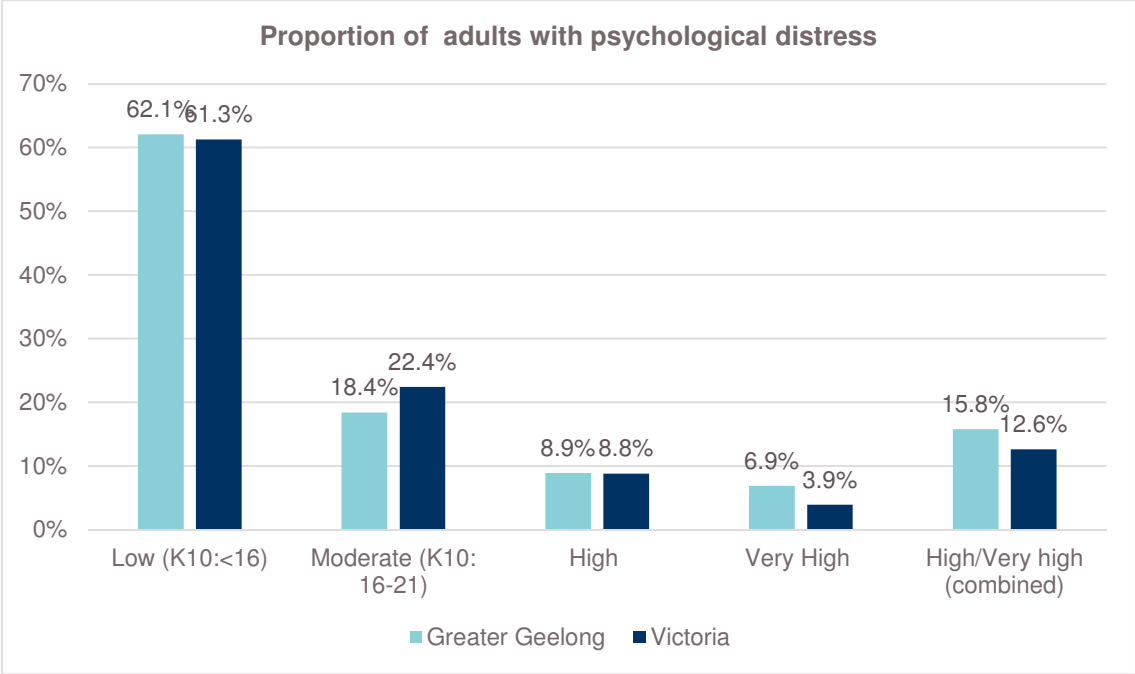


Figure 63: Proportion of adults with psychological distress (source: VPH 2014)

- Slightly more Greater Geelong adults reported high/very high psychological distress (15.8%) compared to Victoria (12.6%).

Anxiety and Depression

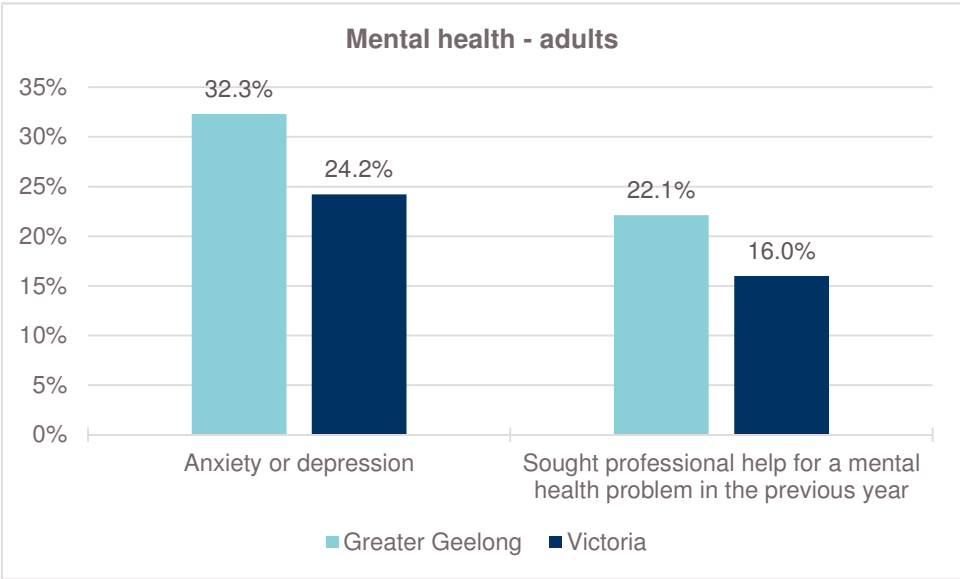


Figure 64: Mental health – adults (source: VPHS 2014)

- Greater Geelong adults have a higher proportion of anxiety or depression (32.3%), and more have sought professional help for mental health problems in the previous year (22.1%) compared to Victoria (24.2% and 16.0% respectively).

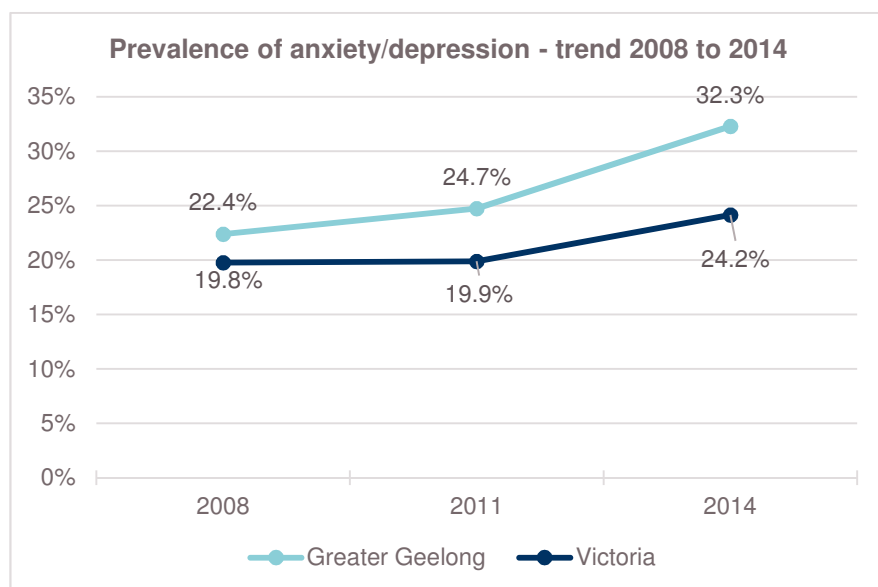


Figure 65: Prevalence of anxiety/depression, trends 2008 to 2014 (source: VHISS, 2018 reporting VPHS data from 2008, 2011)

- A higher proportion of Greater Geelong adults have depression/anxiety compared to Victoria.
- Depression/anxiety is increasing in both Greater Geelong and in Victoria.
- The prevalence of anxiety/depression increased by 10% between 2008 and 2014 in Greater Geelong.

Satisfaction with Life

Life satisfaction measures how people evaluate their life as a whole. When asked to rate their general satisfaction with life on a scale from zero to 10



Figure 66: Adults satisfaction with life as a whole – average rank (source: VHCIS 2015)

- Greater Geelong adults reported an average score of 7.8. This is the same as for Victoria

DEATHS

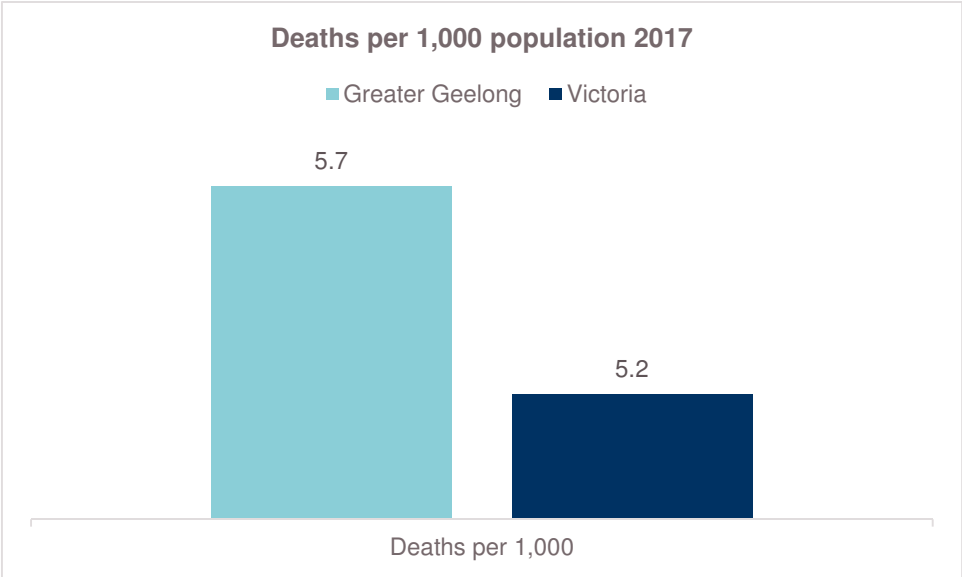


Figure 67: Deaths per 1,000 population (source: ABS Reported Death Data by LGA accessed in 2018)

- In 2017, Greater Geelong has a higher number of deaths per 1,000 population (5.7) compared to Victoria (5.2 per 1,000).

How is this affecting Greater Geelong?		What can we do about it?
	• Less than half of Greater Geelong adults report their health status as 'excellent' or 'very good'.	• Improve access to quality health education across all age groups.
	• A higher percentage of adults in Greater Geelong have anxiety or depression when compared to Victoria.	• Support and raise awareness of health promotion campaigns (RU OK Day, Movember, and Women's Health Week).
	• More adults in Greater Geelong report they have 'very high' levels of psychological distress than Victoria and 16% report high/very high.	

HEALTH AND COMMUNITY SERVICE SYSTEM

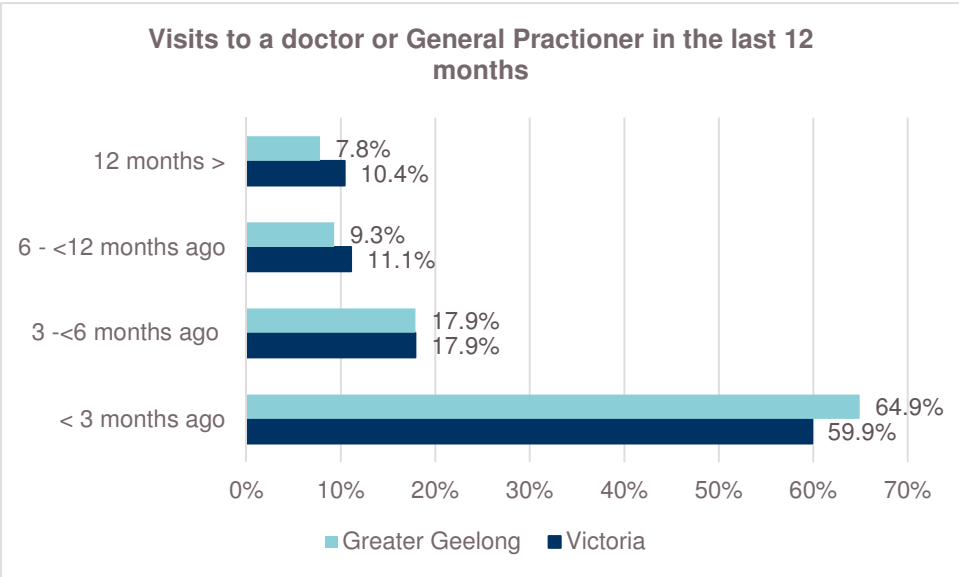


Figure 68: Visits to a doctor or General Practitioner in the last 12 months (source: VPHS 2014)

- 64.9% of Greater Geelong adults have recently visited their GP compared to 59.9% for Victoria.

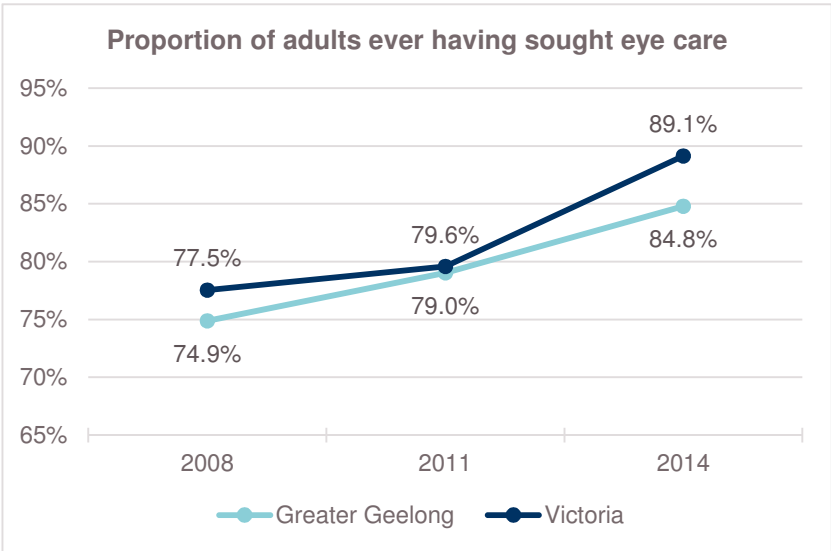


Figure 69: Proportion of adults ever having sought eye care (source; VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)

- From 2008 to 2014 there was a 10% increase in the proportion of Greater Geelong adults seeking eye care assistance from a health professional, similar to Victoria.

•

•

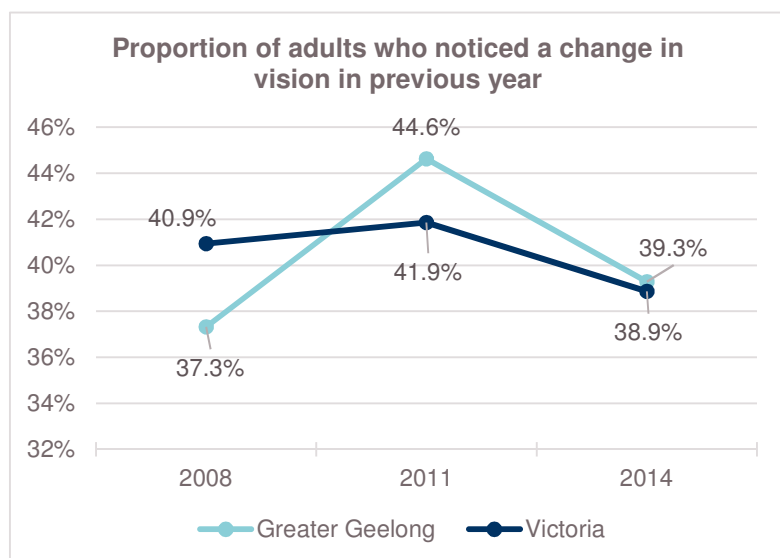


Figure 70: Proportion of adults who noticed a change in vision in the previous year (source: VHISS, 2018 reporting VPHS data from 2008, 2011, 2014)

- 39.3% of Greater Geelong adults noticed a change in their vision in the previous year, compared to 38.98% for Victoria.

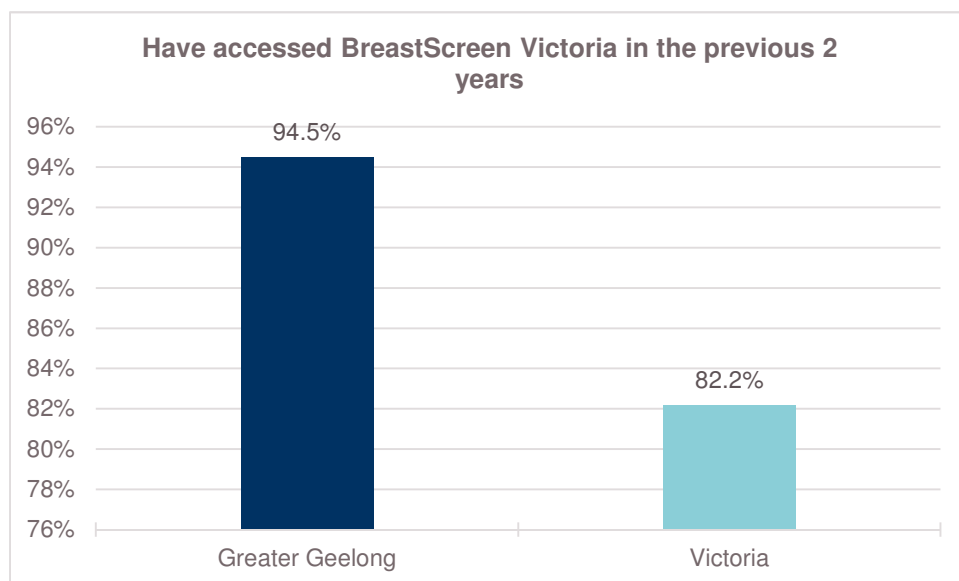


Figure 71: Proportion of women (over 40) who have accessed BreastScreen Victoria in the previous two years (source: VPHS 2014)

- A higher proportion of Greater Geelong women (94.5%) have accessed BreastScreen Victoria in the previous two years compared to Victoria (82.2%).

IMMUNISATION

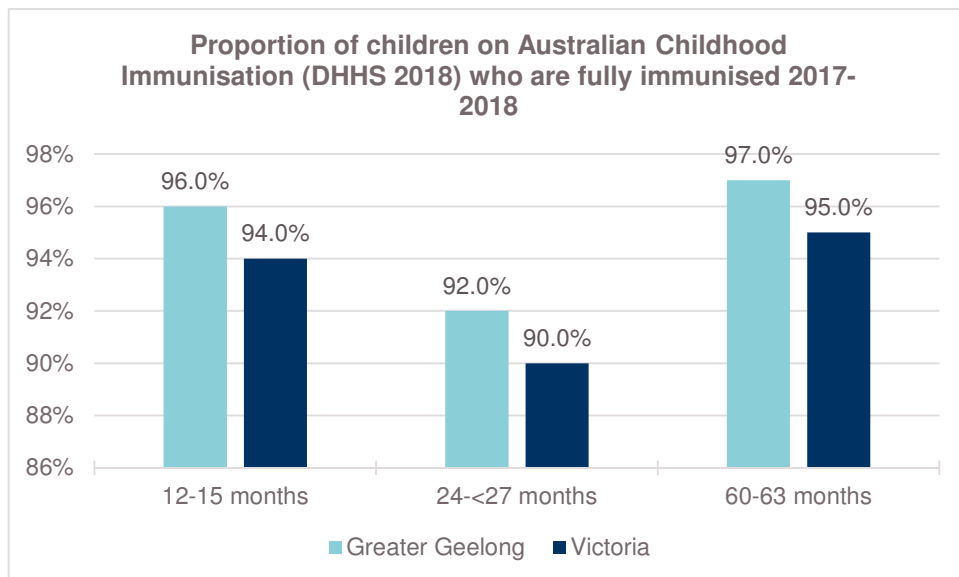


Figure 72: Proportion of children fully immunised at 12-15 months, 24-27 months and 60-63 months for 2014-15 (source: Immunisation Unit | Health Protection Branch | Regulation, Health Protection & Emergency Management Division | Department of Health and Human Services, 2018)

- 96% of Greater Geelong children are fully immunised at 12-15 months of age, compared to 94% for Victoria.
- 92% of Greater Geelong children are fully immunised at 24-27 months of age, compared to 90% for Victoria.

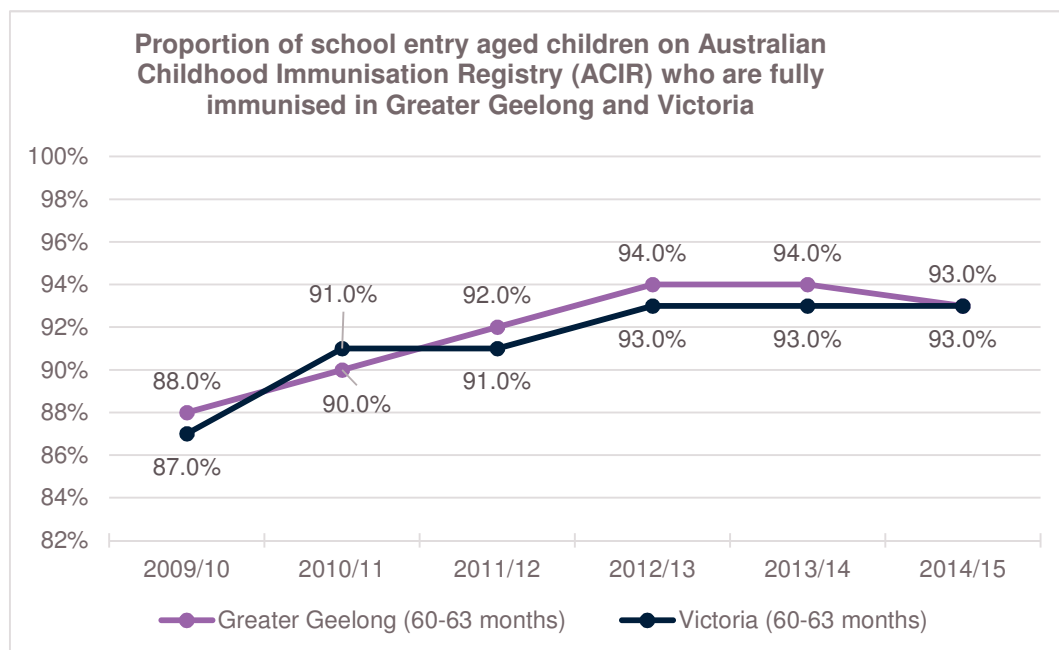


Figure 73: Proportion of school entry aged children fully immunised, trend 2009 to 2015 (source: ACIR DOH 2017)

- The proportion of Greater Geelong children of school entry age (93%) who are fully immunised is the same as for Victoria.
- Since 2009/10 the proportion of Greater Geelong children of school entry who are fully immunised has been similar to Victoria.

What does this mean for Greater Geelong?	What can we do about it?
 • More Greater Geelong adults have recently seen a GP when compared to Victoria.	• Improve access to quality health information across all age groups.
 • 39.3% of Greater Geelong adults noticed a change in their vision in the previous year, compared to 38.9% for Victoria.	• Improve transport options to health services and community services.
 • BreastScreen Victoria is an important provider of mammograms in Geelong, as more Greater Geelong adults have used this service in the past two years when compared to Victorians.	• Support and raise awareness of health promotion campaigns. • Provide and support immunisation access for all.
 • Child immunisation rates in Greater Geelong are better to Victoria.	• Continue to provide quality maternal child health services.

List of resources

Australian Bureau of Statistics. (2016). Census Data. Retrieved October 2017, from Australian Bureau of Statistics:

<http://www.abs.gov.au/websitedbs/D3310114.nsf/Home/Census?OpenDocument&ref=topBar>

Australian Government. (1997). First report on the National Health Priority Areas, full report. Retrieved from AIHW

Australian Institute of Health and Welfare: <https://www.aihw.gov.au/reports/health-care-quality-performance/national-health-priority-areas-first-report/related-material>

Australian Government. (2013). Australian Dietary Guidelines (2013). Retrieved November 2017, from National

Health and Medical Research Council: <https://www.nhmrc.gov.au/guidelines-publications/n55>

Australian Government. (2017). Immunise Australia Program. Retrieved December 2017, from Department of

Health: <http://www.immunise.health.gov.au/internet/immunise/publishing.nsf/Content/current-data-SA3>

Brown, H. (2017). Statistical Data for Victorian Communities. Retrieved December 2017, from City of Greater

Dandenong - City of Opportunity: <http://www.greaterdandenong.com/document/18464/statistical-data-for-victorian-communities>

Charter of Human Rights and Responsibilities Act 2006. (2006). Retrieved December 2017, from Victorian Current

Acts: http://www7.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol_act/cohrara2006433/

Child Wellbeing and Safety Act 2005. (2005). Retrieved December 2017, from Victorian Current Acts:

http://www7.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol_act/cwasa2005218/

City of Greater Geelong Social Atlas. (2017). Retrieved November 2017, from atlas.id: <http://atlas.id.com.au/geelong>

Climate Change Act 2017. (2017). Retrieved January 2018, from Victorian Current Acts:

http://www5.austlii.edu.au/au/legis/vic/consol_act/cca2017109/

Crime Statistics Agency. (2017). Family Incidents. Retrieved January 2018, from Crime Statistics Agency:

<https://www.crimestatistics.vic.gov.au/crime-statistics/latest-crime-data/family-incidents-5>

Crown Land (Reserves) Act 1978. (1978). Retrieved December 2017, from Victorian Current Acts:

http://www8.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol_act/cla1978219/

Dementia statistics for Victoria, information retrieved in 2018:

<https://www.dementia.org.au/files/VIC/documents/2017%20dementia%20prevalence%20by%20LGA.pdf>

Drugs, Poisons and Controlled Substances Act 1981. (1981). Retrieved December 2017, from Victorian Current

Acts: http://www7.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol_act/dpacsa1981422/

Department of Health and Human Services (2017-2018). Retrieved September 2018. Immunisation Unit | Health Protection Branch | Regulation, Health Protection & Emergency Management Division

Environment Protection Act 1970. (1970). Retrieved December 2017, from Victorian Current Acts:

http://classic.austlii.edu.au/au/legis/vic/consol_act/epa1970284/

Food Act 1984. (1984). Retrieved December 2017, from Victorian Current Acts:

http://classic.austlii.edu.au/au/legis/vic/consol_act/fa198457/

G21 Geelong Region Alliance. (2013). Health and Wellbeing Pillar. Retrieved December 2017, from G21 Geelong Region Alliance: <http://www.g21.com.au/health-and-wellbeing-pillar>

G21 Geelong Region Alliance. (2016). Preventing and addressing violence against women & children strategic plan 2016-20. Retrieved December 2017, from G21 Health & Wellbeing Pillar:

<http://g21hwbpillar.com.au/project/preventing-and-addressing-violence-against-women-children-strategic-plan-2016-20>

G21 Geelong Region Alliance. (2017). Gendered Data & Health Planning: A Resource for Local Governments (2017). Retrieved December 2017, from G21 Health & Wellbeing Pillar:

<http://g21hwbpillar.com.au/resources/gendered-data-health%C2%A0planning-a-resource-for-local-governments-2017>

Local Government Act 1989. (1989). Retrieved December 2017, from Victorian Current Acts:

http://www.austlii.edu.au/cgi-bin/viewdoc/au/legis/vic/consol_act/lga1989182/s125.html

Public Health and Wellbeing Act 2008. (2008). Retrieved December 2017, from Victorian Current Acts:

http://www.austlii.edu.au/cgi-bin/viewdoc/au/legis/vic/consol_act/phawa2008222/

Royal Commission into Family Violence. (2017). Report and recommendations. Retrieved December 2017, from Royal Commission into Family Violence: <http://www.rcfv.com.au/Report-Recommendations>

Safe Drinking Water Act 2003. (2003). Retrieved December 2017, from Victorian Current Acts:

http://www7.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol_act/sdwa2003188/

Sport and Recreation Act 1972. (1972). Retrieved December 2017, from Victorian Current Acts:

http://classic.austlii.edu.au/au/legis/vic/consol_act/sara1972218/

State Government of Victoria. (2015). Victorian public health and wellbeing plan 2015-2019. Retrieved December 2017, from State Government of Victoria: <https://www.vic.gov.au/news/victorian-public-health-and-wellbeing-plan-2015-2019.html>

- State Government of Victoria. (2016). Delivering place-based primary prevention in Victorian communities. Retrieved December 2017, from Inner East Primary Care Partnership: <http://iepcp.org.au/wp-content/uploads/2017/04/Discussion-Paper-delivering-place-based-prevention-Sept-2016.pdf>
- State Government of Victoria. (2017a). Plan for change - Transforming our approach. Retrieved December 2017, from State Government of Victoria: <https://www.vic.gov.au/familyviolence/our-10-year-plan.html>
- State Government of Victoria. (2017b). School Entrant Health Questionnaire. Retrieved January 2018, from Department of Education and Training: <http://www.education.vic.gov.au/about/research/Pages/reportdatahealth.aspx>
- State Government of Victoria. (2017c). Victorian Child and Adolescent Monitoring System. Retrieved November 2017, from Department of Education and Training: <http://www.education.vic.gov.au/about/research/Pages/vcamsindicator.aspx>
- State Government of Victoria. (2017d). Inequalities in the social determinants of health and what it means for the health of Victorians. Retrieved December 2017, from Victorian Population Health Survey 2014: <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2014>
- State Government of Victoria. (2018). Surveillance of notifiable conditions in Victoria. Retrieved January 16, 2018, from Department of Health and Human Services: http://www.health.vic.gov.au/ideas/downloads/daily_reports/rptLGS_GreaterGeelongC_GR.pdf
- Tobacco Act 1987. (1987). Retrieved December 2017, from Victorian Current Acts: http://www7.austlii.edu.au/cgi-bin/viewdb/au/legis/vic/consol_act/ta198773/
- University of Canberra. (2017). Dementia statistics for Victoria. Retrieved December 2017, from Dementia Australia: <https://www.dementia.org.au/statistics/vic>
- VicHealth. (2016a). Indicators Survey 2015 LGA Profiles. Retrieved November 2017, from VicHealth: <https://www.vichealth.vic.gov.au/media-and-resources/publications/vichealth-indicators-lga-profiles-2015>
- VicHealth. (2016b). VicHealth Action Agenda for Health Promotion: 2016 update. Retrieved December 2017, from VicHealth: <https://www.vichealth.vic.gov.au/media-and-resources/publications/2016-action-agenda>
- VicHealth. (2016c). VicHealth local government action guides. Retrieved December 2017, from VicHealth: <https://www.vichealth.vic.gov.au/media-and-resources/publications/vichealth-indicators-action-guides-2015>

Victorian Population Health Survey 2014 - LGA Quick Stats. (2017). Retrieved December 2017, from Department of Health: <https://www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2014>

Victorian Population Health Survey Report. (2008-2014). Retrieved December 2017, from Victorian Health Information Surveillance System (VHISS): <https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/ReportParameter.aspx?ReportID=56&TopicID=1&SubtopicID=17>

Welcome to the City of Greater Geelong Community Profile. (2017). Retrieved October 2017, from profile.id: <http://profile.id.com.au/geelong>

Welcome to the City of Greater Geelong population forecasts. (2017). Retrieved November 2017, from forecast.id: <http://forecast.id.com.au/geelong>

West Region Primary Health Network. (2017). West Region Primary Health Network. Retrieved December 2017, from West Region Primary Health Network: <https://westvicphn.com.au/about-us/about-us>

Women's Health and Wellbeing Barwon South West Inc. (2017). Welcome to Women's Health and Wellbeing Barwon South West Inc. Retrieved December 2017, from Women's Health and Wellbeing Barwon South West Inc.: <http://www.womenshealthbsw.org.au>

World Health Organization. (2017). Social determinants of health. Retrieved December 2017, from World Health Organization: http://www.who.int/social_determinants/sdh_definition/en/

World Health Organization; Finland Ministry of Social Affairs and Health. (2014). Health in All Policies: Helsinki Statement Framework for Country Action. Retrieved December 2017, from World Health Organization: <http://www.who.int/healthpromotion/frameworkforcountryaction/en/>

THE CITY OF
GREATER GEELONG

MUNICIPAL HEALTH AND WELLBEING PLAN 2018- 2021



COMMUNITY CONSULTATION
COMMENTS AND RESPONSES

Context

The Draft Municipal Public Health and Wellbeing Plan 2018 – 2021 (the Plan) was noted at the Council Meeting on 28 August 2018 and released for final public comment.

It was available for community comment on the “Have Your Say” web page from 29 August – 25 September 2018 and as a result:

- There were 663 page views, the document was downloaded 222 times and 8 online submissions were received;
- Fifty percent of online submissions were made by people aged between 60 to 69 years, 25% were aged between 50 and 59 years and 12.5% were aged 35 to 49 years old and 70 to 84 years old respectively;
- The gender breakdown of online responses was from 7 women and 1 man; and
- Online submissions came from Portarlington, Corio, Drysdale and Ocean Grove.

An invitation to comment was made on social media. On Facebook 24 individuals shared the post, 81 people reacted and there were 6 comments made. On LinkedIn, 15 people reacted.

The Plan was presented to Barwon Health, G21- the Geelong Region Alliance, PHN and Bellarine Community Health representatives who were invited to comment. It was also circulated to the Department of Health and Human Services Barwon South West Regional Office and the Department of Justice and Regulation Regional Office.

Thirteen email responses commenting on the Plan were also received.

The following table summarises community and stakeholder feedback and the officer’s response:

Feedback from Online submissions:	Response:
Community infrastructure related:	
Council should support community determination by ensuring that “the basics” are in place in all local communities and this would also reduce the impact on the most vulnerable.	Noted and refer to Social Infrastructure Plan Review to provide guidance on levels of community infrastructure that can be expected in local communities.
Housing related:	
Increase affordable housing on the Bellarine.	Noted and refer to the Social Housing Strategy being developed in 2019 for consideration.
Increase support for homeless people including accommodation, mental health services and alcohol and drug rehabilitation.	Noted and refer accommodation to the Social Housing Strategy being developed in 2019 for consideration, mental health to the scoping paper being developed late 2018 and identify joint advocacy with Barwon Health and specialist service providers for advocacy.
Mental health related:	
Youth mental health facility required in Geelong.	Noted and refer mental health facility needs to the scoping paper being developed late 2018.
Establishment of alcohol and other drug facilities in Geelong.	Noted and identify joint advocacy with Barwon Health and specialist service providers for advocacy.
Physical activity related:	
Install outdoor gym equipment in parks across Greater Geelong.	Noted and refer to the 2019/20 budget process for consideration.
Install shade, seating and water in parks near playgrounds, and maintain clean toilets, to increase use.	Noted and refer to the 2019/20 budget process for consideration.
Increase activity options for older people and people with special needs.	Noted and refer to the 2019/20 budget process for consideration.
Install dog disposal bags and bins in all parks to encourage increased dog walking.	Noted and refer to the 2019/20 budget process for consideration.

Feedback from Online submissions:	Response:
Physical infrastructure related:	
Increase the number of footpaths on the Bellarine to enable safe walking and scooter use for older residents.	Noted and refer to the 2019/20 budget process for consideration.
Environment related:	
Increase the number of street trees in Corio.	Noted and refer to the Urban Forest Strategy and 2019/20 budget process for consideration.
Transport related:	
Improve bus transport on the North Bellarine to enable older people to reach exercise classes, the Ocean Grove pool and enable others to get to work.	Note all transport related comments and refer to the Integrated Comprehensive Transport Plan implementation process and 2019/20 budget process for consideration.
Staff the station at Corio and run a connecting bus to increase public transport utilisation.	
Provide a Barwon Health courtesy bus to the Bellarine to increase access to acute health services.	
Build a carpark in Central Geelong to service the health precinct.	
Provide adequate parking at all community facilities, including parking for people with disabilities.	
Feedback from social media submissions:	Response:
Family violence related:	
“Do you perhaps mean that ‘reported incidents of family violence increased by 59% in the past five years’? Your current statement assumes that all family violence incidents are reported.”	Noted and adjusted.
Housing related:	
“What about the homeless? How often did they run out of food, or doesn’t their health and wellbeing matter?”	Data on the experience of homelessness is limited to census collections and identifies overall numbers within local government areas rather than issues such as access to food. The Social Housing Strategy being developed in 2019 provides a mechanism to understand our local homelessness issues in more depth and Council will work with the local homelessness sector to identify advocacy needs.
Obesity related:	
“What on earth is pre-obese?”	The percentage of people/males/females whose Body Mass Index (BMI), based on self-reported height and weight, is classified as pre-obese/obese. The data is from the Victorian Population Health Survey (VPHS), an annual computer-assisted telephone survey regarding the health of Victorians. BMI is calculated as weight in kilograms divided by height in metres squared. A BMI of 25 and over, but below 30, is classified as pre-obese, while a BMI of 30, or over, is classified as obese. Note that studies comparing self-reported height and weight with actual height and weight indicate people tend to underestimate their weight and over-estimate

Feedback from Online submissions:	Response:
"Mind your own business regarding weight COG, you are overstepping your authority again. Stop with the fat-shaming of citizens not your job."	their height. Self-reported data is therefore likely to result in an underestimate of pre-obese and obesity in the community. It is also not possible to determine whether a high BMI relates to body fat or muscle, so a very muscular individual could be classified as overweight or obese. Council is required under the Victorian Public Health and Wellbeing Act 2008 to develop a Municipal Public Health and Wellbeing Plan that takes account of current health data, community priorities and to identify strategies to improve community health.
Feedback from Email Correspondence and presentations:	Response:
Active ageing related:	
People and place based actions are appropriate in the Plan but age based needs analysis should be conducted to identify relevant actions for each cohort group. Work with Staying In Portarlington (SIP) on the Active Ageing and Age Friendly City Strategy development. Consider establishing an active ageing advisory group to hear the voices of older residents to inform Council planning, policy initiatives, funding priorities, implementation and review.	Note all active ageing feedback and refer to the proposed Active Ageing Strategy for 2019.
Addiction related:	
Increase focus on the reduction of electronic gaming machine impacts on the Greater Geelong community.	Noted and refer to the 2019/20 budget process for consideration.
Arts and Culture related:	
Build and promote community cultural groups with to increase participation and engagement and increase the number of arts oriented activities available to the community. The Plan has a bias towards physical activity at the expense of cultural development. Retain Greater Geelong's character buildings (such as the Old Post Office), heritage and human interest connections related to Indigenous and industrial heritage. Balance physical activity with cultural interests for our ageing population.	Noted and refer to the Connected Communities and Arts and Culture Departments for proposals for community and cultural development initiatives for 2019/20 budget process consideration. Noted and refer to the 2019/20 budget process for consideration. Noted and refer to the proposed Active Ageing Strategy for 2019.
Community engagement and civic participation related:	
Prioritise participatory processes to make and shape local communities and co-design all Council services, facilities, strategies and policy development and implementation.	Noted and refer to the Strategy and Policy Department to support consistent implementation of Council's engagement Policy.
Community infrastructure related:	
Establish a food relief centre in Geelong with ongoing financial assistance to support the facility running costs (7 submissions).	Noted, complete the current scoping exercise, refer to the Social Infrastructure Plan Review and 2019/20 budget process for consideration.
Evaluation related:	
Include progress indicators and measures in the Plan.	The Plan will be reviewed annually and reported to Council.

Feedback from Online submissions:	Response:
	Impact evaluation will be developed in the first year of the Plan and the City intends to conduct a preventive health survey, to obtain local data on key prevention indicators to inform the development of the next plan. Indicators for health promotion in children's settings will be measured by the number of educators and staff attending professional development on mental health, increased numbers of walk to school participants, improved school canteens and long day care menus and school participation in child safe standards, use of sun protection guidelines and respectful relationships training.
Gender Equity related:	
Amend the Plan to reflect that the Gender Equity Framework is in draft form.	Noted and adjusted.
Healthy eating related:	
Be more specific about the initiatives to increase fruit and vegetable intake to reduce obesity and chronic disease.	Noted. The City is an active participation in the Primary Care Partnership (G21 – HWB Pillar) and has committed to the Healthy Eating and Active Living backbone support group regional plan. These activities will be ongoing and new activities will be promoted to key stakeholders and the community.
Health literacy related:	
Develop and deliver health literacy resources and programs, co-designed with specific population groups.	Noted and work with the Primary Health Network and other interested health organisations to implement this suggestion through the G21 - Health and Wellbeing Pillar.
Mental health related:	
Express the Plan's goal as "Supporting social connection to improve mental health".	Noted and adjusted.
Reference the Victoria's 10 Year Mental Health Plan (2015) in the policy context section of the Plan.	Noted and adjusted.
Promote community discussion and education regarding the experience of mental health problems.	Noted and refer to the mental health scoping paper being developed late 2018.
Physical activity related:	
Identify specific strategies to reduce financial barriers to sports participation and promote alternatives through the maintenance of quality public spaces.	Noted and refer to the Fair Play fees and charges process and 2019/20 budget process for consideration.
Increase the promotion of cycling and walking infrastructure.	Continue updating and distributing the active travel maps.
Integrate physical activity into all major events.	Refer to the Investment and Attraction Division for 2019/20 budget process for consideration.
Introduce requirements for physical infrastructure in land development and planning approval process.	Noted and refer to the Planning Strategy and Urban Growth Department for advice.

Feedback from Online submissions:	Response:
Develop and report on evaluation of physical activity participation.	Noted and refer to the Healthy Communities Department for consideration of the Plan's evaluation process.
Recognise and promote workplace contributions to physical activity for staff and local community.	Noted and refer to Barwon Health as the organisation monitoring workplaces under the Achievement Program.
Make the 2020/21 physical activity infrastructure and community programs action plan available for public input.	Noted.
Transport related:	
Consult with the Northern Bellarine Transport Group and analyse community needs to identify integrated transport connections.	Noted and refer to the Integrated Comprehensive Transport Plan implementation process and 2019/20 budget process for consideration.

4. DRAFT G21 REGIONAL HOCKEY STRATEGY

Source: Community Life - Social Planning & Investment
Director: Linda Quinn
Portfolio: Social and Infrastructure Planning

Purpose

To inform Council of the draft G21 Regional Hockey Strategy and seek approval to release the strategy for a six week public exhibition period.

Background

The draft strategy has been developed to identify a collective direction for hockey across the region. The strategy provides a framework to support the future development, governance and growth of the sport over the next 10 years. This strategy is a collaborative planning project between the G21 Region Alliance, local government authorities (LGAs) in the G21 Region, Hockey Victoria and other key stakeholders.

Key Issues

- The development of the draft G21 Regional Hockey Strategy included comprehensive consultation with the hockey community, a workshop with key stakeholders, a member survey to all registered participants across the region and a Project Control Group with representatives from each G21 LGA and Hockey Victoria.
- The draft Strategy has identified six (6) strategic priorities which aim to improve and develop the sport. These are:
 - Priority 1 – Provide functional and accessible hockey facilities;
 - Priority 2 – Increase capacity of existing facilities and deliver new pitches to meet future demand;
 - Priority 3 – Increase hockey participation through improved programming
 - Priority 4 – Embrace new formats that engage new participants;
 - Priority 5 – Adopt strategies that support the development of sustainable clubs; and
 - Priority 6 – Promote hockey in the G21 Region through collective marketing strategies and initiatives.
- There are no immediate investment or resource implications for the City in the draft strategy.
- The main priority in the draft strategy is to improve participation and access to existing hockey facilities across the region.
- All G21 LGA's will release the draft Strategy for public exhibition from Thursday 25 October, 2018 for a six week period.

Cr Aitken moved, Cr Kontelj seconded -

That Council approve the release of the draft *G21 Hockey Strategy* for public exhibition from Thursday, 25 October 2018 for a six-week period.

Carried.

Attachment 1

Financial Implications

There are no financial implications arising from this report. Funding for any action noted in the draft *G21 Hockey Strategy* into the future will be sought through a range of funding opportunities and through Council's budgetary process.

Community Engagement

The draft *G21 Hockey Strategy* provides the strategic framework to support the future development, governance and growth of hockey throughout the G21 region over the next 10 years. The draft strategy demonstrates that, to achieve the identified strategic priorities, there must be a collaborative approach between sport, local and state governments. The draft strategy provides regional directions and recommendations, as well as prioritising actions to be delivered by Hockey Victoria, Geelong Hockey Association, local clubs and LGAs.

The development of the draft strategy has included comprehensive consultation with the hockey community alongside a Project Control Group (PCG) comprising representatives from each G21 LGA, Hockey Victoria and the Geelong Hockey Association. Consultation with stakeholders included a workshop and member survey to all registered players within the region. The key findings from the community engagement period identified a number of priorities, including:

- Better quality hockey facilities and supporting amenities;
 - Employment of a Hockey Victoria Regional Club Development Officer;
 - Additional satellite facility provision to minimise travel times – travel times were considered a significant barrier to participation;
 - Partnerships with Councils, Hockey Victoria and state government to further develop the game; and
 - Strategies to recruit new participants and increase participation.
- As a result of the engagement period and the ongoing work through the PCG, the draft Strategy has identified 6 key strategic priorities. These are:

Priority 1 – Provide functional and accessible hockey facilities

It is identified that existing hockey facilities, particularly those on education land, could be activated more broadly to support participation. With fewer hockey pitches in G21 than in comparison to more popular sports, there is general consensus among the hockey community that there is a requirement to travel to play hockey. That said, the opportunity to improve access to existing pitches will assist in the provision of satellite/training venues for local demand. A critical action under this priority is for Hockey Victoria and the Geelong Hockey Association to strengthen partnerships with schools to facilitate broader hockey facility access.

Priority 2 – Increase the capacity of existing facilities and deliver new pitches to meet future demand

Floodlighting is identified in the strategy as a way to support participation growth through increasing the capacity of existing venues. While the provision of hockey pitches to population ratio is well within recommended limits, floodlighting existing venues will allow these facilities to be programmed longer throughout the winter season, improving opportunities for people to participate.

As most hockey pitches in G21 are located in Geelong's municipal boundaries, there is not equitable access to facilities across the network. The majority of senior hockey competition and training is at Stead Park, Corio which presents a barrier due to travel time, particularly for those outside Geelong.

The critical action identified under this priority is for the City is to work in partnership with Hockey Victoria to advocate for the inclusion of multi-purpose hockey pitches within the Armstrong Creek West Regional Sporting Precinct. The draft master plan for this precinct identifies two multi-use hockey pitches alongside soccer and tennis facilities. The strategy identifies the importance of hockey retaining this presence to assist in addressing the gap in hockey facilities from a regional perspective in the medium to long term.

The second action for the City will be to support the development of a floodlit synthetic pitch at King Lloyd Reserve as per the reserve's master plan. This development however will be subject to further detailed investigations prior to any funding commitment being made and will need to demonstrate widespread participation outcomes as a result.

In addition, the delivery of a new local multipurpose synthetic facility in the Torquay Sports Precinct in partnership with Surf Coast Secondary College in the short term will provide more immediate provision.

Priority 3 – Increase hockey participation through improved programming

Delivering flexible and affordable hockey programs that re-engage existing members and attract new players will be key to improving participation and supporting the sport's prosperity into the future. This includes reviewing the current training and competition schedule of the regional Stead Park facility to ascertain how the facility may be more widely programmed. In addition, investigating opportunities to host more state and national level events and competitions at Stead Park to increase interest in hockey and contribute to the local economy.

Priority 4 – Embrace new formats that engage new participants

Engaging with more schools and the G21 community through improved and diversified formats including social hockey will support increased participation. Hockey Victoria has an ambitious goal of achieving 15,000 new or re-engaged participants across the state by 2020 and identifies the need to increase its offerings to meet this target. Hockey Victoria will drive this priority with assistance from local clubs and associations. Critical actions under this priority will support the facilitation, activation and delivery of hockey along with improved partnerships for greater grass roots level and social non-structured participation.

Priority 5 – Adopt strategies that support the development of sustainable clubs

Support the local hockey association, Geelong Hockey Association, to develop a business plan, in conjunction with the regional strategy, that provides clear organisational and operational directions. In addition, review the structure of hockey and identify any preferred management and operational models in anticipation of a new local multi-use pitch at Torquay and the proposed regional development at Armstrong Creek West. Under this priority, Hockey Victoria will also aim to review their affiliation fees to clubs to ensure that the charges are reflective of the level of support provided.

Priority 6: Promote hockey in the G21 Region through collective marketing strategies and initiatives.

Promote hockey in the region through collective marketing strategies and initiatives along with increased support from Hockey Victoria through the appointment of a Regional Club Development Officer.

This critical priority arose from consultation with associations, clubs and players who felt that greater support from Hockey Victoria was required to improve participation outcomes and strategic direction, particularly for the implementation of more non-traditional, unstructured formats of the game.

Social Equity Considerations

The G21 Region is forecast to experience an estimated growth of 670 traditional hockey players from 2011 to 2031. In addition to traditional participation growth, the implementation of diversified hockey formats such as social hockey should see an another 500 new participants in the short term.

At present, all competition is played at the regional hockey facility at Stead Park, Corio. While the facility offering is of a premier standard and hosts the preferred synthetic competition surface, travel times for competition for those outside of Geelong is considered a major barrier to participation.

The strategy notes that the addition of multi-purpose satellite competition surfaces outside of Greater Geelong be considered a priority for investment, particularly within Surf Coast Shire. This outcome will ensure a broader number of facilities are more accessible for the wider G21 population. The provision of additional satellite competition facilities is supported by Hockey Victoria and the Geelong Hockey Association who operate the Stead Park facility.

In addition, the strategy recommends that disadvantaged and low socio-economic communities should be engaged through the implementation of introductory hockey programs with a specific focus on Corio/Norlane. Given the proximity of the Stead Park facility, this presents Hockey Victoria and the Geelong Hockey Association an opportunity to involve members of this community.

Policy/Legal/Statutory Implications

There are no policy, legal or statutory implications arising from this report.

Alignment to Council Plan

This report aligns to Council's priorities of 'Improved Health and Safety of Our Community' and 'Informed Social Infrastructure and Planning' as per the 2018-2022 Council Plan.

By consulting with the community and developing a prioritised action plan with key stakeholders, the draft G21 Hockey Strategy will provide greater participation opportunities and health outcomes through sport. Furthermore, this plan will support and provide strategic justification through a well-developed evidence base for any future hockey infrastructure within the G21 region

Conflict of Interest

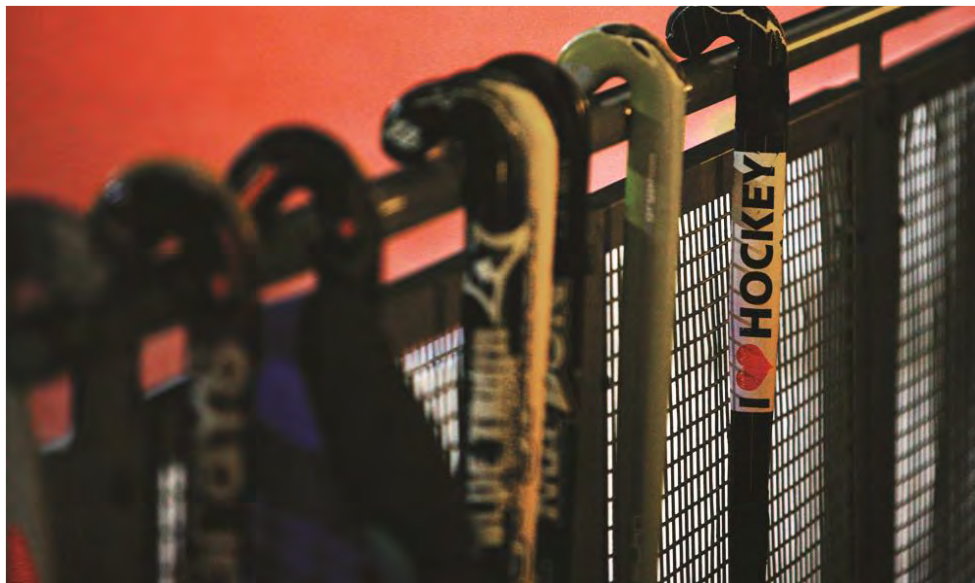
No Council officers involved in the preparation of this report or draft strategy are known to have a direct or indirect interest in matters to which this report relates.

Risk Assessment

There are no notable risks associated with this report.

Environmental Implications

There are no environmental implications associated with this report.



G21 REGIONAL HOCKEY STRATEGY

AUGUST 2018



ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations, including the Geelong Hockey Association, Hockey Victoria and the five Local Government Authorities comprising the G21 Geelong Region Alliance.

Input and advice from the Project Control Group, consisting of representatives from the above organisations has also assisted in the development of this document.

PROJECT CONSULTANTS

insideEDGE Sport and Leisure Planning

Whitten Oval | 417 Barkly Street

Footscray West | VIC 3012 | Australia

Telephone | +61 3 9680 6370

Email | info@ieslp.com.au

Web | www.ieslp.com.au



CONTENTS

SECTION	PAGE
▶ INTRODUCTION	4
▶ EXECUTIVE SUMMARY	6
▶ PROJECT CONTEXT	8
▶ STRATEGIC DRIVERS AND CONTEXT	9
▶ REGIONAL AND LOCAL HOCKEY ISSUES	11
▶ CONSULTATION ANALYSIS AND KEY DRIVERS	12
▶ POPULATION GROWTH AND DRIVING DEMAND	13
▶ G21 POPULATION PROJECTIONS	14
▶ G21 GROWTH AREAS	15
▶ LOCALISED GROWTH	16
▶ STATE OF PLAY	17
▶ SUMMARY OF HOCKEY IN G21	18
▶ CURRENT PROVISION	19
▶ PARTICIPATION TRENDS	21
▶ SOCIAL HOCKEY	24
▶ FACILITY DEVELOPMENT	25
▶ STRATEGIC RECOMMENDATIONS	30
▶ APPENDICES	44

ABOUT THIS DOCUMENT

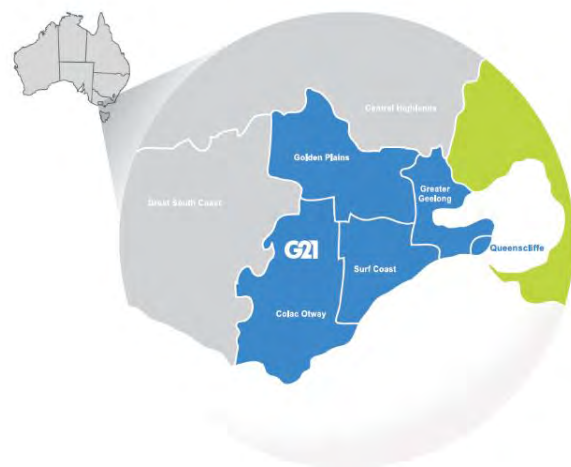
The G21 Regional Hockey Strategy has been developed to guide the overall direction and development of hockey across the G21 Region for the next 10 years.

This Strategy provides a detailed assessment of both local and regional hockey needs and focusses on the development of practical strategies that can collectively meet hockey, community and local government objectives.

The project area for the G21 Regional Hockey Strategy is inclusive of the five Local Government areas within the G21 Region - Borough of Queenscliffe, City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire. The G21 Region is located 73km South West of Melbourne CBD. The Region has a diverse mix of urban, coastal, rural and industrial areas in addition to pockets of significant development and population growth.

The G21 Region has a current population of 326,513 and covers 8972 sq. km. The Region's population is the fastest growing in Victoria, outside of Melbourne.

This Strategy investigates the issues and opportunities facing hockey on a regional scale, and draws on knowledge and resources provided by the sport and each of the five representative LGAs of the G21 Region Alliance.



The G21 Regional Hockey Strategy builds on the research, evidence and data provided in the State of Play Report developed in May 2018. Facility inspections, stakeholder consultation and planning work previously undertaken has also informed the development of strategic recommendations. These include:

- Detailed G21 hockey facility condition and compliance audit reporting (2015).
- Hockey Victoria state participation overview meetings (February 2018).
- Strategic directions from the Hockey Victoria Strategic Facilities Master Plan (identified February 2018).
- Key recommendations from the King Lloyd Reserve Master Plan (2010).
- Key recommendations from the Torquay Hockey Club Synthetic Pitch Feasibility Study assessed (February 2018).
- Geelong Hockey Association (GHA) Participant Survey distributed and results analysed (March 2018).
- Department of Education consultation – via relevant G21 schools conducted (March 2018).
- GHA Club Administrator Workshop conducted (April 2018).
- G21 Regional Hockey Strategy Participant Survey Summary Report completed (May 2018).
- Fortnightly Project Control Group (PCG) meetings.

Collation and analysis of the above information has been crucial to the development of the Strategic Framework (outlined on page 31), with key priorities and recommendations identified to guide the development of hockey in the G21 Region to 2028.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

ABBREVIATION	DEFINITION
Strategy	References throughout this document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole.
LGA	Local Government Authority.
G21	G21 Geelong Region Alliance – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliffe.
G21 S&R Pillar	G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
ABS	Australian Bureau of Statistics – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.
Forecast.id	Forecast.id delivers population forecasts to councils across Australia and New Zealand, and forecasts how the population, age structure and household types will change between now and the future.
SRV	Sport and Recreation Victoria.
Regional Hockey Facility	In this strategy the term 'Regional Hockey Facility' refers to a facility similar to Stead Park.
Single or purpose built hockey pitch	In this strategy the term 'single or purpose built hockey pitch' refers to a pitch that is used for hockey only.
Multiuse / multipurpose hockey pitch	In this strategy the term 'multiuse' or 'multipurpose' hockey pitch refers to a pitch that is being used or will be used for other activities by compatible sports such as soccer, tennis, touch, lacrosse etc. These pitches are generally multi-lined but can still host competition games and events/tournaments.
Local club venue	In this strategy the term 'local club venue' refers to existing venues where local clubs are based or are using for training purposes.
Satellite / training / non competition venue	In this strategy the term 'satellite / training / non competition venue' refers to all hockey facilities other than Stead Park that are only being used for training purposes. These are generally smaller pitches that are not to competition standard.
Competition venue	In this strategy the term 'competition venue' refers to full size pitches that are being used for competition purposes i.e. Stead Park.

EXECUTIVE SUMMARY

Hockey is a popular sport in Victoria with 21,913 players (19,273 playing members and 2,640 Hookin2hockey players). In the G21 Region the Geelong Hockey Association (GHA) is responsible for the delivery and development of the sport and its 1,131 registered participants.

There are nine local hockey clubs affiliated with the GHA, including three clubs that have formed in the past five years - Torquay Hockey Club, Hockey Bellarine and the Golden Plains Hockey Club. Despite the addition of these new clubs, registered hockey participation numbers have declined by 318 players in the past three years.

There are currently 5 hockey pitches within the G21 Region, of which three are located on Council land and two on school land. Whilst the provision of pitches meets the required pitch to population ratio of 1 :100,000, a number of key constraints prevent more people from participating, these include:

- Travel time to venues – whilst the regional facility at Stead Park, Corio services current demand well, it is the only competition venue in the region and travel presents a barrier to participation.
- Facility capacity – a number of existing hockey pitches are the non-preferred grass surface without floodlighting.
- Access – limited access is available to hockey clubs at venues located on education land.

To address the decline in player numbers the sport and its stakeholders, including LGAs and schools, must work together to address these barriers, along with delivering more flexible and non-structured programs to enable and support future growth.

Evidence collected via local and regional stakeholder groups has provided further support for the strategic direction of hockey across G21. Groups surveyed as part of the Strategy’s development identified a range of priorities and opportunities for hockey.

Upgrades to existing or the development of new facilities should be guided by the principle of shared use. Based upon this principle, the development of multi-purpose facilities for use by hockey will support a range of participation outcomes including non-structured and competition formats.

As a key growth area, planning for hockey within the G21 Region is critical to ensuring the prosperity of the sport into the future.

Achieving the vision of **building a strong, inclusive and sustainable hockey community in the G21 Region** will require support and implementation of the following key focus areas.

PARTICIPATION – increasing participation through ongoing facility development and delivery of flexible and innovative programming opportunities.

FACILITY ACCESS – increasing the capacity of and access to existing club facilities and reducing the travel time for players.

SPORT DEVELOPMENT – providing resources that assist in the efficient and effective management and governance of the sport and securing a sustainable hockey footprint in the Region.

Six strategic priority areas have been identified to guide the future development of hockey in the G21 Region over the next 10 years. Specific recommendations under each strategy are provided later in this report.

STRATEGIC PRIORITY 1	Provide functional and accessible hockey facilities.
STRATEGIC PRIORITY 2	Increase capacity of existing facilities and deliver new pitches to meet future demand.
STRATEGIC PRIORITY 3	Increase hockey participation through improved programming.
STRATEGIC PRIORITY 4	Embrace new formats that engage new participants.
STRATEGIC PRIORITY 5	Adopt strategies that support the development of sustainable clubs.
STRATEGIC PRIORITY 6	Promote hockey in the Region through collective marketing strategies and initiatives.

1. Functional and accessible hockey facilities

Plan and deliver functional and accessible hockey facilities that meet the current and future needs of the sport. This includes upgrades to existing and development of new hockey facilities that provide a suite of satellite and competition standard venues.

2. Increase the capacity of existing facilities and deliver new pitches to meet future demand

Prioritising floodlighting projects and delivering new competition standard pitches will service the needs of the sport in line with the regions population growth.

3. Increase participation through improved programming

Delivering flexible and affordable hockey programs that engage existing members and attract new players will be key to reversing the current downturn in participation.

4. Embrace new formats and engage new participants

Hockey in the Region must embrace Hockey Victoria's new social hockey programs (Hockey Sixers, J-Ball and KE40) to attract new people to the game and continue to deliver Hookin2hockey in local schools.

Hockey Victoria's Strategic Plan 2017-2020 outlines the vision to diversify hockey participation opportunities to encompass new modified social hockey formats.

To reach its ambitious goal of 15,000 new or re-engaged participants by 2020, Hockey Victoria have been introducing the new social hockey formats across Victoria, both regionally and in metropolitan Melbourne. The new formats are designed so they can be delivered on both full-size hockey pitches and training pitches, reducing the travel related barriers.

More specific to the G21 region, Hockey Victoria have partnered up with Geelong Hockey Association and Surf Coast Shire to deliver J-Ball and Hockey Sixers at Stead Park and in Torquay in 2018 and 2019. It is anticipated that these new opportunities will attract additional 500 participants by the end of 2019 in the G21 region. Over the next 2-3 years, Hockey Victoria plans to introduce social hockey across each LGA in the G21 region, increasing hockey participation opportunities.

5. Implement strategies that support the development of sustainable clubs

Providing support to the GHA and affiliated clubs through the delivery of strategic planning and improved resources will ensure a sustainable hockey footprint in the G21 Region.

6. Promote hockey through collective marketing strategies and initiatives

Increasing the profile of hockey in the Region through innovative marketing strategies and the recruitment of a dedicated Hockey Victoria resource.



PROJECT CONTEXT

PROJECT METHODOLOGY

This Strategy has been delivered in five key stages and is due to be finalised and adopted by project partners by December 2018. The following diagram outlines project timelines and associated key tasks to be delivered during each stage. The project is currently in Stage 4.



**CURRENT
PROJECT
STAGE**

PROJECT PARTNERS AND CONTRIBUTIONS

The G21 Regional Hockey Strategy has been jointly funded by the five G21 Councils and Hockey Victoria. The Hockey Victoria funding included a 50% contribution by Hockey Geelong. G21 acknowledges that the contribution by Hockey Geelong was on behalf of the nine affiliated hockey clubs, noting that the Torquay Tornadoes Hockey Club provided an additional contribution.

The Torquay Tornadoes Hockey Club have confirmed that they have no expectation regarding recommendations within the Strategy, and will not receive any recognition of their contribution.

PROJECT OUTCOMES

- The following project outcomes will be delivered through the Final G21 Regional Hockey Strategy:
- Identification of infrastructure and sports development requirements highlighting participation, governance, resourcing and partnership needs.
 - Clear direction and timelines regarding stakeholder responsibilities to collectively deliver initiatives to support the future growth of hockey within the Region.
 - Analysis of key demographic and participation trends to guide Regional priority recommendations and the implementation plan.
 - Alignment of current and future participation needs with previously conducted research and reporting to deliver a clear plan for the future.
 - Detailed facility analysis and venue mapping to determine participant facility access arrangement and travel times.
 - Identification of gaps and opportunities within the current hierarchy of facilities and infrastructure.

STRATEGIC DRIVERS AND CONTEXT

Hockey Victoria Facilities Master Plan (2014)

Although the G21 geographical region does not perfectly align with the Hockey Victoria West Metropolitan Zone, all G21 Clubs sit within this Zone, and are therefore classified as metropolitan clubs.

The Hockey Victoria Facilities Master Plan identified two key priorities for the development of hockey within the G21 Region:

- Development of a new synthetic pitch in Torquay.
- Facilitation of greater access to pitches at Geelong Grammar and Geelong College schools.

As a result of the above recommendations, Geelong College is utilised on an ongoing basis by two local hockey clubs (Geelong College Hockey Club and Geelong Hockey Club). The synthetic multi-purpose pitch at Geelong Grammar school is utilised by the GHA as an overflow pitch for training and junior competition purposes.

The recommendation for the development of a synthetic pitch in Torquay outlined in the Master Plan triggered the Surf Coast Council to commission the Feasibility Study (2015) to determine the viability of the development of a new pitch within the municipality.

City of Greater Geelong (CoGG) Draft Settlement Strategy (2018)

The Draft Settlement Strategy projected the overall population of the CoGG to reach 390,000 by 2036. A large proportion of this growth will be experienced in the Armstrong Creek, and Northern and Western Geelong growth areas. These three planning areas will collectively contribute an additional 110,000 residents.

Further to this, the Armstrong Creek West Precinct Structure Plan (2012) and the Armstrong Creek West Precinct Development Contributions Plan (2013) identify that the Stage 1 (Armstrong Creek, Marshall, Charlemont) development will include recreation and open space provision (with a proposed multi-use regional synthetic hockey facility planned for Armstrong Creek West). As per the Development Contributions Plan for the Armstrong Creek West Precinct, the indicative trigger for the provision of the regional active open space precinct is 4,500 dwellings.

Hockey Victoria (HV) Player and Stakeholder Research (2018)

Research conducted by La Trobe University for Hockey Victoria to understand statewide participation trends determined the following:

- 95% of participants indicated that they would be playing hockey in 12 months time.
- 86% indicated that they would still be participating in 3 years time.
- The average age of a Victorian hockey player is 38 years.
- Hockey in Victoria has a relatively even male to female participation rate of 54% to 46% respectively.
- 59% of active, current players have another family members playing the game.

Regarding HV's development and expansion of social and unstructured forms of the game such as J-Ball, Hockey Sixers and KE40, the study highlighted the following:

- 86% of active, current players indicated they would be interested in participating in a new format of hockey.
- 77% of inactive former hockey players indicated that they would be interested in playing a new format of hockey, should it be available.

King Lloyd Reserve Master Plan (2010)

King Lloyd Reserve is situated approximately three kilometres southwest of the Geelong Central Activities Area.

The reserve is approximately 6.3 hectares in size and whilst a large portion of the reserve has been formed into sports fields, there are expansive conservation zones along its eastern and south-eastern edges which have been re-vegetated to support broader environmental management objectives for the area.

King Lloyd Reserve is currently tenanted by the:

- Newtown City Hockey Club
- Murgheboluc Cricket Club
- Geelong Touch Football Association.

The aim of the Master Plan is to develop a plan that can be used to guide the future development of the reserve having regard to user and community aspirations, whilst enhancing the natural ambience and character of the park.

The key strategic directions proposed in the King Lloyd Reserve Master Plan were to:

1. Improve the overall landscape amenity and quality of the reserve by planting additional trees within the reserve and along its edges, and by corralling vehicles to defined roads and car parks. (Ongoing).
2. Convert the surface of the sports fields to warm season grasses to create a more sustainable and durable playing surface in summer, and assess the condition and efficiency of the existing automated irrigation system in the main sports field. (Done.)
3. Install a new turf table onto the main sports field. Remove the existing cricket practice nets and construct a new set of practice nets (comprising three concrete wickets with permanent netting and four turf practice wickets with temporary netting) in a location to be determined pending the availability of the land north of the reserve. (3 synthetic and 2 turf provided).
4. Install a shelter and store on the second sports field. (Not started).
5. Seal Windsor Road and install speed humps (or similar) to slow traffic, and remove car parking from around the playground to improve the safety of the entry area. (Not started).
6. Reconfigure and expand the main car park to increase the number of spaces (to 104 spaces), and form a new unsealed access road to the lower sports field and provide car parking for 15 cars. (Not started).

The Master Plan also considers the development of a synthetic hockey pitch to the north of King Lloyd Reserve. Feasibility of this project will require a detailed investigation into the future development of a synthetic hockey facility prior to any funding commitment being made.

Torquay Hockey Club Synthetic Pitch Feasibility Study (2015)

Commissioned by Surf Coast Shire, the Feasibility Study investigated the potential for the development of a floodlit pitch in Torquay and explored the existing offering of facility provision within the Region, along with participation trends and current and future needs of the club.

The following findings were delivered in the report:

- A need for an additional synthetic hockey pitch to be developed within the G21 Region in the next 5-10 years. However, demand for a synthetic multi-purpose pitch within Torquay to service the Surf Coast Shire and neighbouring Armstrong Creek could be justified within the next 3-5 years, pending continued population growth.
- Travel times to Geelong for regular training and matches creates barriers to local hockey growth within Torquay.
- Site specific investigations into potential site options for a synthetic pitch development in Torquay were conducted, with Surf Coast Secondary College being the most viable due to key partnership opportunities, location, land availability, site capacity and existing community infrastructure.
- The estimated cost for a new pitch and floodlighting at the Surf Coast Secondary College was estimated to be approximately \$1.5 - \$1.8 million.

REGIONAL AND LOCAL HOCKEY ISSUES

Sport, government and community stakeholders were engaged via workshop and survey to identify the key issues, constraints and opportunities influencing the planning, provision and growth of hockey in the G21 region.

This section of the report details the key issues and challenges facing hockey in the Region and what the sport and G21 LGAs will need to focus on to ensure hockey is well supported in the future.

The issues and challenges outlined below are both asset based and sports development related, and have informed both the strategic framework and local and regional recommendations.

Building the capacity of existing facilities

With the exception of a pitch in Torquay, the number of existing hockey pitches in the G21 region is considered adequate for the current number of players. However, the number of synthetic pitches and the infrastructure and amenities offered at these facilities is not meeting the needs of the sport, now and into the future.

Consultation with local hockey clubs identified strong support and evidence for the need to invest in the upgrade of existing hockey facilities. The key facility issues raised by clubs were a lack of suitable pitch provision (including undersized and grass pitches) and an absence of supporting infrastructure to meet the minimum standards of the sport.

A summary of existing facility issues is provided below.

Stead Park

- Operating at near of full capacity and provides limited opportunity for any additional programming.

King Lloyd Reserve

- As there is currently no synthetic surfaces appropriate for competition, any provision of floodlighting on the turf field would primarily support training at a lower level only. As per the King Lloyd Reserve Master Plan, the provision of a synthetic pitch is identified as a future opportunity to increase hockey participation. The provision of dedicated floodlighting for hockey should be incorporated into the synthetic pitch development in accordance with the Master Plan.

Geelong College

- Multi-purpose pitch with limited availability for hockey due to regular use by other school sports.
- Lack of floodlighting restricts use for hockey, limited car parking and noise issues for residents.

St Ignatius College

- Undersized (3/4) pitch restricts competition play.
- The lack of floodlighting limits venue capacity.
- No changeroom amenities.

Geelong Grammar

- Multi-purpose pitch with limited availability for hockey due to use by other school sports.

Travel a significant barrier to participation

With fewer hockey pitches within reach of the general population compared to football ovals or basketball courts, there is a general acceptance of the need to travel to play hockey. However, the constant demand on time poor parents to drive their children significant distances to play hockey is seen as a major issue to growing the game in the Region.

The G21 region has a land area of approximately 9,000 square kilometres and local hockey players are currently travelling an average of 30 minutes to participate. Just over a quarter of respondents (26%) to the online survey are travelling less than 20 minutes (return trip) to access their local hockey facility, with 21% travelling 31-40 minutes, 20% travelling 41-60 minutes and 14% traveling between 1-1.5 hours. In addition, 73 surveyed respondents highlighted the need for additional competition pitches to minimise travel time.

Increasing the capacity of existing pitches to make them more training and competition friendly, and strategically locating any new pitches will help to address these issues.

Gaps in existing hockey provision in G21

This Strategy supports the priority recommendations for hockey identified in Hockey Victoria's Facilities Master Plan 2014 - development of a new synthetic pitch in Torquay and greater access to Geelong Grammar and Geelong College pitches.

With a membership base of approximately 200 the Torquay Hockey Club have no dedicated facility and currently use Stead Park for competition purposes, and a grass oval at the Torquay Sports Precinct for training.

In 2015 a local report on the feasibility of developing a full size synthetic hockey pitch in Torquay identified demand for a synthetic multi-purpose pitch pending continued population growth. The Feasibility Study also identified travel to central Geelong pitches for regular training and match play as a key barrier to local hockey growth within Torquay.

Increase the profile and make it more affordable

Greater marketing and promotion for hockey within the Region and reducing the cost to participate are seen as critical issues working against participation growth. Addressing these constraints through the implementation of this Strategy will be a high priority for the sport.

CONSULTATION ANALYSIS AND KEY DRIVERS

To guide the development of the G21 Regional Hockey Strategy, a detailed stakeholder consultation program was undertaken. A summary of key themes and findings from the consultation are outlined below. These themes form the basis of future directions and together with the data analysis and research inform the key drivers for strategic planning.

The following stakeholder consultation activities were undertaken:

- Meetings with the Project Control Group (ongoing).
- Online Hockey Participant Survey (244 responses received). Summary of responses provided in Appendix 2.
- Club Representative Workshop.
- Hockey Victoria future directions meetings (March).
- Geelong Hockey Association consultation (ongoing).

FACILITY ACCESS

- Lack of accessible facilities within a reasonable distance (30 minutes drive one way) is a key barrier to participation.
- Support for additional facilities in key growth areas of Armstrong Creek (regional) and Torquay (local), and opportunity to develop facilities at King Lloyd Reserve.
- Support for additional satellite facilities to address current training facility access issues and reduce drive time.
- Developing partnerships with educational stakeholders to increase facility access.

EXISTING FACILITY CONDITION

- Increase the standard of existing facilities to meet the current and future needs of clubs and participants.
- Lack of suitable pitch provision (full-sized / synthetic).
- Lack of suitable, localised supporting infrastructure to meet the minimum standards of the sport.
- Investment in facility upgrades through stakeholder partnerships.

ENGAGEMENT & PARTICIPATION

- Improve existing GHA and club marketing strategies to engage new participants.
- Utilisation of social media platforms to increase the profile of hockey within the Region.
- Increasing the programming offering, with a particular focus on social hockey formats.
- Development of pathways to retain players and support the transition between junior and senior competition.

FINANCIAL CONSTRAINTS AND SUSTAINABILITY

- Current fees and charges have raised affordability issues for clubs and are not sustainable long term.
- The need to develop partnerships with local government, Hockey Victoria and Sport and Recreation Victoria to further initiatives for making hockey more affordable for participants.
- Implementation of a Club Development Officer to support ongoing club development, administration and marketing processes.





POPULATION GROWTH DRIVING DEMAND

G21 POPULATION PROJECTIONS

G21 Regional growth

The G21 Region is the fastest growing region in Victoria outside of Melbourne’s metropolitan area.

The principal population centre of the Region is located in Geelong, however significant growth is expected throughout other municipalities of the G21 Region over the next 10 years.

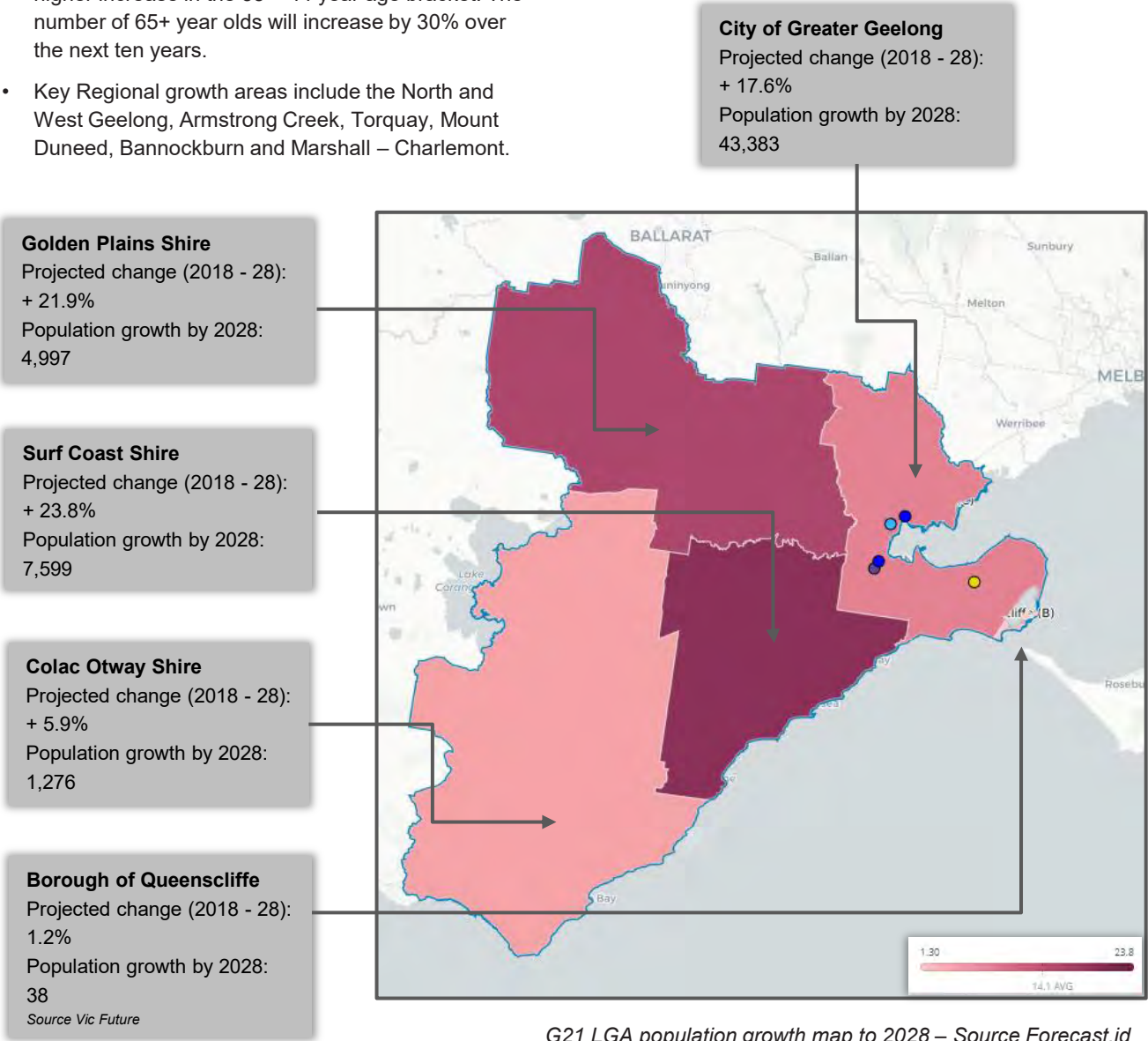
Key population projections for the G21 Region have been sourced from Forecast.id and include:

- The G21 Region currently has a population of 326,513 with a total population of approximately 383,805 expected by 2028 (+57,292 residents).
- Relatively even population growth is expected across the 0 – 64 year age cohorts, with a slightly higher increase in the 35 – 44 year age bracket. The number of 65+ year olds will increase by 30% over the next ten years.
- Key Regional growth areas include the North and West Geelong, Armstrong Creek, Torquay, Mount Duneed, Bannockburn and Marshall – Charlemont.

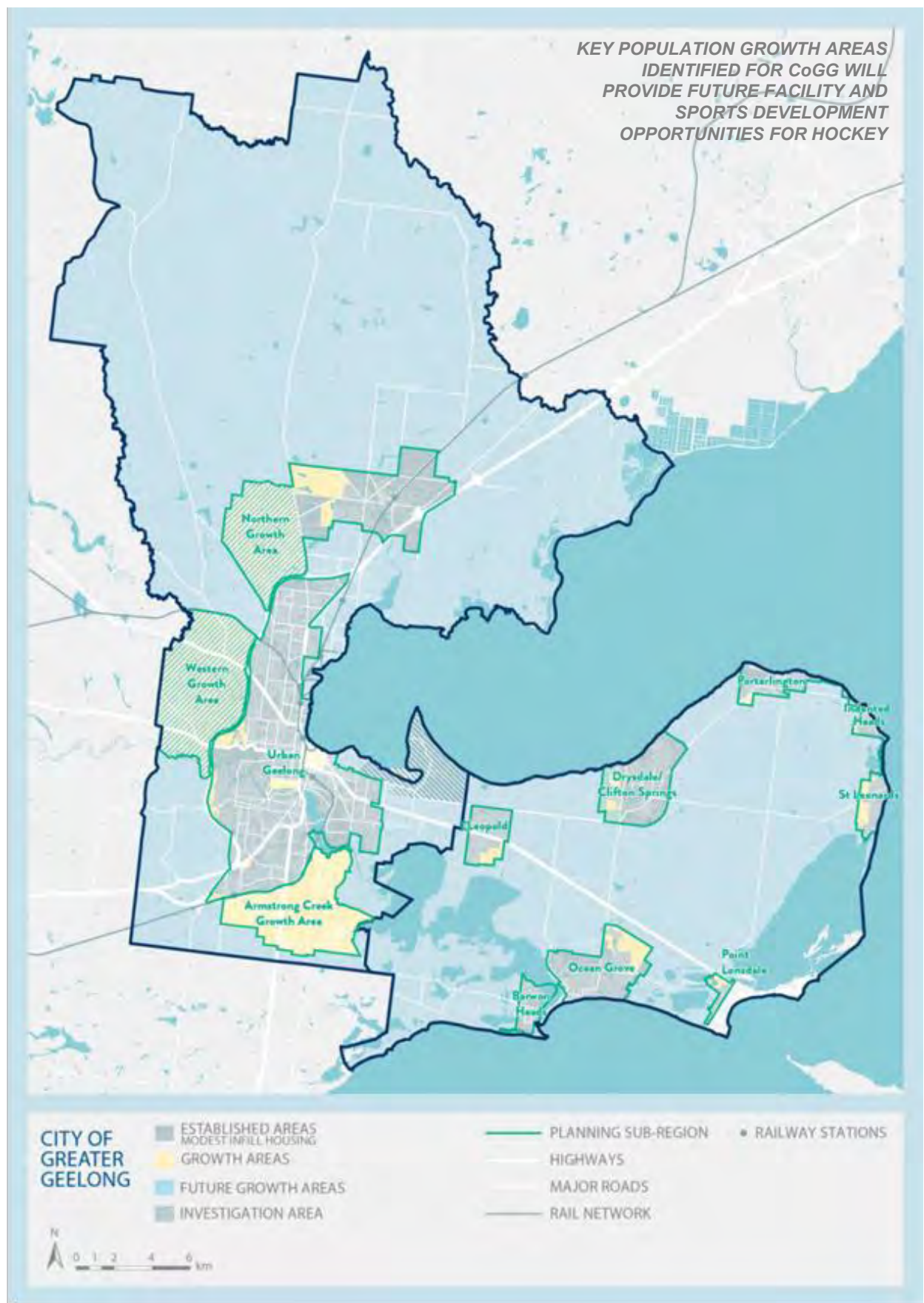
Demographic change

The demand for hockey and the way it is delivered will continue to change as the population of the G21 Region grows. The way in which Australians are consuming sport is evolving, with a shift toward more social and unstructured forms of play, over traditional competition formats. A key factor to increasing participation in the Region will be to plan for and improve access to facilities for casual hockey use.

The map below outlines predicted growth to 2028 for each of the five G21 LGA’s.



CoGG GROWTH AREAS



LOCALISED GROWTH

A brief overview of the G21 Region collectively and of each municipality individually is provided below. These summaries highlight key population and demographic growth over the next 10 years (to 2028) and demographics relevant to hockey within the G21 Region.

City of Greater Geelong (CoGG)

- The principal population centre of the G21 Region.
- Greatest growth (established suburbs) include:
 - Armstrong Creek +10,817 residents (+167%).
 - Mount Duneed +4,209 residents (232%).
 - Marshall - Charlemont +3,583 residents (125%).
- The Northern Geelong growth area, in Lovely Banks, is anticipated to deliver up to 18,000 new dwellings for a population of approximately 50,000 residents.
- The Western Geelong Growth Area, in Batesford, is anticipated to deliver up to 22,000 new dwellings for a population of approximately 60,000 residents.
- Greatest resident population increases expected in the 35 - 44 and the 75 - 84 age cohorts.

Surf Coast Shire (SCS)

- Torquay (including Torquay, Torquay North, Old Torquay and Torquay West) is one of the highest growth areas in the G21 Region with an additional 7,599 residents expected by 2028.
- Of this growth, the greatest age cohort increases are expected in the 70 - 84 year age bracket.

Golden Plains Shire (GPS)

- Bannockburn will experience the greatest population growth in the Golden Plains Shire to 2028, with an additional +2,300 residents (+41%).
- Relatively even growth across all age cohorts.

Colac Otway Shire (COS)

- The population within the Colac Otway Shire will increase by 1,276 to 22,924 in 2028. Colac West and Elliminyt will experience the most growth.

- The greatest growth will be experienced in the 10 - 14 year age bracket.
- Decreases are expected in the 20 - 29 and 55 - 64 age cohorts.

Borough of Queenscliffe (BoQ)

- The Borough of Queenscliffe's future population forecast suggests minimal growth between 2018 and 2028 (+38 residents).

Regional trends and observations

- Greater Geelong is the largest of Victoria's regional hubs, all of which are experiencing increasing population growth and urbanisation. This provides strong support for the development of a regional hockey facility within the proposed Armstrong Creek West Regional Sports Precinct.
- 76% of the Region's population reside within the CoGG. In 2028, CoGG is expected to still contribute this percentage of the total Regional population.
- Despite having a high percentage of older adult population, significant population growth is forecast in the age cohorts of 5-14 years and 35-44 year, suggesting younger families (and potential hockey participants) will move to new development areas such as Armstrong Creek.
- As per the table below, the total number of additional competition hockey participants expected across the Region by 2028 is +200, if the current player to population rate (penetration) of 0.35% is applied.
- In addition to the growth in competition hockey numbers, the implementation of social hockey within the region should see approximately 500 new people playing one of the new social hockey formats by the end of 2019.

LGA	2018 population	2028 forecast population	Change (#)	Change (%)	Potential growth in hockey participants between 2018 and 2028 (if applying individual LGA 2018 player penetration rate)
City of Greater Geelong	247,068	290,450	+43,383	+17.6%	+152
Surf Coast Shire	31,937	39,536	+7,599	+28.9%	+27
Golden Plains Shire	22,859	27,856	+4,997	+21.9%	+17
Colac Otway Shire	21,648	22,924	+1,276	+5.9%	+ 4
Borough of Queenscliffe	3,001	3,039	38	+1.2%	+0
Total	326,513	383,805	57,293	+76%	+ 200 (total competition players – 1,331 in 2028)

Future population and potential competition player growth by LGA (does not include social players).



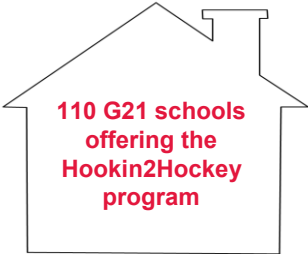
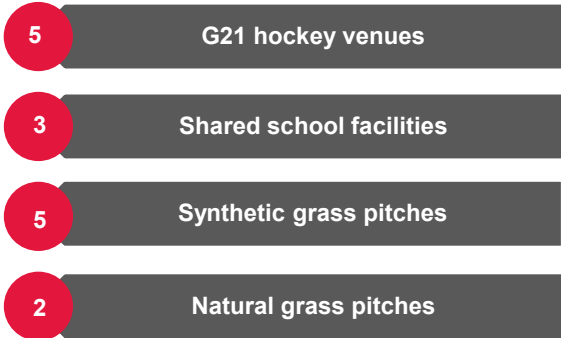
STATE OF PLAY - HOCKEY IN THE G21 REGION

SUMMARY OF HOCKEY IN G21

G21 HOCKEY PROVISION

The following analysis provides a summary of existing provision and participation trends across the G21 Region from 2015 – 2017.

Participation numbers are based on Hockey Victoria's affiliate member database and reference to the State of Play Report (refer Appendix 1).



1,131
Total number of G21 participants
(-318 from 2015)



0.35% penetration rate
(G21 Region population divided by number of players)



1 in every 289
G21 residents play hockey



45% female
55% male
Participants



Average G21 hockey player age is 20 years



63% of participants are under 18 years of age

CURRENT FACILITY PROVISION

The G21 hockey facilities are located centrally in the Region, within the City of Greater Geelong. The Geelong Hockey Association (GHA) is the governing and administrative body for hockey within the G21 Region and utilise seven pitches across the five venues identified below. Nine local clubs occupy these facilities, with six utilising Stead Park as their home competition venue. Maps of the location of each facility in the context of the Region and the City of Greater Geelong are provided on the following page.

Stead Park - Corio

2 hybrid synthetic grass pitches

Home clubs: Corio HC, Golden Plains HC, Hockey Geelong, Kardinia HC, Saints HC and Torquay HC

Lighting provided (500 lux)

King Lloyd Reserve - Newtown

2 natural grass pitches

Home club: Newtown HC

No lighting provision

(funding to install training standard lighting is imminent)

Geelong College - Newtown

1 synthetic grass pitch

Home clubs: Geelong College HC and Geelong HC

No lighting provision

St Ignatius College - Drysdale

1 sand based synthetic grass pitch

Home club: Bellarine HC

No lighting provision

Geelong Grammar - Corio

1 synthetic grass pitch

Training / overflow venue

No home club

Lighting provided (lux level unknown)

At present, the current hockey facility offering within the G21 Region exceeds industry benchmarking for the current population, as identified in the table below.

City of Greater Geelong hockey synthetic pitch planning benchmarks are also well catered for (currently outlined as 1:100,000 per head of population - in accordance with Hockey Victoria provision guidelines).

G21 Region pitch to population provision ratio	1 : 46,635
City of Greater Geelong average pitch to population provision ratio	1: 35,295
Surf Coast Shire average pitch to population provision ratio	0: 31,937
Golden Plains Shire average pitch to population provision ratio	0: 22,859
Colac Otway Shire average pitch to population provision ratio	0: 21,648
Borough of Queenscliffe average pitch to population provision ratio	0: 2,934

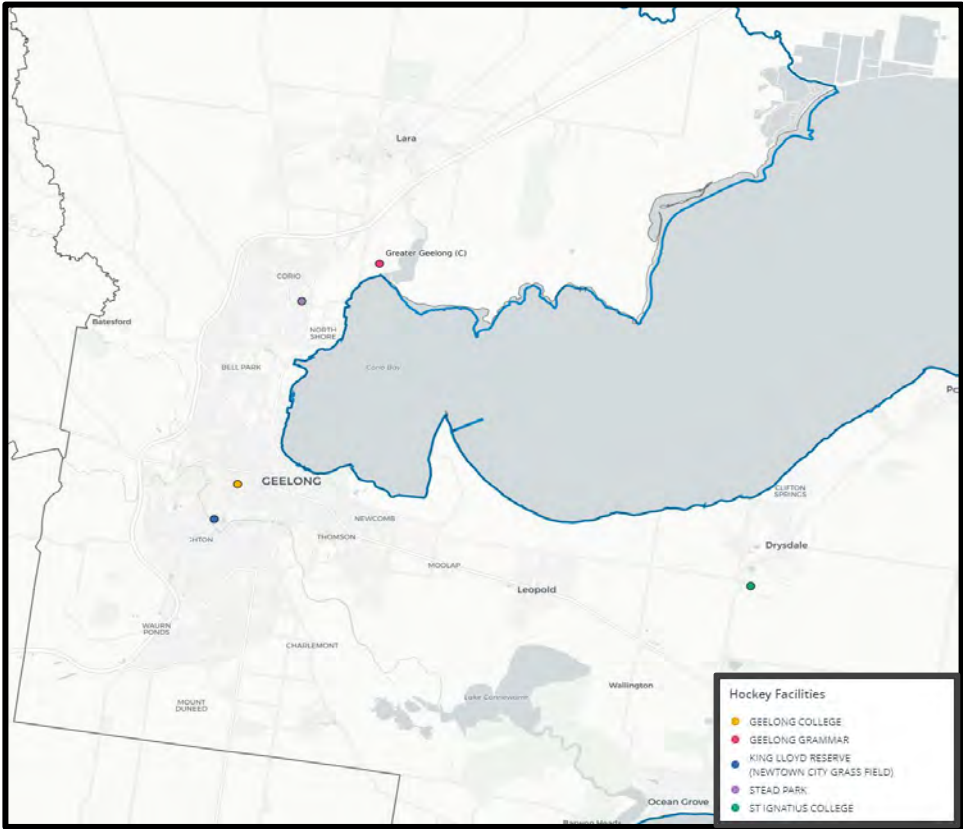
If no further hockey pitches are developed in the G21 Region to 2028, the forecast pitch to population ratio will be 1: 76,765 - which is within Hockey Victoria's recommended pitch to population guideline of 1:100,000.

Ratios should be used as a guide only as there are many other local demographic, facility quality, venue access, frequency of use and service driven demands that are not taken into account. Also for hockey, there are differences between metro and regional facilities when considering factors such as population, player catchment, travel and use.

MAPS OF CURRENT FACILITIES



Map of current hockey facilities within the context of the G21 Region.



All current hockey facilities are located within the City of Greater Geelong.

PARTICIPATION TRENDS

The table below provides an overview of GHA club membership for three years (2015 - 2017) and provides the following participation trends over that period.

- Overall, hockey player numbers in the G21 region has experienced a decline of 274 participants (-16.7%) from 2015 to 2017.
- Hockey Geelong representative teams have also declined since 2015 (-280 participants). GHA attributes this to a number of local challenges facing the sport, such as lack of available time and ease of facility access.
- It is further noted by GHA that in recent years participants have chosen to only participate in local competitions.
- Eight of the nine GHA clubs experienced a decline over the three year period (88.9% of clubs).
- Hockey Victoria advised that state-wide approximately 25% of members stop playing each year, but they also gain another 25% each year.
- Corio Hockey Club's significant decline in membership is attributed to their ability to field only one GHA team in the 2017 season, highlighting the need for the implementation of sustainable club initiatives.
- The only club to increase their membership numbers over the period was the Torquay Hockey Club (+23), despite not currently having a local training base. At present, the Club train on a shared use grass football oval and travel to Stead Park (approximately 30 minutes one way by car) for training and competition purposes.
- Six out of the nine clubs experienced a participation incline or decline of 20 players or less over the three year period.
- Several clubs indicated via the online survey that the current condition of their home facility is directly impacting the opportunity for future membership growth.

Club	2015	2016	2017	Plus / Minus (#)	Plus / Minus (%)
Corio Hockey Club	53	50	7	-46	-86.8%
Geelong College Hockey Club	83	64	68	-15	-18.1%
Geelong Hockey Club	142	152	129	-13	-9.2%
Golden Plains Hockey Club	80	70	75	-5	-6.3%
Hockey Bellarine	122	186	120	-2	-1.6%
Kardinia Hockey Club	82	82	74	-8	-9.8%
Newtown City Hockey Club	323	380	294	-29	-9.0%
Saints Hockey Club	115	160	72	-43	-37.4%
Torquay Hockey Club	173	225	196	23	13.3%
Hockey Geelong (Rep teams)	276	278	96	-180	-65.2%
Total	1449	1647	1131	-318	-21.9%

Hockey membership numbers by club – 2015 to 2017

KEY AREAS FOR HOCKEY PARTICIPATION

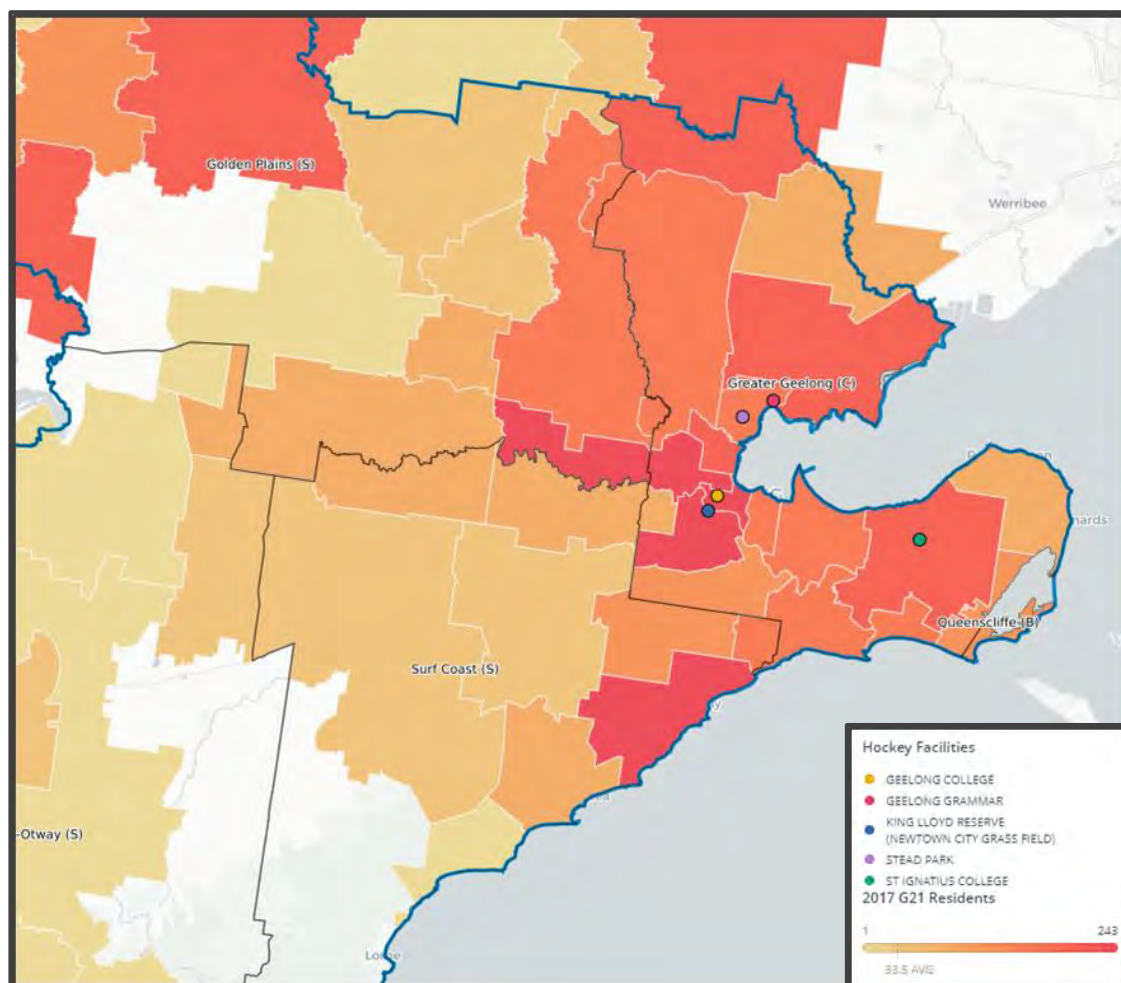
The map below provides a visual representation of current hockey players living (by post code) and playing (by home club) within the Region. The heavy red colour indicates the highest areas of hockey membership. Key participation hot spots by post code for hockey in the region include:

- **3216 - Waurin Ponds, Grovedale, Highton, Marshall, Wandana Heights and Belmont (242 players)**
- **3228 - Torquay, Bellbrae, Jan Juc and Bells Beach (154 players)**
- **3220 - Geelong, South Geelong, Newtown (148 players)**

Players living in Central Geelong have convenient access to Stead Park where all senior competition hockey in the G21 Region is currently played. These players are generally within an acceptable distance of 20 minutes or approximately 20kms (one way trip) of their facility.

Players living within postcode 3228 (Torquay and surrounds) are required to travel almost 30 minutes (30km) one way to access Stead Park. The distance to reach the second most accessible facility, St Ignatius College is approximately the same however presents even greater access issues.

G21 postcodes to the north (3351 and 3352) also have a reasonably high number of hockey participation, however these encompass multiple suburbs and townships that filter outside the G21 region. The high number of members in these areas indicate that adjacent competitions in Ballarat and surrounding areas is having minimal impact on player retention within G21.



2017 membership numbers by residential post code

CATCHMENT AND TRAVEL TIMES

The blue highlighted area shown in the map below indicates an approximate 30 minute drive time (one way) from the five CoGG hockey facilities. Approximately 92% (1,030) of G21 hockey club players live within the blue area (30 minutes drive time) of CoGG hockey facilities.

The map also provides an indication of the number of players travelling from metropolitan Melbourne, particularly the western fringe between Melbourne and Geelong, to play in the Geelong Hockey Association competition. There are several players participating in the local competition that live in Ballarat.

A breakdown of player travel times for the four venues with home clubs is provided below.

Stead Park - (Hockey clubs - Corio, Golden Plains, Hockey Geelong, Kardinia, Saints, and Torquay)

- 520 combined members
- A total of 60% live within a 30 minute drive of the facility.

King Lloyd Reserve (Hockey club - Newtown)

- 294 members
- A total of 88% live within a 30 minute drive of the facility.

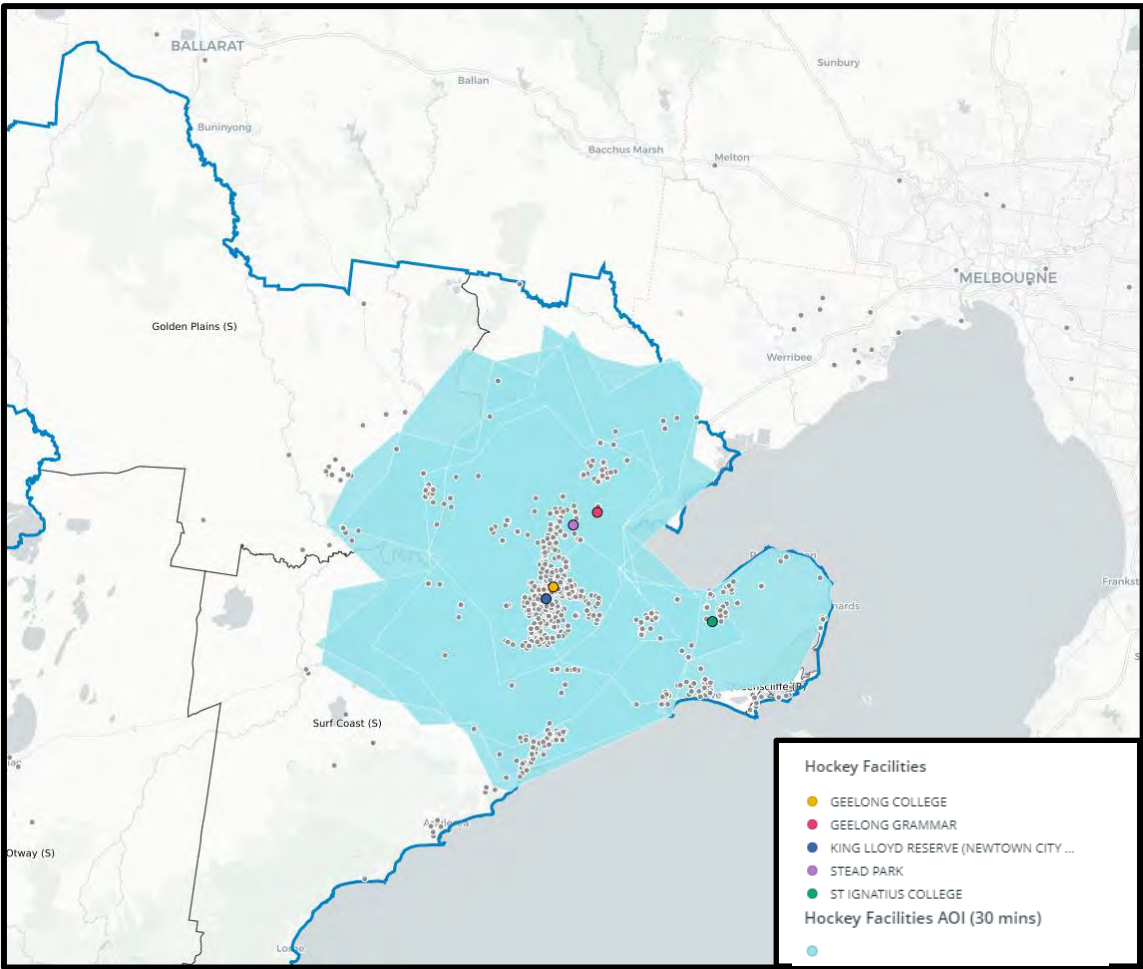
Geelong College (Hockey clubs - Geelong College, Geelong)

- 197 combined members
- A total of 87% live within a 20 minute drive of the facility.

St Ignatius College (Hockey club - Bellarine)

- 120 members.
- A total of 75% live within a 30 minute drive of the facility.

The provision of future synthetic pitches will have a positive impact on travel times.



30 minute facility access drive time



SOCIAL HOCKEY

Changes in participation driven by lifestyle choice and the demand for shorter, less structured formats of sport is driving the need for the implementation of more social formats. The Geelong Hockey Association and its clubs are encouraged to embrace this change to increase participation.

2016 AusPlay data, along with research undertaken by Hockey Victoria and La Trobe University, supports the delivery of casual forms of hockey to meet the evolving requirements of the current hockey participant.

In response Hockey Victoria, with support from VicHealth, has developed three new forms of hockey to encourage increased and new participation.



J-Ball is delivered on a small hard court (43m x 22m) making it more geographically accessible. The game is played over 3 x 10 minute quarters with modified equipment, that is provided to each participant weekly, eliminating the high competition registration fees and need to purchase equipment.

Hockey *Game on* Sixers

Aimed at past players who are not affiliated with a club and can participate without committing to regular training and competition, Hockey Sixers is a fast, fun, free-flowing version of hockey played on a smaller field, with 6 players on each team, making it more accessible and easier to get a team together.



KE40 is a new social cardio program aimed to increase and maintain fitness, and develop hockey skills. The program is delivered in conjunction with junior training and competition and is targeted at involving parents of existing participants.



FACILITY DEVELOPMENT

HOCKEY VICTORIA FACILITY HIERARCHY

Hockey Victoria’s Strategic Facilities Master Plan (2014) proposes a hierarchy to guide the future provision of hockey facilities across the state.

Although it is recognised that there are variations and different interpretations of the hierarchy when considering existing facilities, the aim is to provide guidance for the establishment and appropriate provision levels for new facilities. It also provides stakeholders with an understanding of the minimum facility requirements for each level of the hierarchy.

According to the proposed hierarchy levels the G21 Region has one Premier Level Facility – Stead Park, which is also currently considered as the Regional Centre for hockey in the G21 region.

The remaining four hockey venues are ‘club’ or local level facilities despite some of them not meeting the minimum requirements for this level of facility classification. For these facilities to meet the minimum requirements for a true club level facility the following initiatives would be necessary.

King Lloyd Reserve:

- Development of a synthetic surface, floodlighting and associated infrastructure (as per the Master Plan).

St Ignatius College:

- Implementation of pitch floodlighting, upgrades to pitch playing area to full size and construction of player change facilities.

Geelong College:

- Implementation of pitch floodlighting.

Geelong Grammar:

- Introduction of a home club.

FACILITY TYPE	STATE FACILITY	PREMIER LEAGUE FACILITY	REGIONAL FACILITY	CLUB FACILITY
PREFFERED SURFACE TYPE	2 x water based synthetic	Water based or hybrid synthetic	Hybrid synthetic (capacity for use by other sports)	Sand based, hybrid or natural turf
LIGHTING	1,000 to 2,000 lux	>300 lux	>250 lux	>200 lux
AMENITIES	Player, umpire & officials change rooms, covered team benches & media amenities	Player & officials change room, team benches	Player change rooms, team benches	Player change rooms (2), team benches
SUPPORTING INFRASTRUCTURE	300 seats spectator area, electronic scoring, parking	Covered and uncovered viewing areas, scoreboard, parking	Viewing areas, scoreboard, parking (half pitch desirable)	Viewing areas, scoreboard, parking (half pitch desirable)

HV FACILITY DEVELOPMENT FRAMEWORK

Hockey Victoria’s Strategic Facilities Masterplan also includes a facilities development framework and guidelines for the future planning of hockey facilities.

These guidelines provide demand triggers for the establishment of new clubs through to the need for a two pitch facility, and are designed to assist clubs and local councils to plan for the future growth and development of hockey.

The diagram below provides an indication of where the existing G21 hockey venues sit within the development framework, recognising that all may not perfectly align.

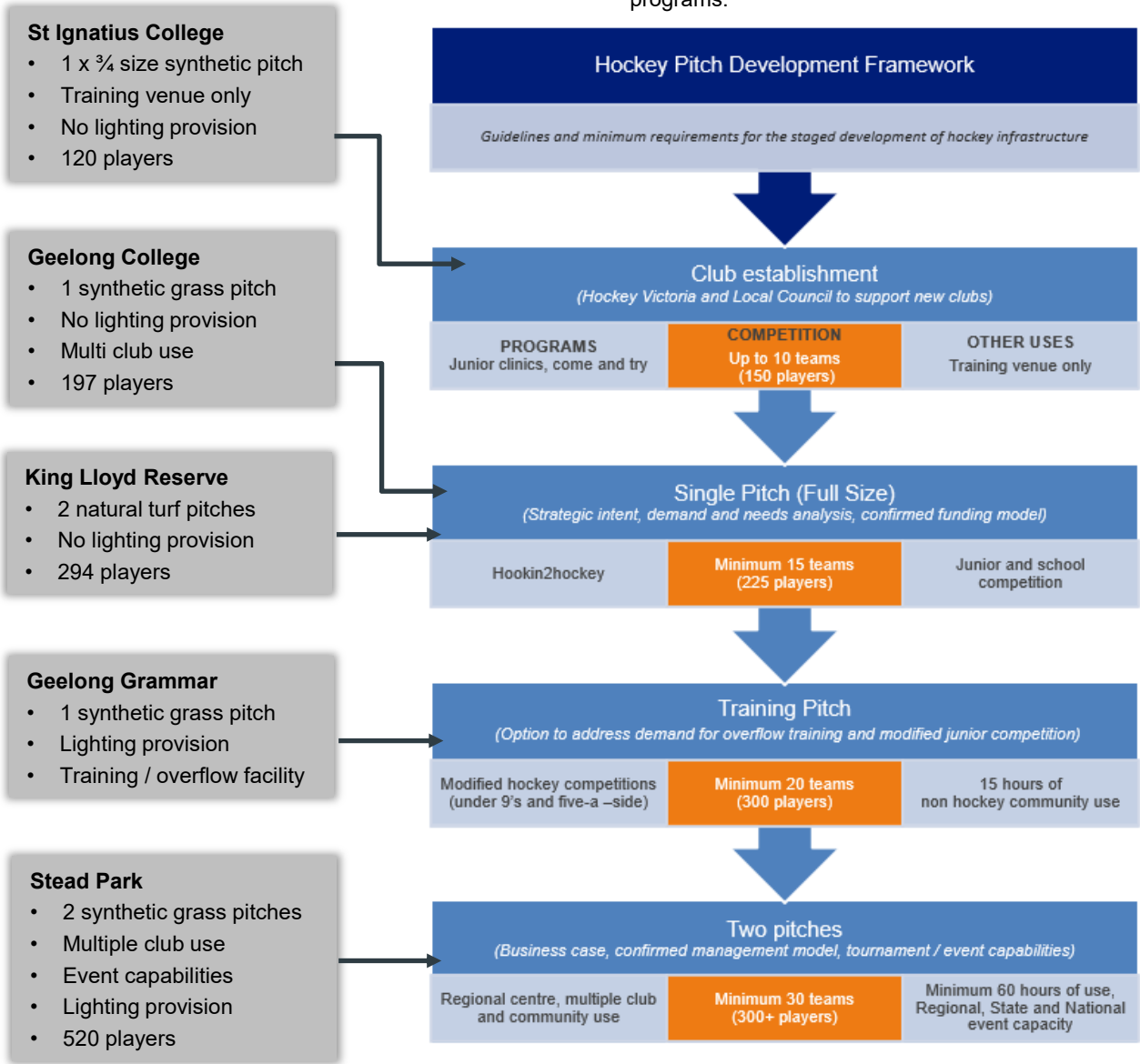
Investment in new, or the upgrade of existing pitch provision within the G21 Region should consider this development framework and aspire to achieve facility provision requirements and associated programming deliverables.

For the purposes of the G21 Regional Hockey Strategy a training pitch is considered a fenced synthetic surface that is half or quarter of the size of a regular competition pitch.

The continued growth of Hookin2hockey and the introduction of social hockey programs provides support for the future development of multi-purpose training pitches to complement competition venues. These smaller pitches are looked on favourably by Hockey Victoria as they provide safe warm up areas and a facility for under 8's and modified hockey programs.

Although Hockey Victoria does not consider grass pitches as a suitable surface for competition or training, grass is still relevant in some country areas and junior programs.

The preferred model for Hockey Victoria is to develop full size synthetic competition hockey pitches that are either single or multi-purpose (depending on levels of use), and half or quarter size pitches for training / modified programs.



OPPORTUNITIES OUTSIDE GEELONG

Further analysis of 2017 membership data identified key participation hot spots in areas outside of central Geelong that have no (or very limited) hockey provision.

The map below highlights multiple players living in established areas of Torquay, Lara, Bannockburn, Leopold, Drysdale and Ocean Grove. These areas provide an opportunity to promote hockey through the local community and school network, and provides support for increasing the capacity of local club facilities.

1. Torquay

A growing club membership base and a current lack of facilities presents an opportunity for the future development of a hockey pitch in Torquay.

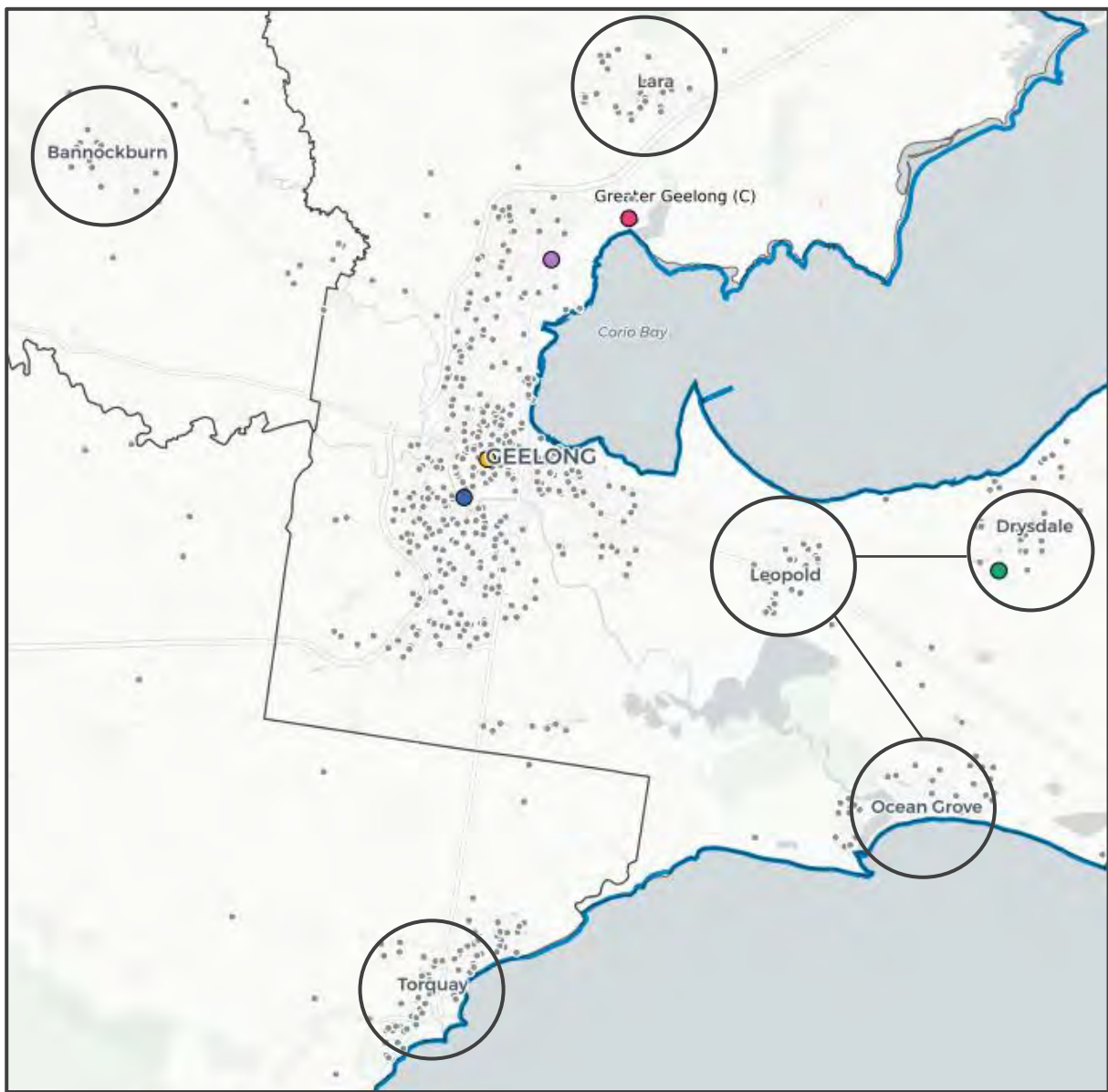
2. Drysdale / Ocean Grove / Leopold

Drysdale, Ocean Grove and Leopold collectively service a current player base of 174 and are geographical within close proximity of each other (15 minutes drive one way).

3. Bannockburn

The small number of hockey players in Bannockburn (members of the Golden Plains Hockey Club) travel a significant distance to play at Stead Park (approximately 25 minutes). With no hockey provision and forecast population growth, there is an opportunity to increase the profile of hockey in Bannockburn.

At present Golden Plains Hockey Club have limited access to a shared grass soccer pitch for junior training at the Bannockburn Recreation Precinct.



Spread of hockey participants outside central Geelong

ARMSTRONG CREEK WEST AND TORQUAY

Further analysis of the current and potential future hockey player catchment within a 10km radius of Armstrong Creek West and Torquay has been undertaken.

Proposed Armstrong Creek West Hockey Pitch (10km radius)

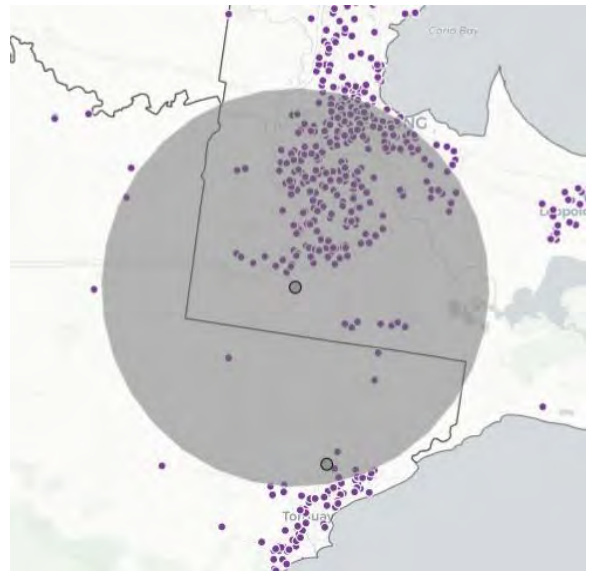
- Hockey players in 2017 – 481
- Dominant postcode - 3216 (242 players)
- Current player to resident ratio - 1:353
- Forecasted players to 2028 – 546
- Player growth 2018 to 2028 - +65 (based on current penetration rate)

CoGG has advised that the two planning areas within Armstrong Creek (Armstrong Creek-Marshall-Charlemont and Grovedale-Mount Duneed-Waurn Ponds) will reach 31,745 and 32,533 residents respectively by 2036.

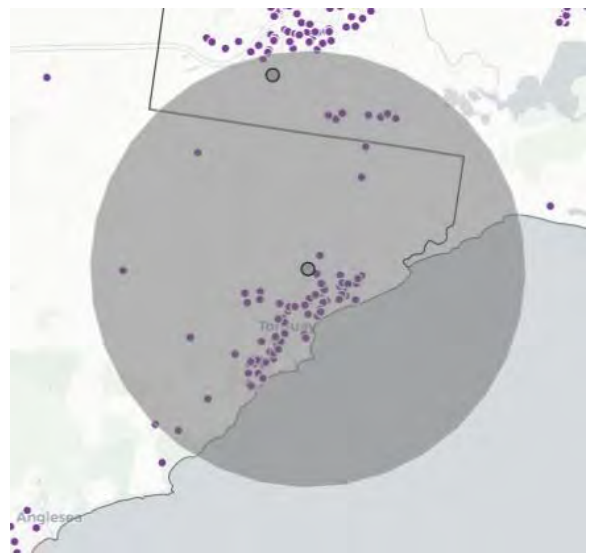
The proposed Armstrong Creek West Regional Sports Precinct (which includes a regional hockey pitch) will be triggered when development (dwellings) reach 4,500. As at August 2018 the number of dwellings was 1,130 (25% of target). The following page provide a map of current and future growth areas within CoGG.

Proposed Torquay Hockey Pitch (10km radius)

- Torquay players in 2017 – 158 (the club has previously had a total membership of approximately 223)
- Dominant postcode - 3228 (139 players)
- Current player to resident ratio - 1:136
- Forecasted players to 2028 – 204
- Player growth 2018 to 2028 - +46 (based on current penetration rate)



Players within 10km radius of proposed Armstrong Creek West hockey pitch



Players within 10km radius of proposed Torquay hockey pitch





STRATEGIC RECOMMENDATIONS

THE FRAMEWORK

The following diagram outlines the strategic framework that will guide the future provision of hockey facilities and development initiatives in the G21 Region to 2028. Six strategic priorities are supported by twelve key objectives that have lead to the development of regional and local hockey recommendations.

G21 HOCKEY VISION: BUILDING A STRONG, INCLUSIVE AND SUSTAINABLE HOCKEY COMMUNITY IN THE G21 REGION

GUIDING PRINCIPLES: TO BE APPLIED TO ALL FUTURE HOCKEY PLANNING AND DEVELOPMENT PROJECTS

1. FACILITY ACCESS		2. PARTICIPATION		3. SPORT DEVELOPMENT	
STRATEGIC PRIORITY 1 PROVIDE FUNCTIONAL AND ACCESSIBLE HOCKEY FACILITIES	STRATEGIC PRIORITY 2 INCREASE CAPACITY OF EXISTING FACILITIES AND DELIVER NEW PITCHES TO MEET FUTURE DEMAND	STRATEGIC PRIORITY 3 INCREASE HOCKEY PARTICIPATION THROUGH IMPROVED PROGRAMMING	STRATEGIC PRIORITY 4 EMBRACE NEW FORMATS THAT ENGAGE NEW PARTICIPANTS	STRATEGIC PRIORITY 5 ADOPT STRATEGIES THAT SUPPORT THE DEVELOPMENT OF SUSTAINABLE CLUBS	STRATEGIC PRIORITY 6 PROMOTE HOCKEY IN THE REGION THROUGH COLLECTIVE MARKETING STRATEGIES AND INITIATIVES
OBJECTIVE 1: Partner with the education sector to better utilise existing facilities and influence future development opportunities	OBJECTIVE 1: Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities	OBJECTIVE 1: Support and develop attractive and affordable hockey programs that cater for existing and new players	OBJECTIVE 1: Activate available facilities, including floodlit facilities, to deliver new social hockey formats	OBJECTIVE 1: Review governance and administration practices to deliver a collaborative regional approach to hockey delivery	OBJECTIVE 1: Use hockey resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region.
OBJECTIVE 2: Increase participation opportunities by advocating for investment in existing facilities (including school facilities).	OBJECTIVE 2: Provide additional club based synthetic pitches in key growth areas and investigate the conversion of existing grass to synthetic pitches	OBJECTIVE 2: Support and enable GHA and individual clubs to implement weeknight hockey programs and competitions to address demand	OBJECTIVE 2: Support GHA and individual clubs in the ongoing delivery of the Hookin2Hockey program in all G21 primary schools	OBJECTIVE 2: Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey	OBJECTIVE 2: Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

PRIORITY RECOMMENDATIONS - DETAILED ON THE FOLLOWING PAGES



IMPLEMENTATION PLAN

Key project roles have been assigned to individual stakeholder groups to support the initiation, timely delivery and support of strategic directions and recommendations.

Key roles are outlined below:

Initiate

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

Deliver

On the ground delivery of strategic directions, activities and services to the G21 Region hockey community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

To ensure key actions can be achieved, ongoing collaboration between all stakeholders is essential.

Strategic directions have been allocated a level of priority based on their overall impact on the delivery and sustainability of hockey within the G21 Region.

Priority stages are outlined below.

Critical (0-1 year)

A strategic direction that has a serious impact on ongoing service delivery and, without achievement other strategic directions cannot be progressed.

High (1-2 years)

A strategic direction of high importance that underpins sports development and infrastructure improvements across the Region.

Medium (3-5 years)

Strategic direction that contributes to meeting overall Regional Strategy objectives.

Low (5-10 years)

Strategic direction that contributes to overall Regional Strategy improvement activities but do not supersede other objectives.

Ongoing

Strategic direction that will require ongoing commitment by all stakeholders.

OBJECTIVE 1

Partner with the education sector to better utilise existing facilities and influence future development priorities

OBJECTIVE 2

Increase participation opportunities through advocating for investment in existing facilities (including school facilities)

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
1.1	Negotiate improved access and use of existing school facilities at Geelong College and St Ignatius College by strengthening partnerships with the education sector. Utilise these facilities as satellite/training venues to support local demand.	Critical	Hockey Victoria (HV), Geelong Hockey Association (GHA)	GHA	Clubs
1.2	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.	High	GHA, HV	GHA	Clubs
1.3	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.	Medium	GHA, Golden Plains Shire	GHA, Golden Plains Shire	Clubs
1.4	Support local participation growth in key areas outside of central Geelong (such as Leopold and Ocean Grove) and ensure appropriate access is provided to a suitable training pitch.	Low	GHA, HV	GHA, HV	Clubs
1.5	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).	Low	GHA, HV	GHA, HV	GHA, HV

OBJECTIVE 1 Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities			OBJECTIVE 2 Provide additional club based synthetic pitches in key growth areas and investigate the conversion from grass to synthetic		
TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
2.1	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.	Critical	CoGG, HV	CoGG, HV	GHA, SRV
2.2	Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College.	Critical	Surf Coast Shire, HV, GHA and Torquay HC	Surf Coast Shire, Torquay HC, HV	HV, GHA, SRV
2.3	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.	High	HV, CoGG, GHA	CoGG, GHA, HV	GHA, Newtown Hockey Club, SRV
2.4	Confirm floodlighting lux levels at Geelong Grammar and identify upgrade opportunities to meet club level (200 lux) or higher standards.	High	HV, GHA	HV, GHA	GHA
2.5	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.	Medium	GPS, HV, GHA	GPS, GHA	HV, SRV
2.6	To support the growth of hockey in the Bellarine, investigate opportunities to increase the size of the pitch to competition standard at St Ignatius College and install lights.	Medium	HV, GHA	HV	GHA, SRV
2.7	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.	Ongoing	All LGAs, HV	All LGAs, HV	GHA

OBJECTIVE 1
Support and develop attractive and affordable hockey programs that cater for existing and new players

OBJECTIVE 2
Support and enable the GHA and individual clubs to implement weeknight hockey programs and competitions to address demand

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
3.1	Review occupancy and usage arrangements at Stead Park to ensure the facility is offering fair and equitable access to all clubs, and determine any opportunities for increased use for weeknight competitions or social hockey.	Critical	GHA	GHA	HV
3.2	Explore the capacity and availability of existing multi-use venues at Geelong College and Geelong Grammar, and identify opportunities to implement weeknight programming to meet demand.	High	GHA, HV	GHA, Clubs	HV
3.3	Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition.	Medium	HV, GHA	HV, GHA	GHA, Clubs
3.4	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.	Low	HV, GHA	GHA, Clubs	LGAs
3.5	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.	Ongoing	HV, GHA, CoGG	HV, GHA, Clubs	LGAs, G21 Pillar

OBJECTIVE 1

Activate available facilities, including floodlit facilities, to deliver new social hockey formats

OBJECTIVE 2

Support the GHA and individual clubs in the ongoing delivery of Hookin2Hockey program in all G21 primary schools.

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
4.1	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical	HV, GHA, Clubs	HV, GHA Clubs	LGAs, Schools
4.2	Increase the number of G21 schools offering Hookin2Hockey programs (currently 110) annually by at least 5% through the establishing greater partnerships with the education sector.	Critical	HV, GHA, Clubs	HV, GHA	GHA



OBJECTIVE 1

Review governance and administration practices to deliver a collaborative regional approach to hockey delivery

OBJECTIVE 2

Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
5.1	Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy, that provides clear organisational and operational directions for the association, its clubs and facility owners.	Critical	HV, GHA	HV, GHA	Relevant LGAs, Clubs
5.2	Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West, that will enable facility and participation growth.	High	HV, GHA, Clubs	HV, GHA, Clubs	Relevant LGAs
5.3	Hockey Victoria to review affiliation fees to ensure entitlements are reflective of the level of support provided. GHA and clubs to conduct a review process to ensure fees align with club financial sustainability strategies.	High	GHA, Clubs	GHA, Clubs	HV

OBJECTIVE 1

Use LGA resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region

OBJECTIVE 2

Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
6.1	Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore joint funding models for supporting this position.	Critical	GHA	HV, GHA	Clubs
6.2	Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation.	High	HV, GHA	HV, GHA, Clubs	SRV, VicHealth
6.3	Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets.	Medium	GHA, LGAs	GHA	LGAs, Clubs

MUNICIPAL PRIORITIES – CITY OF GREATER GEELONG

The following recommendations from Priority's 1 – 6 are relevant to the City of Greater Geelong catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.2 - High)	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.
Facility Access (2.1 - Critical)	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.
Facility Access (2.3 - High)	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (3.4 - Low)	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.
Participation (3.5 - Ongoing)	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – SURF COAST SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Surf Coast Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (2.2 - Critical)	Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – GOLDEN PLAINS SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Golden Plains Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (1.3 - Medium)	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.
Facility Access (2.5 - Medium)	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – COLAC OTWAY SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Colac Otway Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.5 – Low)	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).
Facility Access (2.7 – Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 – Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.



FUNDING AND INVESTMENT

Hockey is a sport that has always made significant financial contributions towards facilities. The sport and local clubs take their responsibility for the ongoing maintenance and replacement of pitch surfaces very seriously and invest heavily in facilities.

The Geelong Hockey Association makes a significant contribution to capital, renewal and maintenance costs of the Stead Park facility. The GHA contributed \$250,000 (13%) to the construction cost of the second pitch, fund renewal of the pitch surfaces (estimated at around \$400,000 each) and contribute approximately \$3,000 per year to the maintenance of the pitch surfaces.

Due to the significant cost to replace a synthetic hockey pitch (approximately \$500,000) clubs develop sinking funds to ensure pitches can be immediately replaced when they reach end of life. Hockey Victoria requests that Premier League clubs have a facilities replacement strategy and strongly encourage clubs to negotiate better deals with land owners.

However, this self funding model is challenging for some clubs as the cost of surface replacement continues to rise. Some clubs are unable to raise the funds and rely on the support of state and local government. Investment into synthetic pitches not only needs a funding model for development, but also a strategy and defined responsibilities for renewal and maintenance.

New hockey pitches cost approximately \$1.5m to \$1.8m and generally rely on a range of funding partners to support delivery. Sport and Recreation Victoria's Major Facilities Funding program provides grants of up to \$800,000 for sub-regional and regional sports facilities. This funding opportunity may be suitable when considering a number of diverse funding opportunities for Armstrong Creek West but may not meet the criteria for funding of local level facilities including a proposal for a multiuse synthetic pitch in Torquay.

Development of hockey infrastructure at King Lloyd Reserve will need to be supported by significant investment and demonstrated participation outcomes. Acquiring private land for the development of a synthetic hockey pitch will be a matter for the City of Greater Geelong to consider.

The financial cost of implementing the recommendations outlined in this Strategy has not been determined, however it is critical that key stakeholders, as well as potential funding providers adopt a coordinated approach to the scoping and delivery of these recommendations and recognise the need for multiple funding partners.

Collaboration between Hockey Victoria, GHA and G21 LGAs will be essential to delivering strategic priorities and advocating for funding via election commitments.



APPENDICES

APPENDIX 1

STATEMENT REGARDING THE STATE OF PLAY REPORT

The strategic directions and recommendations in the G21 Regional Hockey Strategy was informed by the State of Play Report developed in May 2018.

The purpose of the State of Play Report was to collate and confirm the accuracy of all research and stakeholder consultation findings, and to present the preliminary directions for PCG approval.

It should be noted that the State of Play Report is considered an internal document only and has been superseded by the development of the G21 Regional Hockey Strategy.

APPENDIX 2

G21 REGIONAL HOCKEY STRATEGY PARTICIPANT SURVEY SUMMARY REPORT - APRIL 2018

KEY SURVEY FINDINGS

The G21 Hockey Survey was distributed to G21 players and officials by Hockey Victoria and the Geelong Hockey Association and was open from 3rd April – 1st May 2018.

Various questions were skipped by respondents, making individual question analysis vary depending on the response rate.

Key highlights from the survey are grouped below in relevant themes.

STRATEGIC PRIORITIES

Respondents highlighted the following as the key focus / priority areas for the G21 Hockey Strategy:

- The need for additional grounds within the Region to minimise facility access travel time (73 responses).
- Reducing the fees / costs associated with participating (46 responses).
- Additional programming opportunities / coaches (35 responses).

PARTICIPATION

- 58% of surveyed respondents attributed their connection with hockey as a direct result of an immediate family member already playing the game.

MOTIVATION

- Almost 40% of respondents identified their motivation to stay connected to hockey was a result of an immediate family members involvement in the game.
- Introduction to hockey through the Hookin2Hockey program was also cited as a significant motivator for hockey participation.

ACCESS AND PROGRAMMING

- 90% of respondents play the majority of their hockey at Stead Park, with 80% also identifying this ground at their main training facility.
- Just over a quarter of respondents (26%) travel less than 20 minutes (return trip) to access their local hockey facility, with 14% of respondents traveling between 1-1.5 hour.
- 22% of respondents (31 responses) highlighted the need for additional weeknight programming opportunities.
- 60% of respondents were aware of Hockey Victoria's social game formats, with only 16% of respondents confirming their interest in participating.
- In regard to the number of days respondents accessed their local hockey facility, the highest response was 'twice per week in the winter season'.

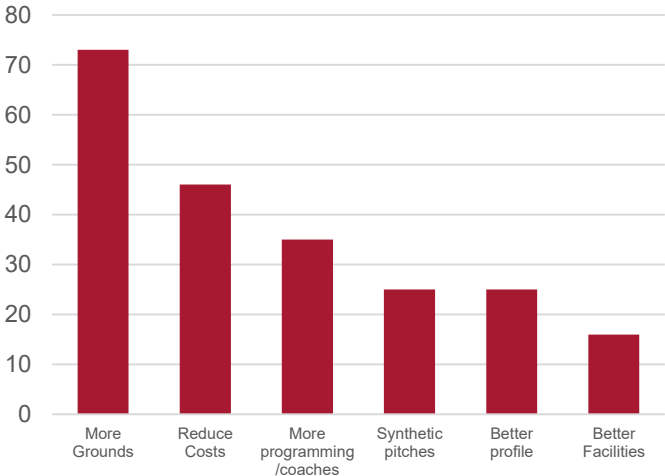
DEMOGRAPHICS

- 244 respondents completed the survey. Of these, 205 (70%) were current players or parents of current players. The remaining 30% were completed by former players or club administrators.
- All nine G21 clubs provided at least one response to the survey, and all but one Hockey Geelong competition grade was represented (Under 8's Summer Competition).
- Almost half of all respondents were over the age of 41 years.
- 76% of surveyed respondents reside within the City of Greater Geelong.
- Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local involvement.
- Over a quarter of respondents (28%) stated their involvement with hockey exceeded 10 years.
- Over half of surveyed respondents (54%) stated "increasing the profile of hockey within the Region" as key to increasing participation.

STRATEGIC PRIORITIES

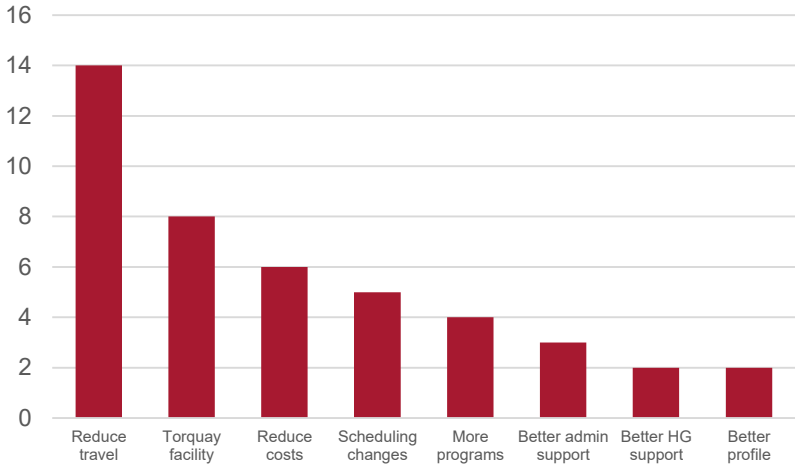
- ▶ 172 respondents identified their top 3 priorities for the Strategy. Of those responses, the following trends were identified:
- ▶ The need for additional grounds within the region to minimise facility access travel time was identified 73 times.
- ▶ Reducing the fees / costs associated participating was cited 46 times.
- ▶ Additional programming / coaches was identified 35 times by respondents.
- ▶ Other key trends highlighted were: Conversion of all pitches to a synthetic surface, increasing the profile of hockey within the region and provision of better quality facilities.
- ▶ Respondents were given the opportunity to provide up to three key priorities.

Top 3 Priorities for Strategy



- ▶ Respondents were given the opportunity to provide general commentary in regards to G21 Hockey Strategy development, with 57 answers being provided.
- ▶ Of the details supplied, key trends were identified as:
- ▶ Additional pitches / facilities required to minimise travel time. 24% (14 responses) identified this as a key consideration for the Strategy.
- ▶ 8 respondents (14%) highlighted the need for the Strategy to explore the provision of a new hockey facility in Torquay.
- ▶ 6 respondents identified the cost of participating / high fees as a key issue hampering hockey participation across the region.

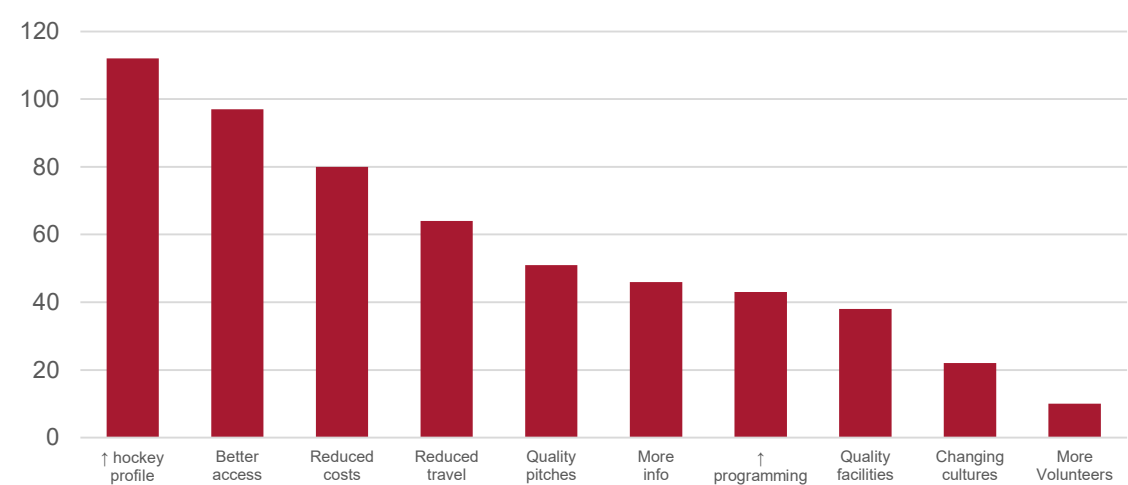
Additional Strategy commentary



INCREASING PARTICIPATION

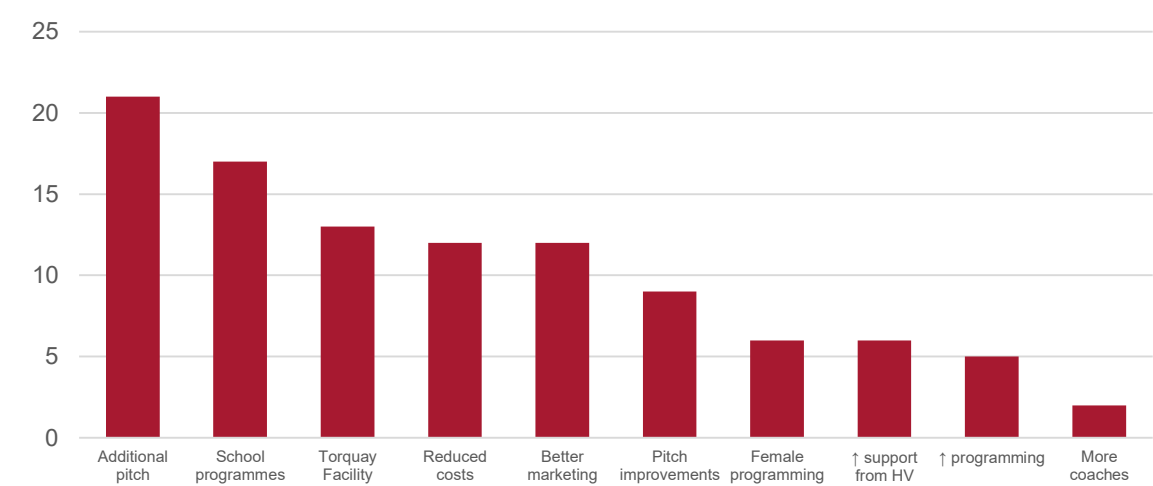
- ▶ The key to increasing hockey participation indicated by the 206 respondents were identified as:
 - ▶ “Increasing the profile of hockey within the region (54%)
 - ▶ “Greater access to playing / training fields” (47%)
 - ▶ “Decreased costs associated with playing hockey” (39%)
- ▶ Respondents were given the opportunity to provide up to three key answers.

Key to increasing hockey participation



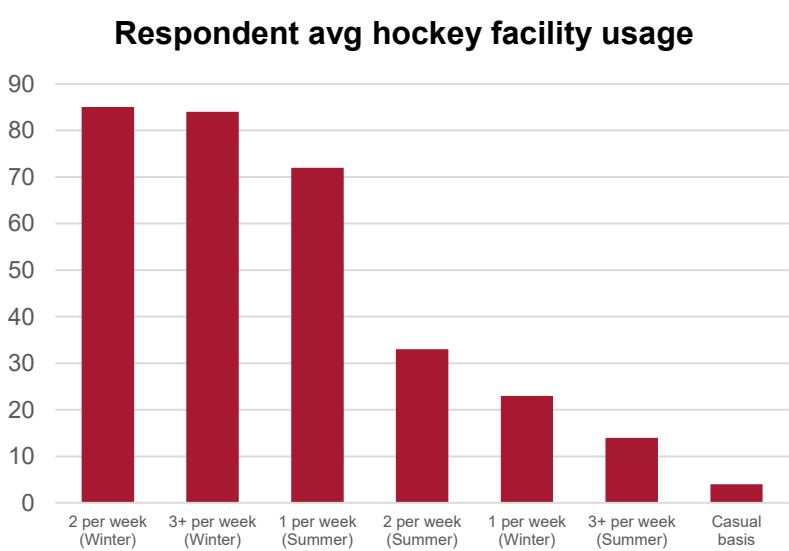
- ▶ An additional opportunity was offered to respondents to provide commentary in regards to increasing hockey participation through free text.
- ▶ A total of 115 responses were collected, highlighted the following key themes:
 - ▶ Provision for an additional ground (21 responses) received 18% of total question responses.
 - ▶ Additional hockey programming in schools (17 responses) received 15% of all question answers.
 - ▶ Provision for an a synthetic pitch in Torquay was highlighted by 13 respondents (11%).
 - ▶ Greater marketing and promotion for hockey within the Region and reduction of costs associated with participating both received 12 responses respectively, accounting for 10% of all responses each.

Increasing hockey participation

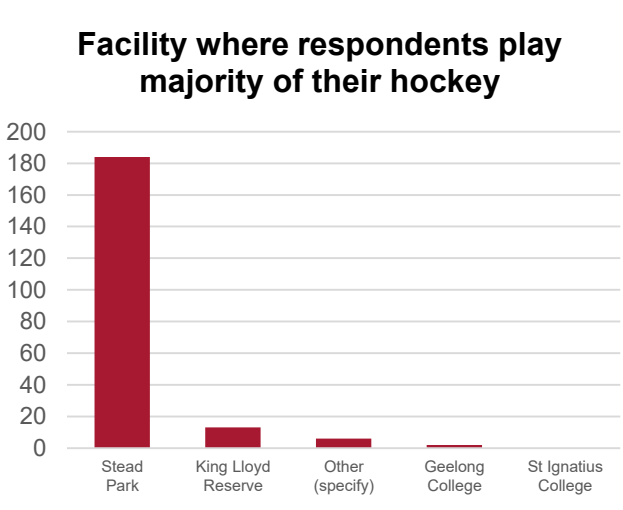


FACILITY ACCESS

- ▶ 206 respondents answered this question, providing a total of 317 responses (up to two per person).
- ▶ Of the 317 responses, 85 identified using a hockey facility twice per week in winter, with 84 stating their average as three times per week.
- ▶ In summer, 35% of respondents identified using their facility once per week (72 responses).

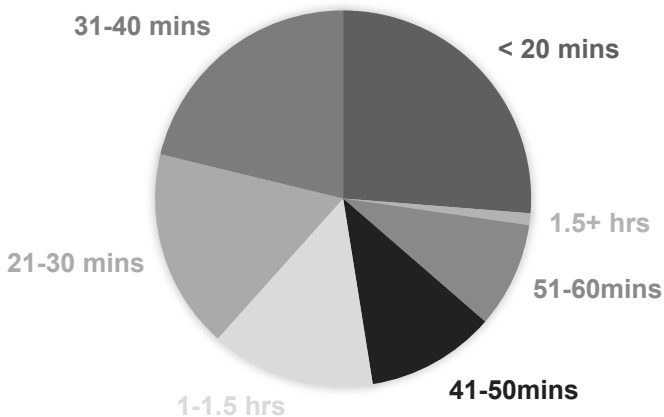


- ▶ As expected, Stead Park accounted for the majority of hockey participation with 184 / 205 responses selecting this facility as playing majority of their hockey (90%).
- ▶ King Lloyd Reserve was the second most commonly used venue with 13 responses.
- ▶ Of the 205 responses provided for the most prominent training facility, Stead Park accounted for 80% of responses.
- ▶ Followed by 'Other' (19 responses). 8 of these identified the Torquay Football Field as their training venue, and 3 identified Ballarat.



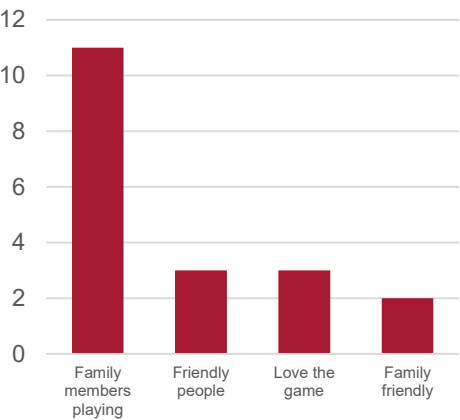
- ▶ The second most common drive time was identified as 31 - 40 minutes, accounting for 21% of all responses.
- ▶ 14% of respondents (18 / 206) travel between 1 - 1.5 hours to access their local facility.

Travel time to access local facility (return)



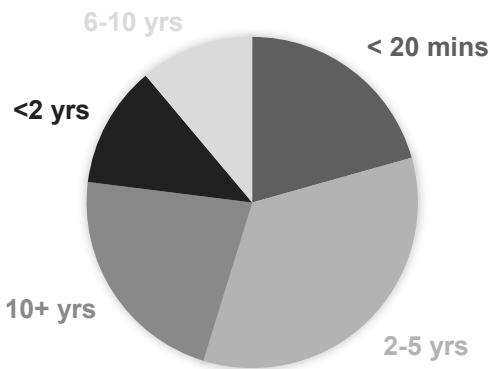
MOTIVATION

Main reason for staying connected to hockey



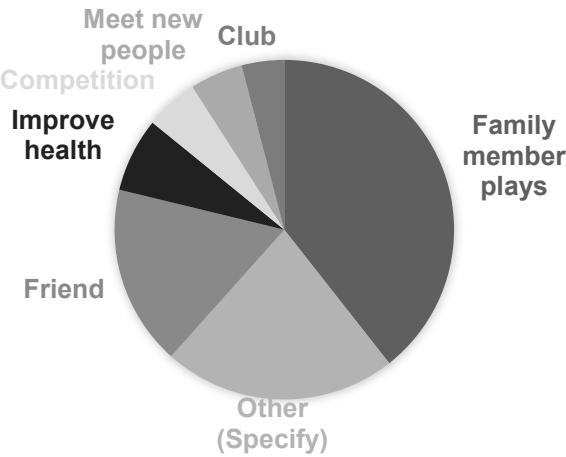
- ▶ Only 19 of the respondents provided an answer to this question.
- ▶ Of the 96 responses, 58% attributed their connection with hockey as a direct result of an immediate family member already playing the game.

Time involved in hockey within the G21 region



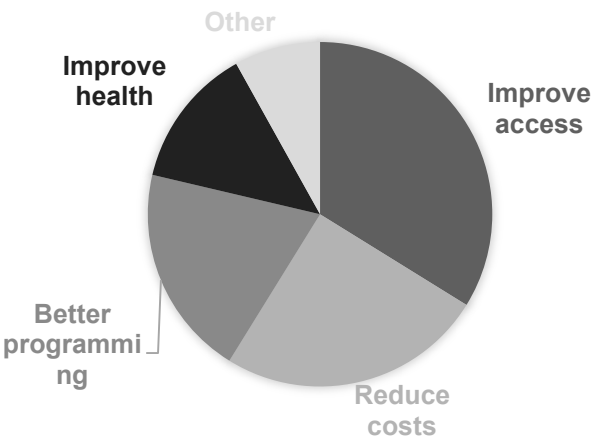
- ▶ Of the 206 respondents to provide an answer, 43% have been involved in hockey in the G21 region for 2 - 5 years.
- ▶ Over a quarter of respondents (28%) have been involved in hockey for 10+ years.
- ▶ 38 respondents skipped this question.

Initial motivation to play hockey



- ▶ Of the 206 respondents providing an answer to this question, almost 40% identified an imminent family member playing hockey as the initial motivator to participating.
- ▶ Of the 'Other' (22%) responses, 16 outlined the Hookin2Hockey program through their school as the initial motivator for their participation in hockey.

Methods to increase involvement in local hockey

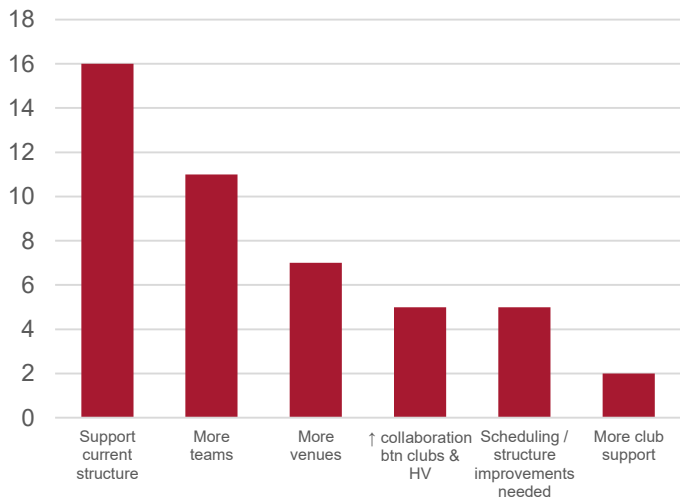


- ▶ Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local hockey involvement.
- ▶ Reducing costs associated with participating in hockey was identified as another key influence to increasing involvement in hockey.

ACCESS AND PROGRAMMING

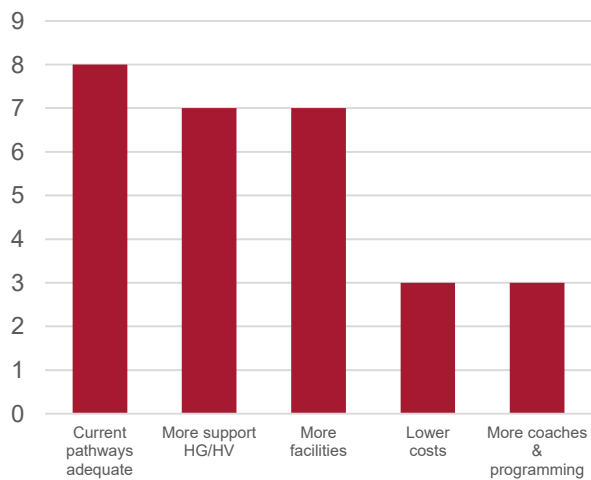
- ▶ Key themes as a result of a free text question posed regarding the current format of competition structures identified the following:
 - ▶ 16 respondents support existing competition structure
 - ▶ 11 respondents identified the need for additional teams within G21 competitions
 - ▶ Additional venues to support increases in participation.
- ▶ A total of 73 responses were provided to this question. A total response rate of 35% completion.

Feedback on current structures



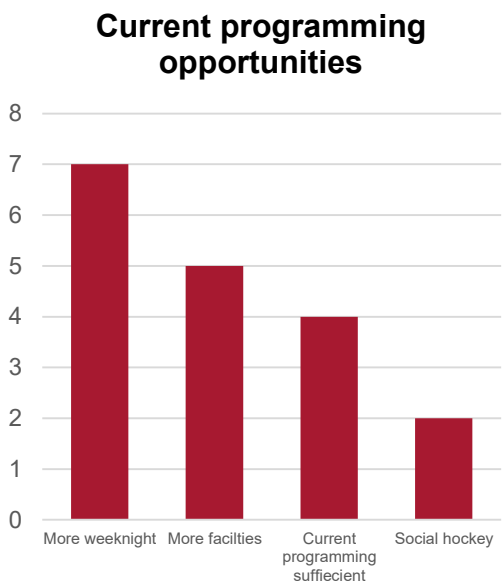
- ▶ 65 respondents provided feedback regarding current junior development pathways. Of those responses, the following trends were identified:
 - ▶ 8 respondents stated that existing pathways are good / adequate (12% of all responses).
 - ▶ 7 respondents identified the need for an additional facility within the region to foster growth, with a further 7 identifying a need for greater support from Hockey Geelong and Hockey Victoria (11% of all responses respectively).
- ▶ As a free text commentary question, common trends in answer responses were more difficult to establish.

Junior development pathways



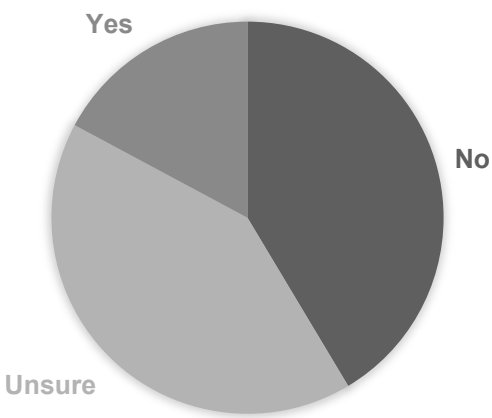
ACCESS AND PROGRAMMING

- ▶ 31 respondents provided feedback in regard to programming opportunities currently being offered within the G21 region. Of those responses, the following trends were identified:
 - ▶ 7 respondents highlighted the need for additional weeknight programming (22% of all responses).
 - ▶ 5 respondents identified the need for an additional facility within the region to conduct additional programming (16% of all responses).
 - ▶ 4 respondents stated that the current programming offering is sufficient.



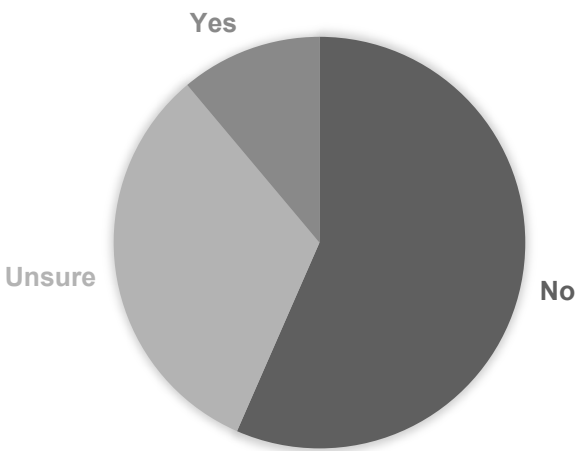
- ▶ 206 respondents provided an answer identifying their interest in participating in social hockey.
- ▶ 85 respondents stated they were unsure if they would participate in social hockey (41% of all responses).
- ▶ 85 respondents also stated that they would not participate in social hockey (41% of all responses).
- ▶ 36 respondents (18%) said they would participate in a social hockey format if offered locally.

Interest in participating in social hockey



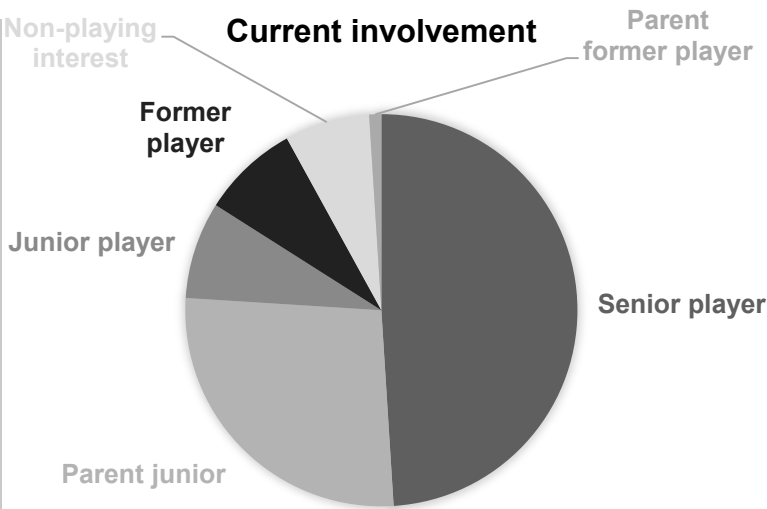
- ▶ 115 respondents stated that they would not participate in social hockey instead of regular training sessions (56%).
- ▶ 66 respondents stated that they were unsure as to whether they would participate in social hockey instead of their regular training sessions (32%).
- ▶ 23 respondents identified their support for social hockey participation over regular training sessions (11%)

Participation in social hockey instead of regular training



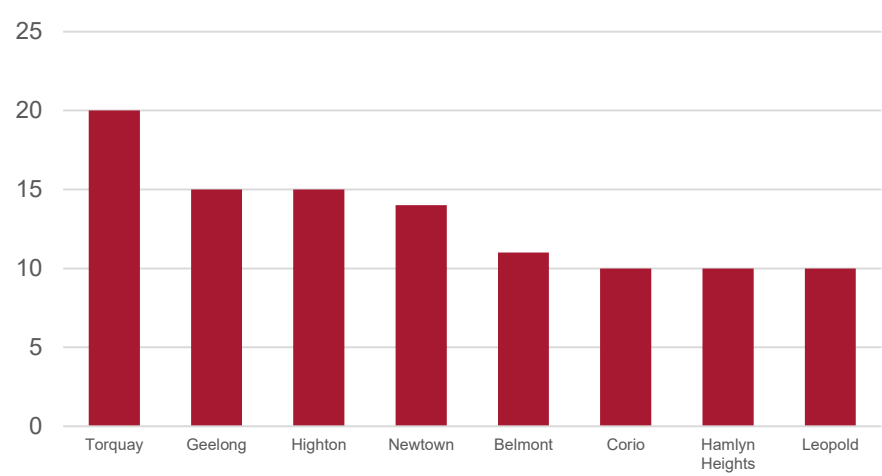
DEMOGRAPHICS

- ▶ 244 individuals completed the online G21 Regional Hockey Strategy Participant Survey.
- ▶ 49% (119 respondents) were Current Senior Hockey Players, 27% (66 respondents) were Parents of a Current Junior Hockey Players.
- ▶ Almost half of all respondents were aged over 41 years (101 respondents). Of these, 56 were female (55%), 44 male (44%) and one respondent did not wish to reveal their gender.



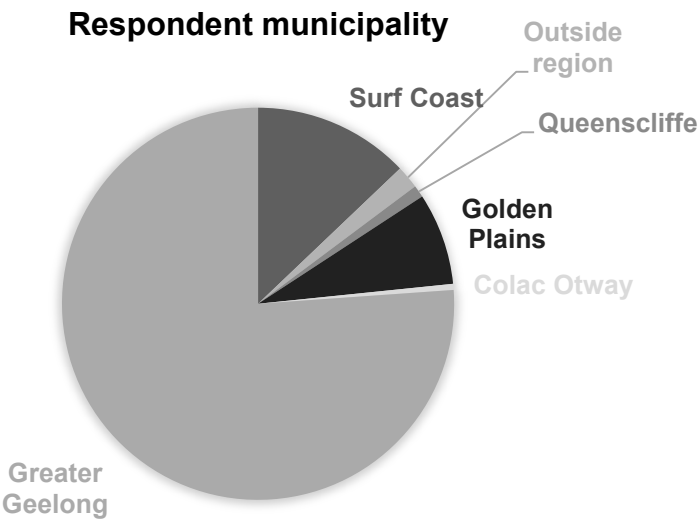
- ▶ Of the 206 individuals that supplied suburb information, 10% (20 respondents) were residents of Torquay, 21% (44 respondents) were residents of Geelong, Highton and Newtown.
- ▶ 4 respondents live outside of the G21 region with 2 residing in Ballarat and 1 in Richmond.

Suburb of respondents

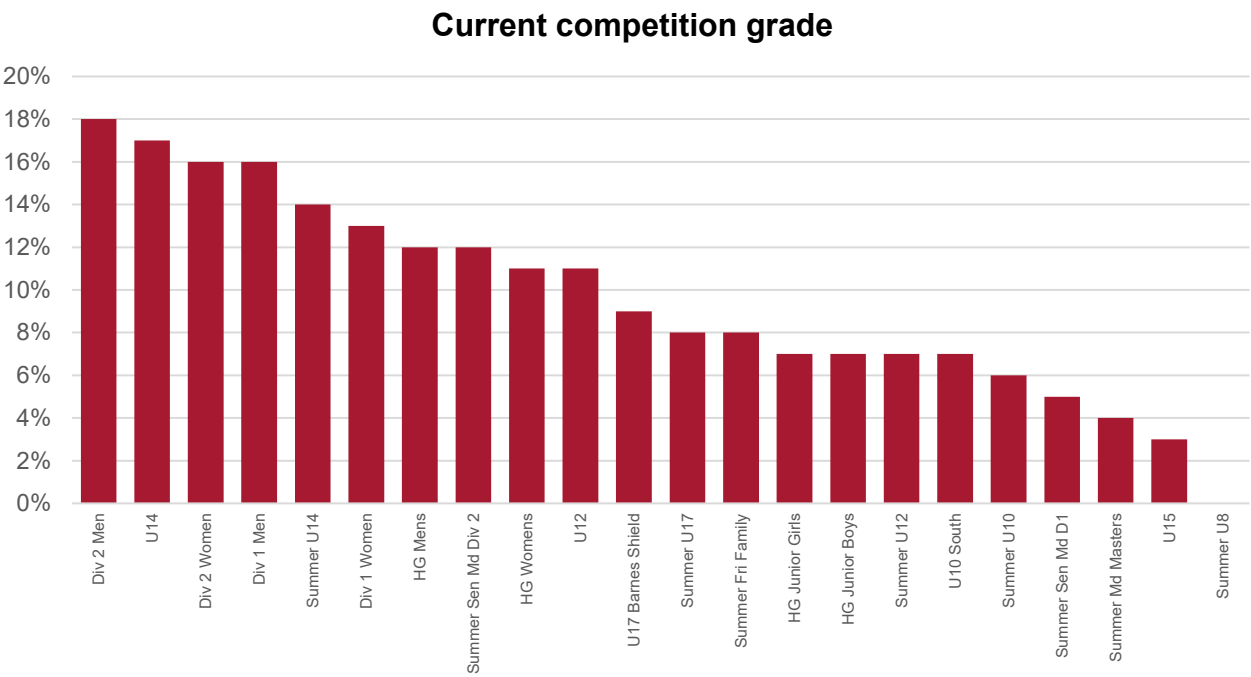


DEMOGRAPHICS

- ▶ Of the 206 respondents that provided residential suburb information, 160 (77%) reside within the City of Greater Geelong.
- ▶ Almost 2% of all respondents reside outside of the G21 region (4 individuals).



- ▶ Of 206 individuals that provided information regarding their current competition grade:
 - ▶ 18% of respondents (37) compete in Division 2 Men's
 - ▶ 17% play Under 14's
 - ▶ And 16% compete in Division 1 Women and Division 1 Men's respectively.
- ▶ The only grade to have not had a representative respondent was the Summer Under 8's competition.





PO Box 4078
131 Myers Street
Geelong Victoria 3220

TEL +61 3 5227 4000
FAX +61 3 5224 2594
EMAIL G21info@g21.com.au

www.g21.com.au

Cr Murnane declared a Conflict of Interest in Agenda Item 5 - Draft G21 and Cricket Victoria Barwon Regional Cricket Strategy and left the meeting room prior to discussion at 7.38pm..

5. DRAFT G21 AND CRICKET VICTORIA BARWON REGIONAL CRICKET STRATEGY

Source: Community Life - Social Planning & Investment
Director: Linda Quinn
Portfolio: Social and Infrastructure Planning

Purpose

To update Council about the draft G21 and Cricket Victoria Barwon Regional Cricket Strategy and to seek approval to release the strategy for a six-week public exhibition period.

Background

The draft G21 and Cricket Victoria Barwon Regional Cricket Strategy aims to guide the future planning and development of cricket across the Barwon region to 2028. The strategy provides a framework to support the future management, development and infrastructure outcomes for the sport. The strategy is a collaborative planning project between the G21 Region Alliance, G21 local government authorities (LGAs), Cricket Victoria, Victorian Government and the local cricket community.

Key Issues

- The development of the draft G21 and Cricket Victoria Barwon Regional Strategy investigates issues and opportunities facing cricket identified through extensive consultation with the cricket community and the five G21 LGAs (City of Greater Geelong, Surf Coast Shire, Borough of Queenscliffe, Golden Plains Shire and Colac Otway Shire).
- The draft strategy has identified five key strategic priorities which aim to improve and develop the sport. These are:
 - Priority 1 – Governance and cricket activity management;
 - Priority 2 – Participation growth;
 - Priority 3 – Facility provision, capacity and renewal
 - Priority 4 – Regional cricket and community centre;
 - Priority 5 – Resourcing and partnerships.
- There are no immediate investment or resource implications for the City in the draft strategy. Further detail regarding future priorities are detailed in the discussion section of this report.
- The draft strategy notes improving the structure and governance of cricket as the main critical priority.
- All G21 LGA's will release the draft strategy for public exhibition from Thursday, 25 October 2018 for a six week period.

Cr Aitken moved, Cr Kontelj seconded -

That Council approve the release of the draft G21 and Cricket Victoria Barwon Regional Cricket Strategy for public exhibition from Thursday, 25 October 2018 for a six-week period.

Carried.

Attachment 1

Financial Implications

There are no financial implications arising from this report. Funding for any action noted in the draft G21 and Cricket Victoria Barwon Regional Cricket Strategy into the future will be sought through a range of funding opportunities and through Council's budgetary process.

Community Engagement

The draft G21 and Cricket Victoria Barwon Regional Cricket Strategy provides the strategic framework to support and improve the sport of cricket over the next 10 years. The Strategy has been driven through extensive engagement with the cricket community including club and school survey's, cricket stakeholder workshops as well as Project Control Groups and Project Reference Groups. Overarching strategic documents also used to guide the draft Strategy's development include Cricket Victoria's 'Common Ground: A Unified Plan for Victorian Cricket Facilities' (2014), Cricket Australia's National Facilities Audit (2015-2017), Cricket Australia Community Infrastructure Guidelines (2015) and the Victorian Cricket Infrastructure Strategy (2018).

The consultation period for the strategy has identified a vision for the Barwon Cricket Region being 'More cricket, played by more participants, across a diversity of programs and locations'. To achieve this vision, the draft Strategy has identified 5 key strategy priorities, these are:

Priority 1 – Governance and Cricket Activity Management

The structure of cricket within the Barwon region provides a mixed approach to the delivery of services, competitions, programs and activities with a number of separate clubs, associations, committees and player development programs operating independently of each other. It is therefore that the most immediate priority and challenge facing cricket across the region is the current governance and management structure. This is impacting on the viability of all other elements of the game and needs to be addressed in order for the sport to prosper. The most critical action under this priority is to 'Develop an aligned and collaborative structure to manage cricket' and for Cricket Victoria to lead a stakeholder working party to investigate this in partnership with the cricket community. It is identified that all other strategic directions cannot be progressed until this is addressed. A future amended governance model will require coordinated and supported administration through sustainable management, along with broad consultation from leagues, clubs and associations within G21.

Priority 2 – Participation Growth

This priority aims to grow cricket, its range of activities, club capacity and profile across the region. It is identified within the draft strategy that cricket in G21 has experienced a decline in participation in recent seasons which is in contrast to the rest of Victoria. In addition, despite considerable improvement in the past two years, female participation rates are very low and clubs and associations require continued support from Cricket Victoria to provide diversified and flexible formats to help address this.

Within this priority is a need for Cricket Victoria to lead a strategic review of current structures and game formats and to work with clubs to introduce diversified programs. This includes engaging and promoting junior, youth and female programs and growing inclusive cricket programs for multi-cultural and Indigenous communities. Along with this wider suite of cricket programs and opportunities, there must be adequate resources to support implementation and ongoing operation.

Priority 3 – Facility Provision, Capacity and Renewal

The Barwon region's unique 'metro meets country' hybrid profile means that there is no one size fits all approach when looking at future cricket facility provision. Of the 155 playing fields in G21, 70% of those are located within the City, 12% in Colac Otway Shire, 11% Surf Coast Shire, 6% in Golden Plains Shire and 1% in the Borough of Queenscliff.

The provision of playing facilities in the G21 aligns with recommendations for both country and metropolitan areas however the unique geographical spread of the region sees varying levels of demand for infrastructure. Due to this, the draft Strategy notes that the prioritisation of new venues and facilities should be led by clubs reaching capacity or within areas of forecast population growth (e.g. Armstrong Creek). It is identified within the draft strategy that some existing facilities within G21 are not meeting recommended standards for cricket at a local level. In order to attract investment and subsequent development of these sites, the first critical action under this priority is for Cricket Victoria, G21 LGA's and SRV to assist clubs in developing individual facility renewal plans with projects that promote diversity and inclusion prioritised.

Importantly, the draft strategy also notes that the development of additional turf pitch playing fields within the City is not supported in the short to medium term given the existing high level of turf pitch provision. Whilst this provision is commensurate with higher population and participation numbers, it may also be restricting the capacity of existing sites and constraining the flexibility and opportunity for expansion of the game. While ensuring a suitable balance of turf and synthetic pitches will be a key focus for the Barwon Region into the future, there is to be no net gain of turf provision in the Barwon region during the life of this strategy or until 'Priority 1 – Develop an aligned and collaborative structure to manage cricket' is resolved. This extends to turf practice wickets also.

Priority 4 – Regional Cricket and Community Centre

Cricket Victoria has identified a need to deliver and activate regional level Cricket and Community Centres in a number of regions, including G21, to achieve and address the following key roles and functions:

- Participation development – for year-round competition activities, program delivery and school participant development including a venue suitable for finals and events.
- Education – provide adequate support, education and training for players, coaches, umpires and off-field support services including volunteers.
- High performance – provision of indoor, outdoor, health and fitness infrastructure, particularly within an area where access to such facilities may be limited.
- Shared regional services – to provide a more centralised and streamlined approach to future cricket activities including competition, marketing and promotion.

The delivery of a regional centre includes the opportunity to leverage off existing facilities using a multi-use approach.

The critical action under this priority is for a working group to further progress this investigation and consider potential locations. It is noted that any investment for a Regional Cricket and Community Centre will require a collaborative approach from G21 along with Cricket Victoria, Cricket Australia, state and federal governments and potentially commercial partners.

Priority 5 – Resourcing and Partnerships

It is identified within the draft strategy that no single organisation can deliver all activities and priorities alone, and that collaboration is required to create cohesive and efficient sports administration, programs, partnerships and infrastructure for the Barwon cricket region. Once the financial impact of implementing proposed actions is known, a coordinated approach to the delivery and funding of priorities is important to achieve collective outcomes.

The critical action under this priority will be for G21 LGAs and Cricket Victoria to actively advocate to the State Government and Cricket Australia for the continuation of Sport & Recreation Victoria's Community Sports Infrastructure Fund 'Cricket Facilities' category along with Cricket Australia's National Facilities Funding Scheme. In addition, project partners will be encouraged to work together to provide structured communication and promotion of the strategy and its progression.

Social Equity Considerations

The draft strategy recognises the need to improve diversity and inclusion in cricket across the Barwon region. There is a strong focus on delivering programs which promote and support female participation, all-abilities as well as Indigenous and Multicultural communities.

It is noted within the strategy that female participation in the region is well below the State's average, and a key action under Priority 2 – 'Grow cricket, its range of activities and profile across the Barwon region' is to support local clubs and associations in engaging and growing their female participant base. In addition to strengthening the female cricket pathway, it will be important to diversify and offer more flexible, non-structured formats to engage more people outside of their current traditional player profile. These opportunities will target participants with time or financial constraints who may not be inclined to participate on a more structured basis.

The strategy also highlights improving female friendly facilities by working with clubs on developing improvement plans that prioritise inclusive outcomes.

Policy/Legal/Statutory Implications

There are no policy, legal or statutory implications arising from this report.

Alignment to Council Plan

This report aligns to Council's priorities of '*Improved Health and Safety of Our Community*' and '*Informed Social Infrastructure and Planning*' as per the 2018-2022 Council Plan. By consulting with the community and developing a prioritised action plan with key stakeholders, the draft G21 and Cricket Victoria Barwon Regional Cricket Strategy will provide greater participation opportunities and health outcomes through sport. Furthermore, this plan will support and provide strategic justification through a well-developed evidence base for future management and infrastructure requirements for the sport within the G21 region.

Conflict of Interest

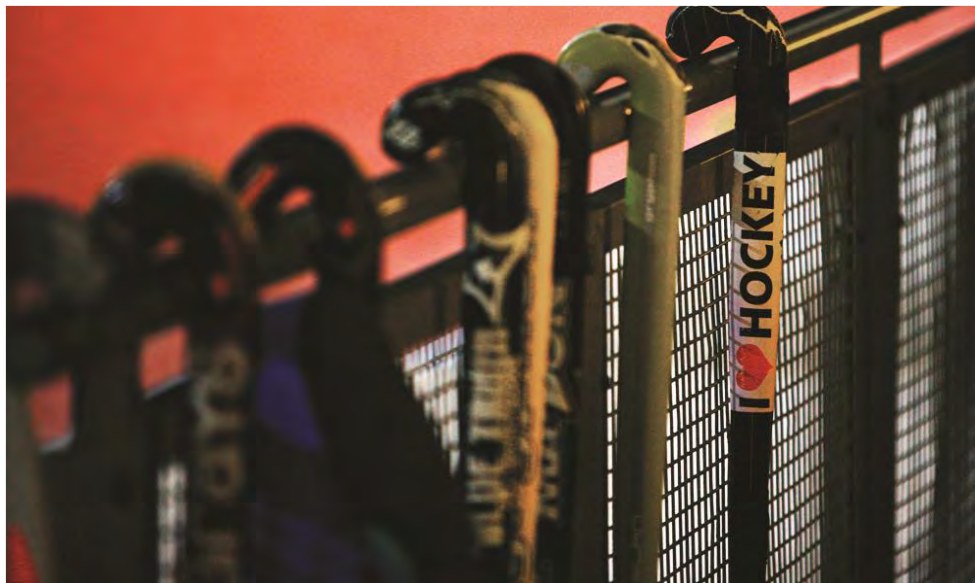
No Council officers involved in the preparation of this report or draft strategy are known to have a direct or indirect interest in matters to which this report relates.

Risk Assessment

There are no notable risks associated with this report.

Environmental Implications

There are no environmental implications associated with this report.



G21 REGIONAL HOCKEY STRATEGY

AUGUST 2018



ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations, including the Geelong Hockey Association, Hockey Victoria and the five Local Government Authorities comprising the G21 Geelong Region Alliance.

Input and advice from the Project Control Group, consisting of representatives from the above organisations has also assisted in the development of this document.

PROJECT CONSULTANTS

insideEDGE Sport and Leisure Planning

Whitten Oval | 417 Barkly Street

Footscray West | VIC 3012 | Australia

Telephone | +61 3 9680 6370

Email | info@ieslp.com.au

Web | www.ieslp.com.au



CONTENTS

SECTION	PAGE
▶ INTRODUCTION	4
▶ EXECUTIVE SUMMARY	6
▶ PROJECT CONTEXT	8
▶ STRATEGIC DRIVERS AND CONTEXT	9
▶ REGIONAL AND LOCAL HOCKEY ISSUES	11
▶ CONSULTATION ANALYSIS AND KEY DRIVERS	12
▶ POPULATION GROWTH AND DRIVING DEMAND	13
▶ G21 POPULATION PROJECTIONS	14
▶ G21 GROWTH AREAS	15
▶ LOCALISED GROWTH	16
▶ STATE OF PLAY	17
▶ SUMMARY OF HOCKEY IN G21	18
▶ CURRENT PROVISION	19
▶ PARTICIPATION TRENDS	21
▶ SOCIAL HOCKEY	24
▶ FACILITY DEVELOPMENT	25
▶ STRATEGIC RECOMMENDATIONS	30
▶ APPENDICES	44

ABOUT THIS DOCUMENT

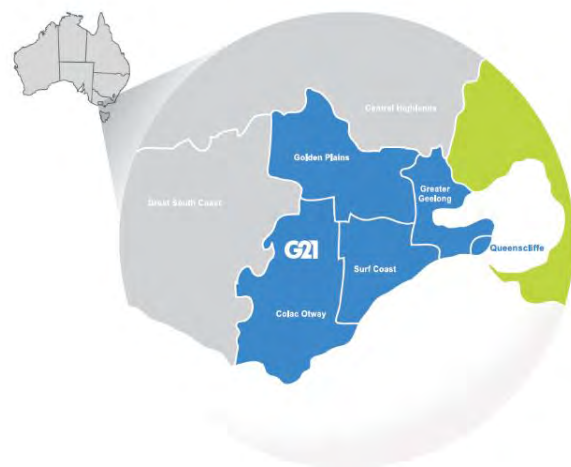
The G21 Regional Hockey Strategy has been developed to guide the overall direction and development of hockey across the G21 Region for the next 10 years.

This Strategy provides a detailed assessment of both local and regional hockey needs and focusses on the development of practical strategies that can collectively meet hockey, community and local government objectives.

The project area for the G21 Regional Hockey Strategy is inclusive of the five Local Government areas within the G21 Region - Borough of Queenscliffe, City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire. The G21 Region is located 73km South West of Melbourne CBD. The Region has a diverse mix of urban, coastal, rural and industrial areas in addition to pockets of significant development and population growth.

The G21 Region has a current population of 326,513 and covers 8972 sq. km. The Region's population is the fastest growing in Victoria, outside of Melbourne.

This Strategy investigates the issues and opportunities facing hockey on a regional scale, and draws on knowledge and resources provided by the sport and each of the five representative LGAs of the G21 Region Alliance.



The G21 Regional Hockey Strategy builds on the research, evidence and data provided in the State of Play Report developed in May 2018. Facility inspections, stakeholder consultation and planning work previously undertaken has also informed the development of strategic recommendations. These include:

- Detailed G21 hockey facility condition and compliance audit reporting (2015).
- Hockey Victoria state participation overview meetings (February 2018).
- Strategic directions from the Hockey Victoria Strategic Facilities Master Plan (identified February 2018).
- Key recommendations from the King Lloyd Reserve Master Plan (2010).
- Key recommendations from the Torquay Hockey Club Synthetic Pitch Feasibility Study assessed (February 2018).
- Geelong Hockey Association (GHA) Participant Survey distributed and results analysed (March 2018).
- Department of Education consultation – via relevant G21 schools conducted (March 2018).
- GHA Club Administrator Workshop conducted (April 2018).
- G21 Regional Hockey Strategy Participant Survey Summary Report completed (May 2018).
- Fortnightly Project Control Group (PCG) meetings.

Collation and analysis of the above information has been crucial to the development of the Strategic Framework (outlined on page 31), with key priorities and recommendations identified to guide the development of hockey in the G21 Region to 2028.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

ABBREVIATION	DEFINITION
Strategy	References throughout this document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole.
LGA	Local Government Authority.
G21	G21 Geelong Region Alliance – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliffe.
G21 S&R Pillar	G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
ABS	Australian Bureau of Statistics – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.
Forecast.id	Forecast.id delivers population forecasts to councils across Australia and New Zealand, and forecasts how the population, age structure and household types will change between now and the future.
SRV	Sport and Recreation Victoria.
Regional Hockey Facility	In this strategy the term 'Regional Hockey Facility' refers to a facility similar to Stead Park.
Single or purpose built hockey pitch	In this strategy the term 'single or purpose built hockey pitch' refers to a pitch that is used for hockey only.
Multiuse / multipurpose hockey pitch	In this strategy the term 'multiuse' or 'multipurpose' hockey pitch refers to a pitch that is being used or will be used for other activities by compatible sports such as soccer, tennis, touch, lacrosse etc. These pitches are generally multi-lined but can still host competition games and events/tournaments.
Local club venue	In this strategy the term 'local club venue' refers to existing venues where local clubs are based or are using for training purposes.
Satellite / training / non competition venue	In this strategy the term 'satellite / training / non competition venue' refers to all hockey facilities other than Stead Park that are only being used for training purposes. These are generally smaller pitches that are not to competition standard.
Competition venue	In this strategy the term 'competition venue' refers to full size pitches that are being used for competition purposes i.e. Stead Park.

EXECUTIVE SUMMARY

Hockey is a popular sport in Victoria with 21,913 players (19,273 playing members and 2,640 Hookin2hockey players). In the G21 Region the Geelong Hockey Association (GHA) is responsible for the delivery and development of the sport and its 1,131 registered participants.

There are nine local hockey clubs affiliated with the GHA, including three clubs that have formed in the past five years - Torquay Hockey Club, Hockey Bellarine and the Golden Plains Hockey Club. Despite the addition of these new clubs, registered hockey participation numbers have declined by 318 players in the past three years.

There are currently 5 hockey pitches within the G21 Region, of which three are located on Council land and two on school land. Whilst the provision of pitches meets the required pitch to population ratio of 1 :100,000, a number of key constraints prevent more people from participating, these include:

- Travel time to venues – whilst the regional facility at Stead Park, Corio services current demand well, it is the only competition venue in the region and travel presents a barrier to participation.
- Facility capacity – a number of existing hockey pitches are the non-preferred grass surface without floodlighting.
- Access – limited access is available to hockey clubs at venues located on education land.

To address the decline in player numbers the sport and its stakeholders, including LGAs and schools, must work together to address these barriers, along with delivering more flexible and non-structured programs to enable and support future growth.

Evidence collected via local and regional stakeholder groups has provided further support for the strategic direction of hockey across G21. Groups surveyed as part of the Strategy’s development identified a range of priorities and opportunities for hockey.

Upgrades to existing or the development of new facilities should be guided by the principle of shared use. Based upon this principle, the development of multi-purpose facilities for use by hockey will support a range of participation outcomes including non-structured and competition formats.

As a key growth area, planning for hockey within the G21 Region is critical to ensuring the prosperity of the sport into the future.

Achieving the vision of **building a strong, inclusive and sustainable hockey community in the G21 Region** will require support and implementation of the following key focus areas.

PARTICIPATION – increasing participation through ongoing facility development and delivery of flexible and innovative programming opportunities.

FACILITY ACCESS – increasing the capacity of and access to existing club facilities and reducing the travel time for players.

SPORT DEVELOPMENT – providing resources that assist in the efficient and effective management and governance of the sport and securing a sustainable hockey footprint in the Region.

Six strategic priority areas have been identified to guide the future development of hockey in the G21 Region over the next 10 years. Specific recommendations under each strategy are provided later in this report.

STRATEGIC PRIORITY 1	Provide functional and accessible hockey facilities.
STRATEGIC PRIORITY 2	Increase capacity of existing facilities and deliver new pitches to meet future demand.
STRATEGIC PRIORITY 3	Increase hockey participation through improved programming.
STRATEGIC PRIORITY 4	Embrace new formats that engage new participants.
STRATEGIC PRIORITY 5	Adopt strategies that support the development of sustainable clubs.
STRATEGIC PRIORITY 6	Promote hockey in the Region through collective marketing strategies and initiatives.

1. Functional and accessible hockey facilities

Plan and deliver functional and accessible hockey facilities that meet the current and future needs of the sport. This includes upgrades to existing and development of new hockey facilities that provide a suite of satellite and competition standard venues.

2. Increase the capacity of existing facilities and deliver new pitches to meet future demand

Prioritising floodlighting projects and delivering new competition standard pitches will service the needs of the sport in line with the regions population growth.

3. Increase participation through improved programming

Delivering flexible and affordable hockey programs that engage existing members and attract new players will be key to reversing the current downturn in participation.

4. Embrace new formats and engage new participants

Hockey in the Region must embrace Hockey Victoria's new social hockey programs (Hockey Sixers, J-Ball and KE40) to attract new people to the game and continue to deliver Hookin2hockey in local schools.

Hockey Victoria's Strategic Plan 2017-2020 outlines the vision to diversify hockey participation opportunities to encompass new modified social hockey formats.

To reach its ambitious goal of 15,000 new or re-engaged participants by 2020, Hockey Victoria have been introducing the new social hockey formats across Victoria, both regionally and in metropolitan Melbourne. The new formats are designed so they can be delivered on both full-size hockey pitches and training pitches, reducing the travel related barriers.

More specific to the G21 region, Hockey Victoria have partnered up with Geelong Hockey Association and Surf Coast Shire to deliver J-Ball and Hockey Sixers at Stead Park and in Torquay in 2018 and 2019. It is anticipated that these new opportunities will attract additional 500 participants by the end of 2019 in the G21 region. Over the next 2-3 years, Hockey Victoria plans to introduce social hockey across each LGA in the G21 region, increasing hockey participation opportunities.

5. Implement strategies that support the development of sustainable clubs

Providing support to the GHA and affiliated clubs through the delivery of strategic planning and improved resources will ensure a sustainable hockey footprint in the G21 Region.

6. Promote hockey through collective marketing strategies and initiatives

Increasing the profile of hockey in the Region through innovative marketing strategies and the recruitment of a dedicated Hockey Victoria resource.



PROJECT CONTEXT

PROJECT METHODOLOGY

This Strategy has been delivered in five key stages and is due to be finalised and adopted by project partners by December 2018. The following diagram outlines project timelines and associated key tasks to be delivered during each stage. The project is currently in Stage 4.



**CURRENT
PROJECT
STAGE**

PROJECT PARTNERS AND CONTRIBUTIONS

The G21 Regional Hockey Strategy has been jointly funded by the five G21 Councils and Hockey Victoria. The Hockey Victoria funding included a 50% contribution by Hockey Geelong. G21 acknowledges that the contribution by Hockey Geelong was on behalf of the nine affiliated hockey clubs, noting that the Torquay Tornadoes Hockey Club provided an additional contribution.

The Torquay Tornadoes Hockey Club have confirmed that they have no expectation regarding recommendations within the Strategy, and will not receive any recognition of their contribution.

PROJECT OUTCOMES

- The following project outcomes will be delivered through the Final G21 Regional Hockey Strategy:
- Identification of infrastructure and sports development requirements highlighting participation, governance, resourcing and partnership needs.
 - Clear direction and timelines regarding stakeholder responsibilities to collectively deliver initiatives to support the future growth of hockey within the Region.
 - Analysis of key demographic and participation trends to guide Regional priority recommendations and the implementation plan.
 - Alignment of current and future participation needs with previously conducted research and reporting to deliver a clear plan for the future.
 - Detailed facility analysis and venue mapping to determine participant facility access arrangement and travel times.
 - Identification of gaps and opportunities within the current hierarchy of facilities and infrastructure.

STRATEGIC DRIVERS AND CONTEXT

Hockey Victoria Facilities Master Plan (2014)

Although the G21 geographical region does not perfectly align with the Hockey Victoria West Metropolitan Zone, all G21 Clubs sit within this Zone, and are therefore classified as metropolitan clubs.

The Hockey Victoria Facilities Master Plan identified two key priorities for the development of hockey within the G21 Region:

- Development of a new synthetic pitch in Torquay.
- Facilitation of greater access to pitches at Geelong Grammar and Geelong College schools.

As a result of the above recommendations, Geelong College is utilised on an ongoing basis by two local hockey clubs (Geelong College Hockey Club and Geelong Hockey Club). The synthetic multi-purpose pitch at Geelong Grammar school is utilised by the GHA as an overflow pitch for training and junior competition purposes.

The recommendation for the development of a synthetic pitch in Torquay outlined in the Master Plan triggered the Surf Coast Council to commission the Feasibility Study (2015) to determine the viability of the development of a new pitch within the municipality.

City of Greater Geelong (CoGG) Draft Settlement Strategy (2018)

The Draft Settlement Strategy projected the overall population of the CoGG to reach 390,000 by 2036. A large proportion of this growth will be experienced in the Armstrong Creek, and Northern and Western Geelong growth areas. These three planning areas will collectively contribute an additional 110,000 residents.

Further to this, the Armstrong Creek West Precinct Structure Plan (2012) and the Armstrong Creek West Precinct Development Contributions Plan (2013) identify that the Stage 1 (Armstrong Creek, Marshall, Charlemont) development will include recreation and open space provision (with a proposed multi-use regional synthetic hockey facility planned for Armstrong Creek West). As per the Development Contributions Plan for the Armstrong Creek West Precinct, the indicative trigger for the provision of the regional active open space precinct is 4,500 dwellings.

Hockey Victoria (HV) Player and Stakeholder Research (2018)

Research conducted by La Trobe University for Hockey Victoria to understand statewide participation trends determined the following:

- 95% of participants indicated that they would be playing hockey in 12 months time.
- 86% indicated that they would still be participating in 3 years time.
- The average age of a Victorian hockey player is 38 years.
- Hockey in Victoria has a relatively even male to female participation rate of 54% to 46% respectively.
- 59% of active, current players have another family members playing the game.

Regarding HV's development and expansion of social and unstructured forms of the game such as J-Ball, Hockey Sixers and KE40, the study highlighted the following:

- 86% of active, current players indicated they would be interested in participating in a new format of hockey.
- 77% of inactive former hockey players indicated that they would be interested in playing a new format of hockey, should it be available.

King Lloyd Reserve Master Plan (2010)

King Lloyd Reserve is situated approximately three kilometres southwest of the Geelong Central Activities Area.

The reserve is approximately 6.3 hectares in size and whilst a large portion of the reserve has been formed into sports fields, there are expansive conservation zones along its eastern and south-eastern edges which have been re-vegetated to support broader environmental management objectives for the area.

King Lloyd Reserve is currently tenanted by the:

- Newtown City Hockey Club
- Murgheboluc Cricket Club
- Geelong Touch Football Association.

The aim of the Master Plan is to develop a plan that can be used to guide the future development of the reserve having regard to user and community aspirations, whilst enhancing the natural ambience and character of the park.

The key strategic directions proposed in the King Lloyd Reserve Master Plan were to:

1. Improve the overall landscape amenity and quality of the reserve by planting additional trees within the reserve and along its edges, and by corralling vehicles to defined roads and car parks. (Ongoing).
2. Convert the surface of the sports fields to warm season grasses to create a more sustainable and durable playing surface in summer, and assess the condition and efficiency of the existing automated irrigation system in the main sports field. (Done.)
3. Install a new turf table onto the main sports field. Remove the existing cricket practice nets and construct a new set of practice nets (comprising three concrete wickets with permanent netting and four turf practice wickets with temporary netting) in a location to be determined pending the availability of the land north of the reserve. (3 synthetic and 2 turf provided).
4. Install a shelter and store on the second sports field. (Not started).
5. Seal Windsor Road and install speed humps (or similar) to slow traffic, and remove car parking from around the playground to improve the safety of the entry area. (Not started).
6. Reconfigure and expand the main car park to increase the number of spaces (to 104 spaces), and form a new unsealed access road to the lower sports field and provide car parking for 15 cars. (Not started).

The Master Plan also considers the development of a synthetic hockey pitch to the north of King Lloyd Reserve. Feasibility of this project will require a detailed investigation into the future development of a synthetic hockey facility prior to any funding commitment being made.

Torquay Hockey Club Synthetic Pitch Feasibility Study (2015)

Commissioned by Surf Coast Shire, the Feasibility Study investigated the potential for the development of a floodlit pitch in Torquay and explored the existing offering of facility provision within the Region, along with participation trends and current and future needs of the club.

The following findings were delivered in the report:

- A need for an additional synthetic hockey pitch to be developed within the G21 Region in the next 5-10 years. However, demand for a synthetic multi-purpose pitch within Torquay to service the Surf Coast Shire and neighbouring Armstrong Creek could be justified within the next 3-5 years, pending continued population growth.
- Travel times to Geelong for regular training and matches creates barriers to local hockey growth within Torquay.
- Site specific investigations into potential site options for a synthetic pitch development in Torquay were conducted, with Surf Coast Secondary College being the most viable due to key partnership opportunities, location, land availability, site capacity and existing community infrastructure.
- The estimated cost for a new pitch and floodlighting at the Surf Coast Secondary College was estimated to be approximately \$1.5 - \$1.8 million.

REGIONAL AND LOCAL HOCKEY ISSUES

Sport, government and community stakeholders were engaged via workshop and survey to identify the key issues, constraints and opportunities influencing the planning, provision and growth of hockey in the G21 region.

This section of the report details the key issues and challenges facing hockey in the Region and what the sport and G21 LGAs will need to focus on to ensure hockey is well supported in the future.

The issues and challenges outlined below are both asset based and sports development related, and have informed both the strategic framework and local and regional recommendations.

Building the capacity of existing facilities

With the exception of a pitch in Torquay, the number of existing hockey pitches in the G21 region is considered adequate for the current number of players. However, the number of synthetic pitches and the infrastructure and amenities offered at these facilities is not meeting the needs of the sport, now and into the future.

Consultation with local hockey clubs identified strong support and evidence for the need to invest in the upgrade of existing hockey facilities. The key facility issues raised by clubs were a lack of suitable pitch provision (including undersized and grass pitches) and an absence of supporting infrastructure to meet the minimum standards of the sport.

A summary of existing facility issues is provided below.

Stead Park

- Operating at near of full capacity and provides limited opportunity for any additional programming.

King Lloyd Reserve

- As there is currently no synthetic surfaces appropriate for competition, any provision of floodlighting on the turf field would primarily support training at a lower level only. As per the King Lloyd Reserve Master Plan, the provision of a synthetic pitch is identified as a future opportunity to increase hockey participation. The provision of dedicated floodlighting for hockey should be incorporated into the synthetic pitch development in accordance with the Master Plan.

Geelong College

- Multi-purpose pitch with limited availability for hockey due to regular use by other school sports.
- Lack of floodlighting restricts use for hockey, limited car parking and noise issues for residents.

St Ignatius College

- Undersized (3/4) pitch restricts competition play.
- The lack of floodlighting limits venue capacity.
- No changeroom amenities.

Geelong Grammar

- Multi-purpose pitch with limited availability for hockey due to use by other school sports.

Travel a significant barrier to participation

With fewer hockey pitches within reach of the general population compared to football ovals or basketball courts, there is a general acceptance of the need to travel to play hockey. However, the constant demand on time poor parents to drive their children significant distances to play hockey is seen as a major issue to growing the game in the Region.

The G21 region has a land area of approximately 9,000 square kilometres and local hockey players are currently travelling an average of 30 minutes to participate. Just over a quarter of respondents (26%) to the online survey are travelling less than 20 minutes (return trip) to access their local hockey facility, with 21% travelling 31-40 minutes, 20% travelling 41-60 minutes and 14% traveling between 1-1.5 hours. In addition, 73 surveyed respondents highlighted the need for additional competition pitches to minimise travel time.

Increasing the capacity of existing pitches to make them more training and competition friendly, and strategically locating any new pitches will help to address these issues.

Gaps in existing hockey provision in G21

This Strategy supports the priority recommendations for hockey identified in Hockey Victoria's Facilities Master Plan 2014 - development of a new synthetic pitch in Torquay and greater access to Geelong Grammar and Geelong College pitches.

With a membership base of approximately 200 the Torquay Hockey Club have no dedicated facility and currently use Stead Park for competition purposes, and a grass oval at the Torquay Sports Precinct for training.

In 2015 a local report on the feasibility of developing a full size synthetic hockey pitch in Torquay identified demand for a synthetic multi-purpose pitch pending continued population growth. The Feasibility Study also identified travel to central Geelong pitches for regular training and match play as a key barrier to local hockey growth within Torquay.

Increase the profile and make it more affordable

Greater marketing and promotion for hockey within the Region and reducing the cost to participate are seen as critical issues working against participation growth. Addressing these constraints through the implementation of this Strategy will be a high priority for the sport.

CONSULTATION ANALYSIS AND KEY DRIVERS

To guide the development of the G21 Regional Hockey Strategy, a detailed stakeholder consultation program was undertaken. A summary of key themes and findings from the consultation are outlined below. These themes form the basis of future directions and together with the data analysis and research inform the key drivers for strategic planning.

The following stakeholder consultation activities were undertaken:

- Meetings with the Project Control Group (ongoing).
- Online Hockey Participant Survey (244 responses received). Summary of responses provided in Appendix 2.
- Club Representative Workshop.
- Hockey Victoria future directions meetings (March).
- Geelong Hockey Association consultation (ongoing).

FACILITY ACCESS

- Lack of accessible facilities within a reasonable distance (30 minutes drive one way) is a key barrier to participation.
- Support for additional facilities in key growth areas of Armstrong Creek (regional) and Torquay (local), and opportunity to develop facilities at King Lloyd Reserve.
- Support for additional satellite facilities to address current training facility access issues and reduce drive time.
- Developing partnerships with educational stakeholders to increase facility access.

EXISTING FACILITY CONDITION

- Increase the standard of existing facilities to meet the current and future needs of clubs and participants.
- Lack of suitable pitch provision (full-sized / synthetic).
- Lack of suitable, localised supporting infrastructure to meet the minimum standards of the sport.
- Investment in facility upgrades through stakeholder partnerships.

ENGAGEMENT & PARTICIPATION

- Improve existing GHA and club marketing strategies to engage new participants.
- Utilisation of social media platforms to increase the profile of hockey within the Region.
- Increasing the programming offering, with a particular focus on social hockey formats.
- Development of pathways to retain players and support the transition between junior and senior competition.

FINANCIAL CONSTRAINTS AND SUSTAINABILITY

- Current fees and charges have raised affordability issues for clubs and are not sustainable long term.
- The need to develop partnerships with local government, Hockey Victoria and Sport and Recreation Victoria to further initiatives for making hockey more affordable for participants.
- Implementation of a Club Development Officer to support ongoing club development, administration and marketing processes.





POPULATION GROWTH DRIVING DEMAND

G21 POPULATION PROJECTIONS

G21 Regional growth

The G21 Region is the fastest growing region in Victoria outside of Melbourne’s metropolitan area.

The principal population centre of the Region is located in Geelong, however significant growth is expected throughout other municipalities of the G21 Region over the next 10 years.

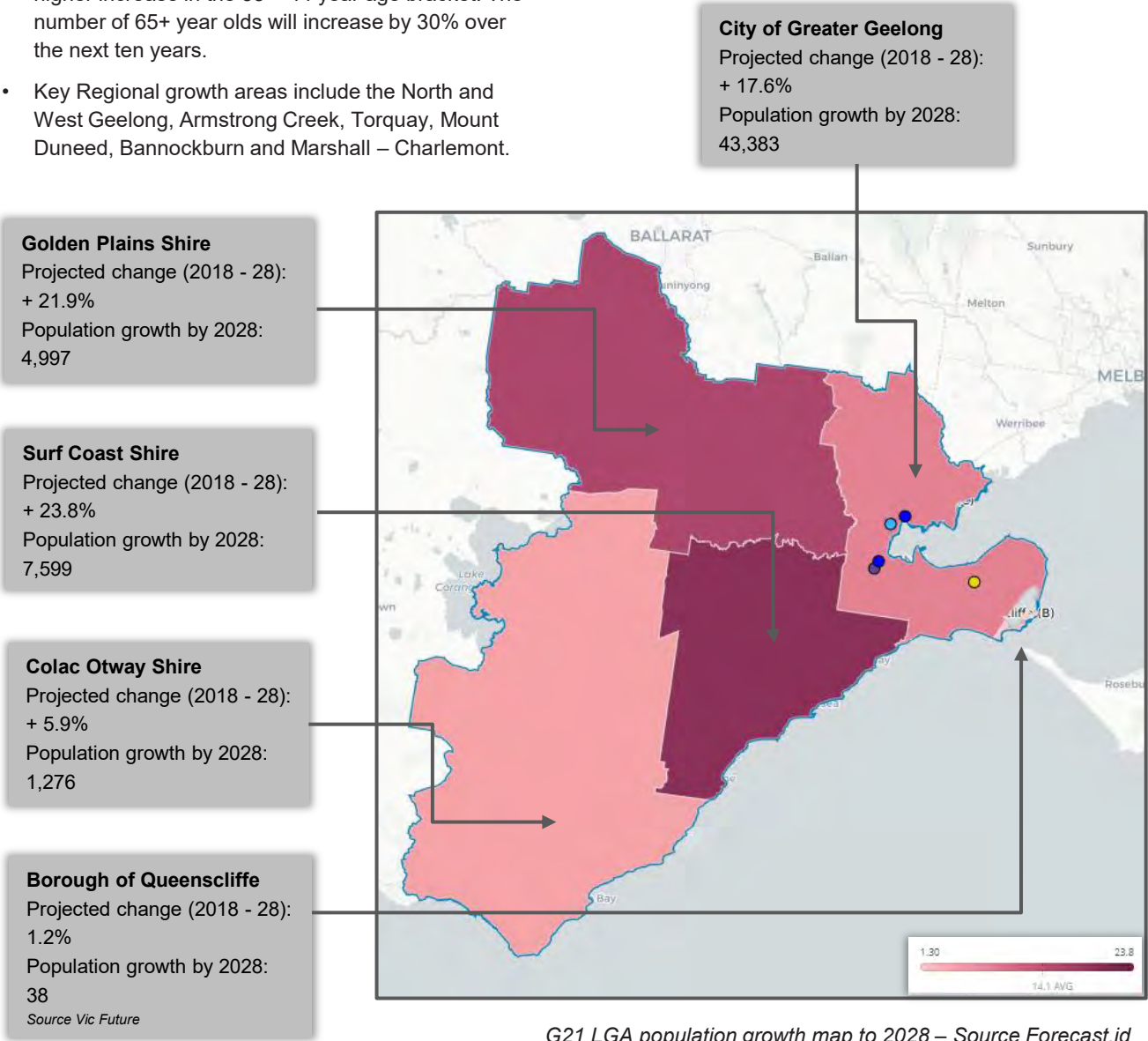
Key population projections for the G21 Region have been sourced from Forecast.id and include:

- The G21 Region currently has a population of 326,513 with a total population of approximately 383,805 expected by 2028 (+57,292 residents).
- Relatively even population growth is expected across the 0 – 64 year age cohorts, with a slightly higher increase in the 35 – 44 year age bracket. The number of 65+ year olds will increase by 30% over the next ten years.
- Key Regional growth areas include the North and West Geelong, Armstrong Creek, Torquay, Mount Duneed, Bannockburn and Marshall – Charlemont.

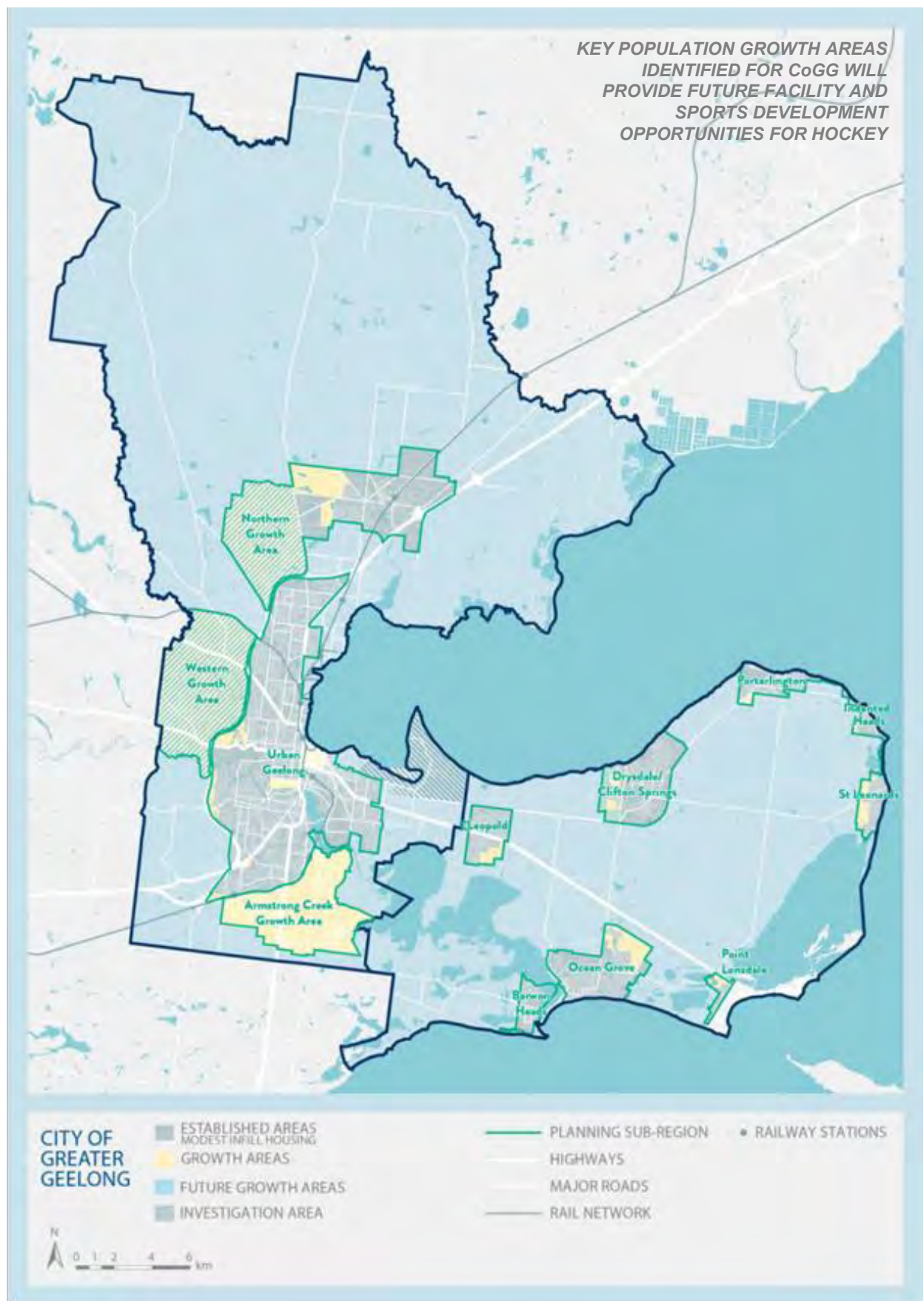
Demographic change

The demand for hockey and the way it is delivered will continue to change as the population of the G21 Region grows. The way in which Australians are consuming sport is evolving, with a shift toward more social and unstructured forms of play, over traditional competition formats. A key factor to increasing participation in the Region will be to plan for and improve access to facilities for casual hockey use.

The map below outlines predicted growth to 2028 for each of the five G21 LGA’s.



CoGG GROWTH AREAS



LOCALISED GROWTH

A brief overview of the G21 Region collectively and of each municipality individually is provided below. These summaries highlight key population and demographic growth over the next 10 years (to 2028) and demographics relevant to hockey within the G21 Region.

City of Greater Geelong (CoGG)

- The principal population centre of the G21 Region.
- Greatest growth (established suburbs) include:
 - Armstrong Creek +10,817 residents (+167%).
 - Mount Duneed +4,209 residents (232%).
 - Marshall - Charlemont +3,583 residents (125%).
- The Northern Geelong growth area, in Lovely Banks, is anticipated to deliver up to 18,000 new dwellings for a population of approximately 50,000 residents.
- The Western Geelong Growth Area, in Batesford, is anticipated to deliver up to 22,000 new dwellings for a population of approximately 60,000 residents.
- Greatest resident population increases expected in the 35 - 44 and the 75 - 84 age cohorts.

Surf Coast Shire (SCS)

- Torquay (including Torquay, Torquay North, Old Torquay and Torquay West) is one of the highest growth areas in the G21 Region with an additional 7,599 residents expected by 2028.
- Of this growth, the greatest age cohort increases are expected in the 70 - 84 year age bracket.

Golden Plains Shire (GPS)

- Bannockburn will experience the greatest population growth in the Golden Plains Shire to 2028, with an additional +2,300 residents (+41%).
- Relatively even growth across all age cohorts.

Colac Otway Shire (COS)

- The population within the Colac Otway Shire will increase by 1,276 to 22,924 in 2028. Colac West and Elliminyt will experience the most growth.

- The greatest growth will be experienced in the 10 - 14 year age bracket.
- Decreases are expected in the 20 - 29 and 55 - 64 age cohorts.

Borough of Queenscliffe (BoQ)

- The Borough of Queenscliffe's future population forecast suggests minimal growth between 2018 and 2028 (+38 residents).

Regional trends and observations

- Greater Geelong is the largest of Victoria's regional hubs, all of which are experiencing increasing population growth and urbanisation. This provides strong support for the development of a regional hockey facility within the proposed Armstrong Creek West Regional Sports Precinct.
- 76% of the Region's population reside within the CoGG. In 2028, CoGG is expected to still contribute this percentage of the total Regional population.
- Despite having a high percentage of older adult population, significant population growth is forecast in the age cohorts of 5-14 years and 35-44 year, suggesting younger families (and potential hockey participants) will move to new development areas such as Armstrong Creek.
- As per the table below, the total number of additional competition hockey participants expected across the Region by 2028 is +200, if the current player to population rate (penetration) of 0.35% is applied.
- In addition to the growth in competition hockey numbers, the implementation of social hockey within the region should see approximately 500 new people playing one of the new social hockey formats by the end of 2019.

LGA	2018 population	2028 forecast population	Change (#)	Change (%)	Potential growth in hockey participants between 2018 and 2028 (if applying individual LGA 2018 player penetration rate)
City of Greater Geelong	247,068	290,450	+43,383	+17.6%	+152
Surf Coast Shire	31,937	39,536	+7,599	+28.9%	+27
Golden Plains Shire	22,859	27,856	+4,997	+21.9%	+17
Colac Otway Shire	21,648	22,924	+1,276	+5.9%	+ 4
Borough of Queenscliffe	3,001	3,039	38	+1.2%	+0
Total	326,513	383,805	57,293	+76%	+ 200 (total competition players – 1,331 in 2028)

Future population and potential competition player growth by LGA (does not include social players).



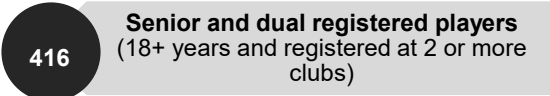
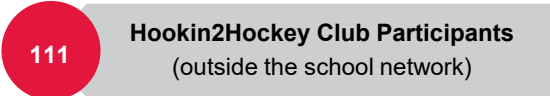
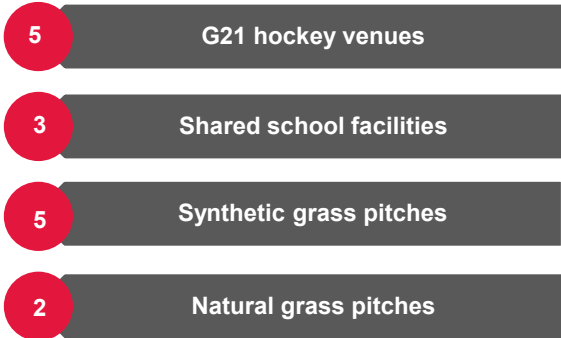
STATE OF PLAY - HOCKEY IN THE G21 REGION

SUMMARY OF HOCKEY IN G21

G21 HOCKEY PROVISION

The following analysis provides a summary of existing provision and participation trends across the G21 Region from 2015 – 2017.

Participation numbers are based on Hockey Victoria's affiliate member database and reference to the State of Play Report (refer Appendix 1).



1,131
Total number of G21 participants
(-318 from 2015)



0.35% penetration rate
(G21 Region population divided by number of players)



1 in every 289
G21 residents play hockey



45% female
55% male
Participants



Average G21 hockey player age is 20 years



63% of participants are under 18 years of age

CURRENT FACILITY PROVISION

The G21 hockey facilities are located centrally in the Region, within the City of Greater Geelong. The Geelong Hockey Association (GHA) is the governing and administrative body for hockey within the G21 Region and utilise seven pitches across the five venues identified below. Nine local clubs occupy these facilities, with six utilising Stead Park as their home competition venue. Maps of the location of each facility in the context of the Region and the City of Greater Geelong are provided on the following page.

Stead Park - Corio

2 hybrid synthetic grass pitches

Home clubs: Corio HC, Golden Plains HC, Hockey Geelong, Kardinia HC, Saints HC and Torquay HC

Lighting provided (500 lux)

King Lloyd Reserve - Newtown

2 natural grass pitches

Home club: Newtown HC

No lighting provision

(funding to install training standard lighting is imminent)

Geelong College - Newtown

1 synthetic grass pitch

Home clubs: Geelong College HC and Geelong HC

No lighting provision

St Ignatius College - Drysdale

1 sand based synthetic grass pitch

Home club: Bellarine HC

No lighting provision

Geelong Grammar - Corio

1 synthetic grass pitch

Training / overflow venue

No home club

Lighting provided (lux level unknown)

At present, the current hockey facility offering within the G21 Region exceeds industry benchmarking for the current population, as identified in the table below.

City of Greater Geelong hockey synthetic pitch planning benchmarks are also well catered for (currently outlined as 1:100,000 per head of population - in accordance with Hockey Victoria provision guidelines).

G21 Region pitch to population provision ratio	1 : 46,635
City of Greater Geelong average pitch to population provision ratio	1: 35,295
Surf Coast Shire average pitch to population provision ratio	0: 31,937
Golden Plains Shire average pitch to population provision ratio	0: 22,859
Colac Otway Shire average pitch to population provision ratio	0: 21,648
Borough of Queenscliffe average pitch to population provision ratio	0: 2,934

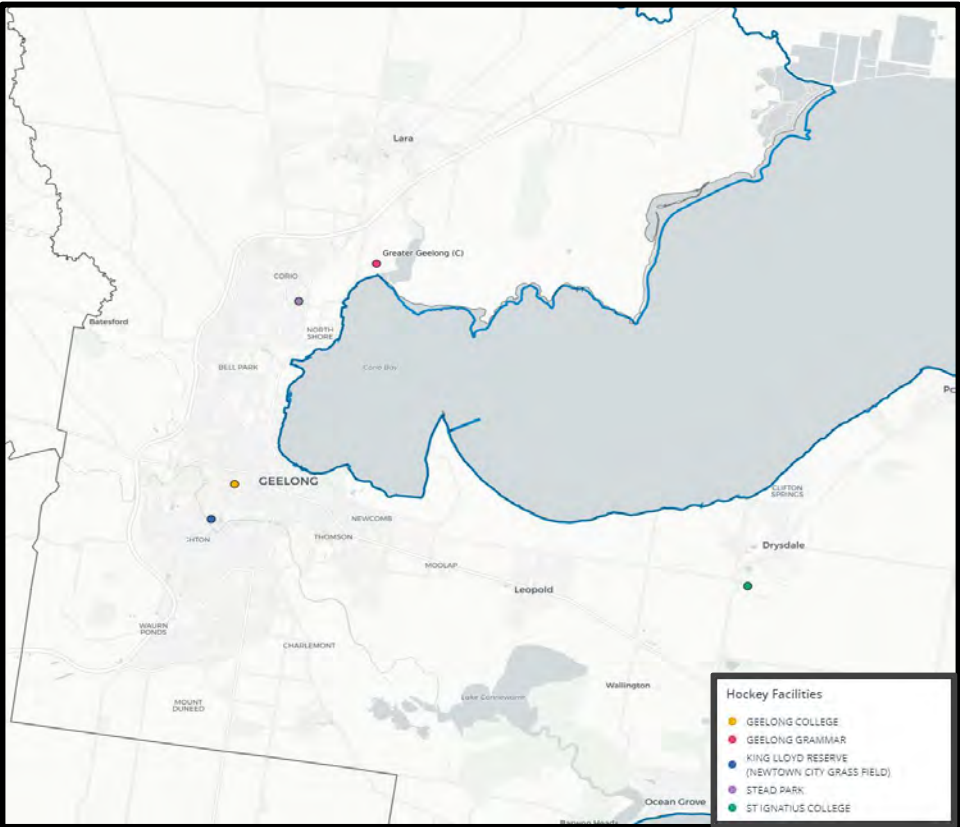
If no further hockey pitches are developed in the G21 Region to 2028, the forecast pitch to population ratio will be 1: 76,765 - which is within Hockey Victoria's recommended pitch to population guideline of 1:100,000.

Ratios should be used as a guide only as there are many other local demographic, facility quality, venue access, frequency of use and service driven demands that are not taken into account. Also for hockey, there are differences between metro and regional facilities when considering factors such as population, player catchment, travel and use.

MAPS OF CURRENT FACILITIES



Map of current hockey facilities within the context of the G21 Region.



All current hockey facilities are located within the City of Greater Geelong.

PARTICIPATION TRENDS

The table below provides an overview of GHA club membership for three years (2015 - 2017) and provides the following participation trends over that period.

- Overall, hockey player numbers in the G21 region has experienced a decline of 274 participants (-16.7%) from 2015 to 2017.
- Hockey Geelong representative teams have also declined since 2015 (-280 participants). GHA attributes this to a number of local challenges facing the sport, such as lack of available time and ease of facility access.
- It is further noted by GHA that in recent years participants have chosen to only participate in local competitions.
- Eight of the nine GHA clubs experienced a decline over the three year period (88.9% of clubs).
- Hockey Victoria advised that state-wide approximately 25% of members stop playing each year, but they also gain another 25% each year.
- Corio Hockey Club's significant decline in membership is attributed to their ability to field only one GHA team in the 2017 season, highlighting the need for the implementation of sustainable club initiatives.
- The only club to increase their membership numbers over the period was the Torquay Hockey Club (+23), despite not currently having a local training base. At present, the Club train on a shared use grass football oval and travel to Stead Park (approximately 30 minutes one way by car) for training and competition purposes.
- Six out of the nine clubs experienced a participation incline or decline of 20 players or less over the three year period.
- Several clubs indicated via the online survey that the current condition of their home facility is directly impacting the opportunity for future membership growth.

Club	2015	2016	2017	Plus / Minus (#)	Plus / Minus (%)
Corio Hockey Club	53	50	7	-46	-86.8%
Geelong College Hockey Club	83	64	68	-15	-18.1%
Geelong Hockey Club	142	152	129	-13	-9.2%
Golden Plains Hockey Club	80	70	75	-5	-6.3%
Hockey Bellarine	122	186	120	-2	-1.6%
Kardinia Hockey Club	82	82	74	-8	-9.8%
Newtown City Hockey Club	323	380	294	-29	-9.0%
Saints Hockey Club	115	160	72	-43	-37.4%
Torquay Hockey Club	173	225	196	23	13.3%
Hockey Geelong (Rep teams)	276	278	96	-180	-65.2%
Total	1449	1647	1131	-318	-21.9%

Hockey membership numbers by club – 2015 to 2017

KEY AREAS FOR HOCKEY PARTICIPATION

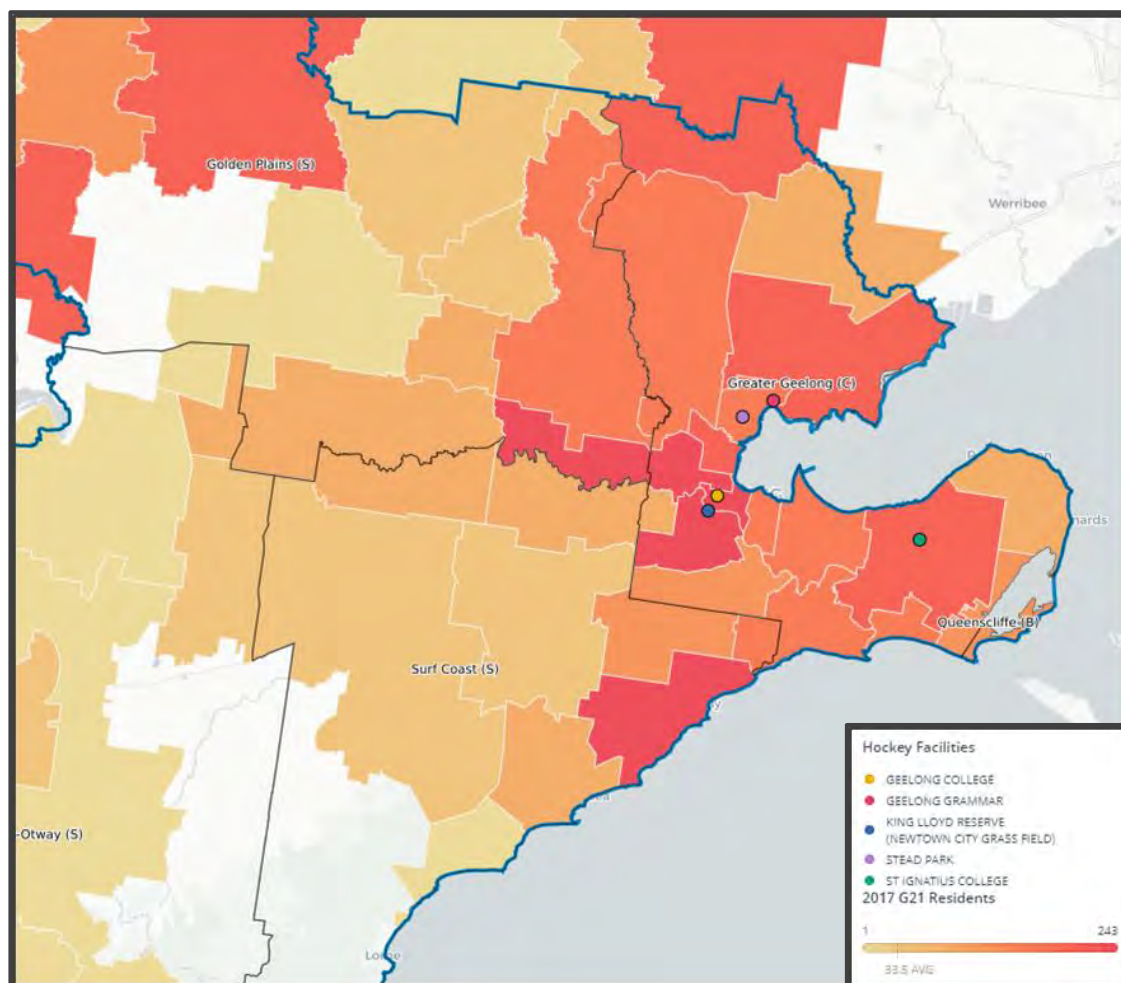
The map below provides a visual representation of current hockey players living (by post code) and playing (by home club) within the Region. The heavy red colour indicates the highest areas of hockey membership. Key participation hot spots by post code for hockey in the region include:

- **3216 - Waurin Ponds, Grovedale, Highton, Marshall, Wandana Heights and Belmont (242 players)**
- **3228 - Torquay, Bellbrae, Jan Juc and Bells Beach (154 players)**
- **3220 - Geelong, South Geelong, Newtown (148 players)**

Players living in Central Geelong have convenient access to Stead Park where all senior competition hockey in the G21 Region is currently played. These players are generally within an acceptable distance of 20 minutes or approximately 20kms (one way trip) of their facility.

Players living within postcode 3228 (Torquay and surrounds) are required to travel almost 30 minutes (30km) one way to access Stead Park. The distance to reach the second most accessible facility, St Ignatius College is approximately the same however presents even greater access issues.

G21 postcodes to the north (3351 and 3352) also have a reasonably high number of hockey participation, however these encompass multiple suburbs and townships that filter outside the G21 region. The high number of members in these areas indicate that adjacent competitions in Ballarat and surrounding areas is having minimal impact on player retention within G21.



2017 membership numbers by residential post code

CATCHMENT AND TRAVEL TIMES

The blue highlighted area shown in the map below indicates an approximate 30 minute drive time (one way) from the five CoGG hockey facilities. Approximately 92% (1,030) of G21 hockey club players live within the blue area (30 minutes drive time) of CoGG hockey facilities.

The map also provides an indication of the number of players travelling from metropolitan Melbourne, particularly the western fringe between Melbourne and Geelong, to play in the Geelong Hockey Association competition. There are several players participating in the local competition that live in Ballarat.

A breakdown of player travel times for the four venues with home clubs is provided below.

Stead Park - (Hockey clubs - Corio, Golden Plains, Hockey Geelong, Kardinia, Saints, and Torquay)

- 520 combined members
- A total of 60% live within a 30 minute drive of the facility.

King Lloyd Reserve (Hockey club - Newtown)

- 294 members
- A total of 88% live within a 30 minute drive of the facility.

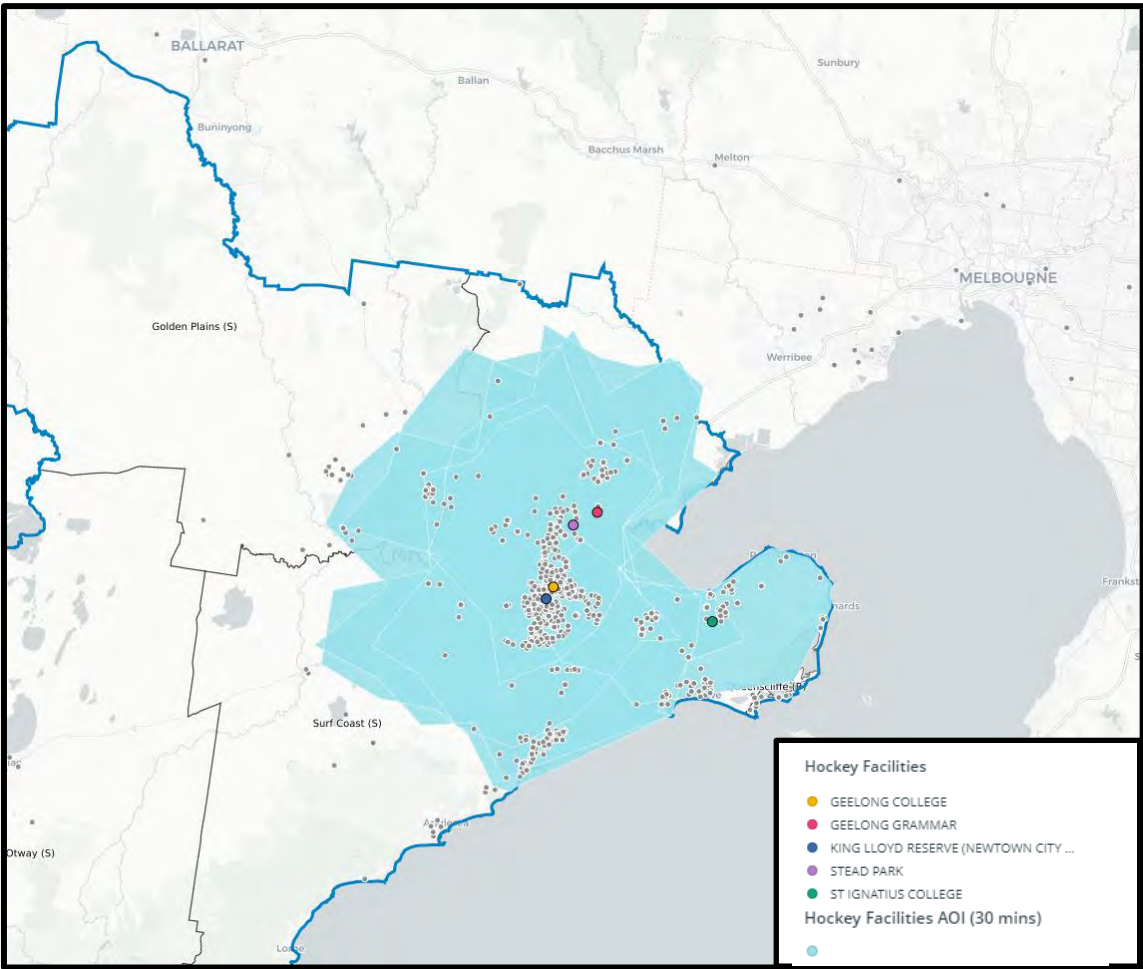
Geelong College (Hockey clubs - Geelong College, Geelong)

- 197 combined members
- A total of 87% live within a 20 minute drive of the facility.

St Ignatius College (Hockey club - Bellarine)

- 120 members.
- A total of 75% live within a 30 minute drive of the facility.

The provision of future synthetic pitches will have a positive impact on travel times.



30 minute facility access drive time



SOCIAL HOCKEY

Changes in participation driven by lifestyle choice and the demand for shorter, less structured formats of sport is driving the need for the implementation of more social formats. The Geelong Hockey Association and its clubs are encouraged to embrace this change to increase participation.

2016 AusPlay data, along with research undertaken by Hockey Victoria and La Trobe University, supports the delivery of casual forms of hockey to meet the evolving requirements of the current hockey participant.

In response Hockey Victoria, with support from VicHealth, has developed three new forms of hockey to encourage increased and new participation.



J-Ball is delivered on a small hard court (43m x 22m) making it more geographically accessible. The game is played over 3 x 10 minute quarters with modified equipment, that is provided to each participant weekly, eliminating the high competition registration fees and need to purchase equipment.

Hockey *Game on* Sixers

Aimed at past players who are not affiliated with a club and can participate without committing to regular training and competition, Hockey Sixers is a fast, fun, free-flowing version of hockey played on a smaller field, with 6 players on each team, making it more accessible and easier to get a team together.



KE40 is a new social cardio program aimed to increase and maintain fitness, and develop hockey skills. The program is delivered in conjunction with junior training and competition and is targeted at involving parents of existing participants.



FACILITY DEVELOPMENT

HOCKEY VICTORIA FACILITY HIERARCHY

Hockey Victoria's Strategic Facilities Master Plan (2014) proposes a hierarchy to guide the future provision of hockey facilities across the state.

Although it is recognised that there are variations and different interpretations of the hierarchy when considering existing facilities, the aim is to provide guidance for the establishment and appropriate provision levels for new facilities. It also provides stakeholders with an understanding of the minimum facility requirements for each level of the hierarchy.

According to the proposed hierarchy levels the G21 Region has one Premier Level Facility – Stead Park, which is also currently considered as the Regional Centre for hockey in the G21 region.

The remaining four hockey venues are 'club' or local level facilities despite some of them not meeting the minimum requirements for this level of facility classification. For these facilities to meet the minimum requirements for a true club level facility the following initiatives would be necessary.

King Lloyd Reserve:

- Development of a synthetic surface, floodlighting and associated infrastructure (as per the Master Plan).

St Ignatius College:

- Implementation of pitch floodlighting, upgrades to pitch playing area to full size and construction of player change facilities.

Geelong College:

- Implementation of pitch floodlighting.

Geelong Grammar:

- Introduction of a home club.

FACILITY TYPE	STATE FACILITY	PREMIER LEAGUE FACILITY	REGIONAL FACILITY	CLUB FACILITY
PREFERRED SURFACE TYPE	2 x water based synthetic	Water based or hybrid synthetic	Hybrid synthetic (capacity for use by other sports)	Sand based, hybrid or natural turf
LIGHTING	1,000 to 2,000 lux	>300 lux	>250 lux	>200 lux
AMENITIES	Player, umpire & officials change rooms, covered team benches & media amenities	Player & officials change room, team benches	Player change rooms, team benches	Player change rooms (2), team benches
SUPPORTING INFRASTRUCTURE	300 seats spectator area, electronic scoring, parking	Covered and uncovered viewing areas, scoreboard, parking	Viewing areas, scoreboard, parking (half pitch desirable)	Viewing areas, scoreboard, parking (half pitch desirable)

HV FACILITY DEVELOPMENT FRAMEWORK

Hockey Victoria’s Strategic Facilities Masterplan also includes a facilities development framework and guidelines for the future planning of hockey facilities.

These guidelines provide demand triggers for the establishment of new clubs through to the need for a two pitch facility, and are designed to assist clubs and local councils to plan for the future growth and development of hockey.

The diagram below provides an indication of where the existing G21 hockey venues sit within the development framework, recognising that all may not perfectly align.

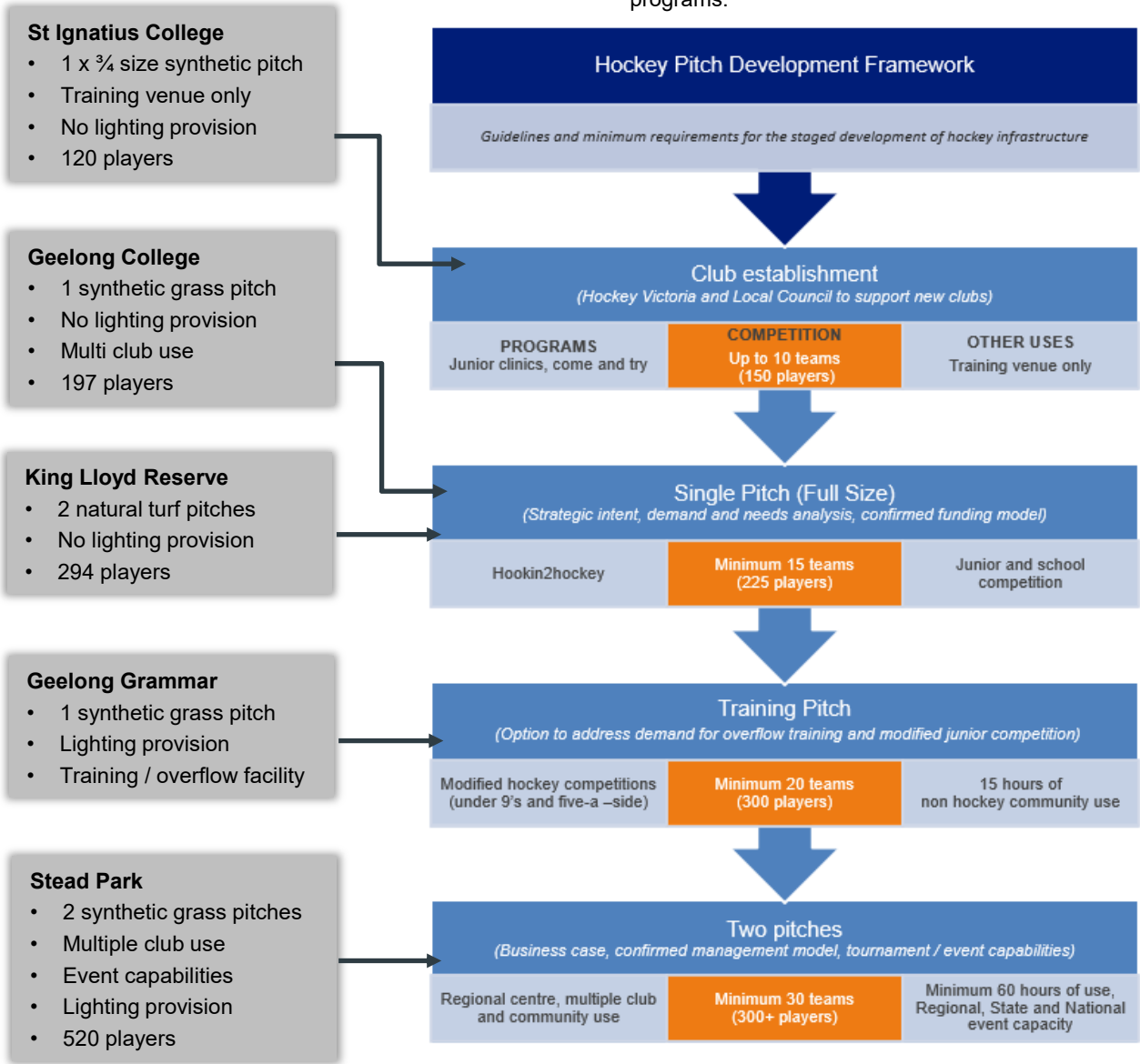
Investment in new, or the upgrade of existing pitch provision within the G21 Region should consider this development framework and aspire to achieve facility provision requirements and associated programming deliverables.

For the purposes of the G21 Regional Hockey Strategy a training pitch is considered a fenced synthetic surface that is half or quarter of the size of a regular competition pitch.

The continued growth of Hookin2hockey and the introduction of social hockey programs provides support for the future development of multi-purpose training pitches to complement competition venues. These smaller pitches are looked on favourably by Hockey Victoria as they provide safe warm up areas and a facility for under 8's and modified hockey programs.

Although Hockey Victoria does not consider grass pitches as a suitable surface for competition or training, grass is still relevant in some country areas and junior programs.

The preferred model for Hockey Victoria is to develop full size synthetic competition hockey pitches that are either single or multi-purpose (depending on levels of use), and half or quarter size pitches for training / modified programs.



OPPORTUNITIES OUTSIDE GEELONG

Further analysis of 2017 membership data identified key participation hot spots in areas outside of central Geelong that have no (or very limited) hockey provision.

The map below highlights multiple players living in established areas of Torquay, Lara, Bannockburn, Leopold, Drysdale and Ocean Grove. These areas provide an opportunity to promote hockey through the local community and school network, and provides support for increasing the capacity of local club facilities.

1. Torquay

A growing club membership base and a current lack of facilities presents an opportunity for the future development of a hockey pitch in Torquay.

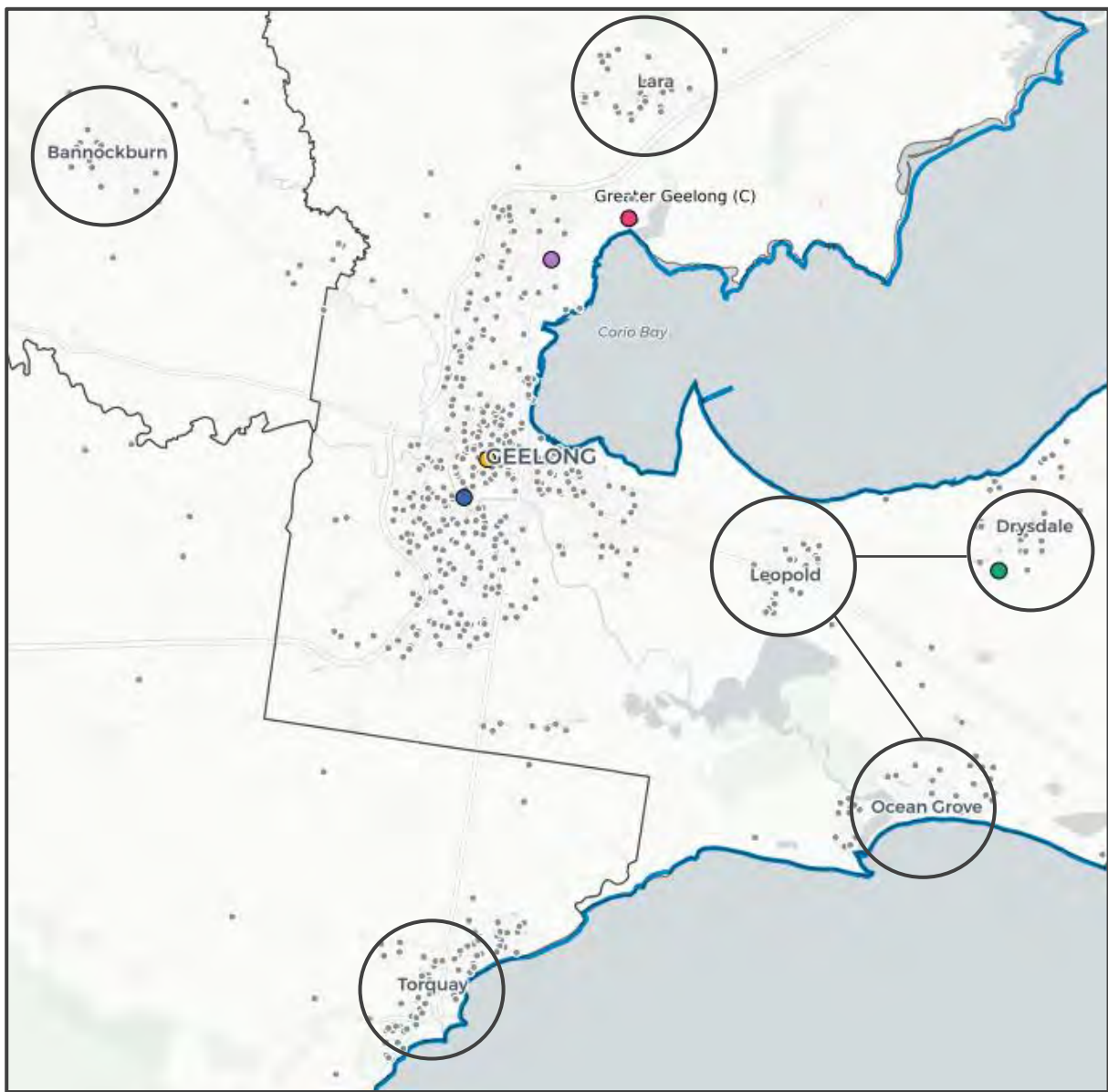
2. Drysdale / Ocean Grove / Leopold

Drysdale, Ocean Grove and Leopold collectively service a current player base of 174 and are geographical within close proximity of each other (15 minutes drive one way).

3. Bannockburn

The small number of hockey players in Bannockburn (members of the Golden Plains Hockey Club) travel a significant distance to play at Stead Park (approximately 25 minutes). With no hockey provision and forecast population growth, there is an opportunity to increase the profile of hockey in Bannockburn.

At present Golden Plains Hockey Club have limited access to a shared grass soccer pitch for junior training at the Bannockburn Recreation Precinct.



Spread of hockey participants outside central Geelong

ARMSTRONG CREEK WEST AND TORQUAY

Further analysis of the current and potential future hockey player catchment within a 10km radius of Armstrong Creek West and Torquay has been undertaken.

Proposed Armstrong Creek West Hockey Pitch (10km radius)

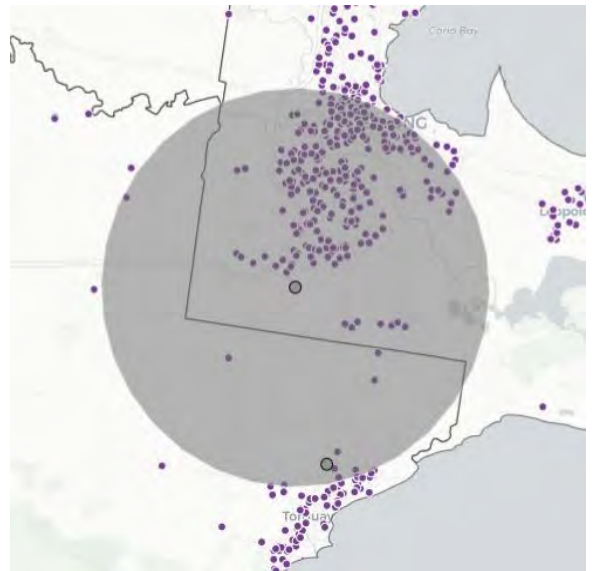
- Hockey players in 2017 – 481
- Dominant postcode - 3216 (242 players)
- Current player to resident ratio - 1:353
- Forecasted players to 2028 – 546
- Player growth 2018 to 2028 - +65 (based on current penetration rate)

CoGG has advised that the two planning areas within Armstrong Creek (Armstrong Creek-Marshall-Charlemont and Grovedale-Mount Duneed-Waurn Ponds) will reach 31,745 and 32,533 residents respectively by 2036.

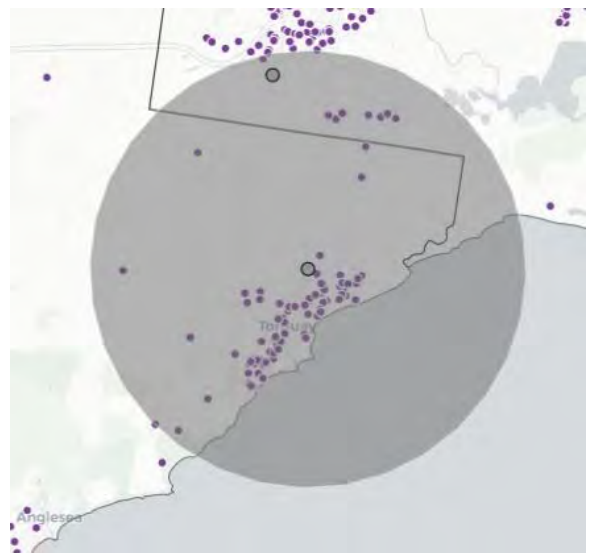
The proposed Armstrong Creek West Regional Sports Precinct (which includes a regional hockey pitch) will be triggered when development (dwellings) reach 4,500. As at August 2018 the number of dwellings was 1,130 (25% of target). The following page provide a map of current and future growth areas within CoGG.

Proposed Torquay Hockey Pitch (10km radius)

- Torquay players in 2017 – 158 (the club has previously had a total membership of approximately 223)
- Dominant postcode - 3228 (139 players)
- Current player to resident ratio - 1:136
- Forecasted players to 2028 – 204
- Player growth 2018 to 2028 - +46 (based on current penetration rate)



Players within 10km radius of proposed Armstrong Creek West hockey pitch



Players within 10km radius of proposed Torquay hockey pitch





STRATEGIC RECOMMENDATIONS

THE FRAMEWORK

The following diagram outlines the strategic framework that will guide the future provision of hockey facilities and development initiatives in the G21 Region to 2028. Six strategic priorities are supported by twelve key objectives that have lead to the development of regional and local hockey recommendations.

G21 HOCKEY VISION: BUILDING A STRONG, INCLUSIVE AND SUSTAINABLE HOCKEY COMMUNITY IN THE G21 REGION

GUIDING PRINCIPLES: TO BE APPLIED TO ALL FUTURE HOCKEY PLANNING AND DEVELOPMENT PROJECTS

1. FACILITY ACCESS		2. PARTICIPATION		3. SPORT DEVELOPMENT	
STRATEGIC PRIORITY 1 PROVIDE FUNCTIONAL AND ACCESSIBLE HOCKEY FACILITIES	STRATEGIC PRIORITY 2 INCREASE CAPACITY OF EXISTING FACILITIES AND DELIVER NEW PITCHES TO MEET FUTURE DEMAND	STRATEGIC PRIORITY 3 INCREASE HOCKEY PARTICIPATION THROUGH IMPROVED PROGRAMMING	STRATEGIC PRIORITY 4 EMBRACE NEW FORMATS THAT ENGAGE NEW PARTICIPANTS	STRATEGIC PRIORITY 5 ADOPT STRATEGIES THAT SUPPORT THE DEVELOPMENT OF SUSTAINABLE CLUBS	STRATEGIC PRIORITY 6 PROMOTE HOCKEY IN THE REGION THROUGH COLLECTIVE MARKETING STRATEGIES AND INITIATIVES
OBJECTIVE 1: Partner with the education sector to better utilise existing facilities and influence future development opportunities	OBJECTIVE 1: Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities	OBJECTIVE 1: Support and develop attractive and affordable hockey programs that cater for existing and new players	OBJECTIVE 1: Activate available facilities, including floodlit facilities, to deliver new social hockey formats	OBJECTIVE 1: Review governance and administration practices to deliver a collaborative regional approach to hockey delivery	OBJECTIVE 1: Use hockey resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region.
OBJECTIVE 2: Increase participation opportunities by advocating for investment in existing facilities (including school facilities).	OBJECTIVE 2: Provide additional club based synthetic pitches in key growth areas and investigate the conversion of existing grass to synthetic pitches	OBJECTIVE 2: Support and enable GHA and individual clubs to implement weeknight hockey programs and competitions to address demand	OBJECTIVE 2: Support GHA and individual clubs in the ongoing delivery of the Hookin2Hockey program in all G21 primary schools	OBJECTIVE 2: Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey	OBJECTIVE 2: Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

PRIORITY RECOMMENDATIONS - DETAILED ON THE FOLLOWING PAGES



IMPLEMENTATION PLAN

Key project roles have been assigned to individual stakeholder groups to support the initiation, timely delivery and support of strategic directions and recommendations.

Key roles are outlined below:

Initiate

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

Deliver

On the ground delivery of strategic directions, activities and services to the G21 Region hockey community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

To ensure key actions can be achieved, ongoing collaboration between all stakeholders is essential.

Strategic directions have been allocated a level of priority based on their overall impact on the delivery and sustainability of hockey within the G21 Region.

Priority stages are outlined below.

Critical (0-1 year)

A strategic direction that has a serious impact on ongoing service delivery and, without achievement other strategic directions cannot be progressed.

High (1-2 years)

A strategic direction of high importance that underpins sports development and infrastructure improvements across the Region.

Medium (3-5 years)

Strategic direction that contributes to meeting overall Regional Strategy objectives.

Low (5-10 years)

Strategic direction that contributes to overall Regional Strategy improvement activities but do not supersede other objectives.

Ongoing

Strategic direction that will require ongoing commitment by all stakeholders.

OBJECTIVE 1

Partner with the education sector to better utilise existing facilities and influence future development priorities

OBJECTIVE 2

Increase participation opportunities through advocating for investment in existing facilities (including school facilities)

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
1.1	Negotiate improved access and use of existing school facilities at Geelong College and St Ignatius College by strengthening partnerships with the education sector. Utilise these facilities as satellite/training venues to support local demand.	Critical	Hockey Victoria (HV), Geelong Hockey Association (GHA)	GHA	Clubs
1.2	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.	High	GHA, HV	GHA	Clubs
1.3	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.	Medium	GHA, Golden Plains Shire	GHA, Golden Plains Shire	Clubs
1.4	Support local participation growth in key areas outside of central Geelong (such as Leopold and Ocean Grove) and ensure appropriate access is provided to a suitable training pitch.	Low	GHA, HV	GHA, HV	Clubs
1.5	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).	Low	GHA, HV	GHA, HV	GHA, HV

OBJECTIVE 1 Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities			OBJECTIVE 2 Provide additional club based synthetic pitches in key growth areas and investigate the conversion from grass to synthetic		
TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
2.1	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.	Critical	CoGG, HV	CoGG, HV	GHA, SRV
2.2	Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College.	Critical	Surf Coast Shire, HV, GHA and Torquay HC	Surf Coast Shire, Torquay HC, HV	HV, GHA, SRV
2.3	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.	High	HV, CoGG, GHA	CoGG, GHA, HV	GHA, Newtown Hockey Club, SRV
2.4	Confirm floodlighting lux levels at Geelong Grammar and identify upgrade opportunities to meet club level (200 lux) or higher standards.	High	HV, GHA	HV, GHA	GHA
2.5	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.	Medium	GPS, HV, GHA	GPS, GHA	HV, SRV
2.6	To support the growth of hockey in the Bellarine, investigate opportunities to increase the size of the pitch to competition standard at St Ignatius College and install lights.	Medium	HV, GHA	HV	GHA, SRV
2.7	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.	Ongoing	All LGAs, HV	All LGAs, HV	GHA

OBJECTIVE 1
Support and develop attractive and affordable hockey programs that cater for existing and new players

OBJECTIVE 2
Support and enable the GHA and individual clubs to implement weeknight hockey programs and competitions to address demand

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
3.1	Review occupancy and usage arrangements at Stead Park to ensure the facility is offering fair and equitable access to all clubs, and determine any opportunities for increased use for weeknight competitions or social hockey.	Critical	GHA	GHA	HV
3.2	Explore the capacity and availability of existing multi-use venues at Geelong College and Geelong Grammar, and identify opportunities to implement weeknight programming to meet demand.	High	GHA, HV	GHA, Clubs	HV
3.3	Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition.	Medium	HV, GHA	HV, GHA	GHA, Clubs
3.4	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.	Low	HV, GHA	GHA, Clubs	LGAs
3.5	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.	Ongoing	HV, GHA, CoGG	HV, GHA, Clubs	LGAs, G21 Pillar

OBJECTIVE 1

Activate available facilities, including floodlit facilities, to deliver new social hockey formats

OBJECTIVE 2

Support the GHA and individual clubs in the ongoing delivery of Hookin2Hockey program in all G21 primary schools.

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
4.1	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical	HV, GHA, Clubs	HV, GHA Clubs	LGAs, Schools
4.2	Increase the number of G21 schools offering Hookin2Hockey programs (currently 110) annually by at least 5% through the establishing greater partnerships with the education sector.	Critical	HV, GHA, Clubs	HV, GHA	GHA



OBJECTIVE 1

Review governance and administration practices to deliver a collaborative regional approach to hockey delivery

OBJECTIVE 2

Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
5.1	Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy, that provides clear organisational and operational directions for the association, its clubs and facility owners.	Critical	HV, GHA	HV, GHA	Relevant LGAs, Clubs
5.2	Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West, that will enable facility and participation growth.	High	HV, GHA, Clubs	HV, GHA, Clubs	Relevant LGAs
5.3	Hockey Victoria to review affiliation fees to ensure entitlements are reflective of the level of support provided. GHA and clubs to conduct a review process to ensure fees align with club financial sustainability strategies.	High	GHA, Clubs	GHA, Clubs	HV

OBJECTIVE 1

Use LGA resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region

OBJECTIVE 2

Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
6.1	Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore joint funding models for supporting this position.	Critical	GHA	HV, GHA	Clubs
6.2	Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation.	High	HV, GHA	HV, GHA, Clubs	SRV, VicHealth
6.3	Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets.	Medium	GHA, LGAs	GHA	LGAs, Clubs

MUNICIPAL PRIORITIES – CITY OF GREATER GEELONG

The following recommendations from Priority's 1 – 6 are relevant to the City of Greater Geelong catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.2 - High)	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.
Facility Access (2.1 - Critical)	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.
Facility Access (2.3 - High)	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (3.4 - Low)	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.
Participation (3.5 - Ongoing)	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – SURF COAST SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Surf Coast Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (2.2 - Critical)	Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – GOLDEN PLAINS SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Golden Plains Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (1.3 - Medium)	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.
Facility Access (2.5 - Medium)	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

MUNICIPAL PRIORITIES – COLAC OTWAY SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Colac Otway Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.5 – Low)	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).
Facility Access (2.7 – Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 – Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.



FUNDING AND INVESTMENT

Hockey is a sport that has always made significant financial contributions towards facilities. The sport and local clubs take their responsibility for the ongoing maintenance and replacement of pitch surfaces very seriously and invest heavily in facilities.

The Geelong Hockey Association makes a significant contribution to capital, renewal and maintenance costs of the Stead Park facility. The GHA contributed \$250,000 (13%) to the construction cost of the second pitch, fund renewal of the pitch surfaces (estimated at around \$400,000 each) and contribute approximately \$3,000 per year to the maintenance of the pitch surfaces.

Due to the significant cost to replace a synthetic hockey pitch (approximately \$500,000) clubs develop sinking funds to ensure pitches can be immediately replaced when they reach end of life. Hockey Victoria requests that Premier League clubs have a facilities replacement strategy and strongly encourage clubs to negotiate better deals with land owners.

However, this self funding model is challenging for some clubs as the cost of surface replacement continues to rise. Some clubs are unable to raise the funds and rely on the support of state and local government. Investment into synthetic pitches not only needs a funding model for development, but also a strategy and defined responsibilities for renewal and maintenance.

New hockey pitches cost approximately \$1.5m to \$1.8m and generally rely on a range of funding partners to support delivery. Sport and Recreation Victoria's Major Facilities Funding program provides grants of up to \$800,000 for sub-regional and regional sports facilities. This funding opportunity may be suitable when considering a number of diverse funding opportunities for Armstrong Creek West but may not meet the criteria for funding of local level facilities including a proposal for a multiuse synthetic pitch in Torquay.

Development of hockey infrastructure at King Lloyd Reserve will need to be supported by significant investment and demonstrated participation outcomes. Acquiring private land for the development of a synthetic hockey pitch will be a matter for the City of Greater Geelong to consider.

The financial cost of implementing the recommendations outlined in this Strategy has not been determined, however it is critical that key stakeholders, as well as potential funding providers adopt a coordinated approach to the scoping and delivery of these recommendations and recognise the need for multiple funding partners.

Collaboration between Hockey Victoria, GHA and G21 LGAs will be essential to delivering strategic priorities and advocating for funding via election commitments.



APPENDICES

APPENDIX 1

STATEMENT REGARDING THE STATE OF PLAY REPORT

The strategic directions and recommendations in the G21 Regional Hockey Strategy was informed by the State of Play Report developed in May 2018.

The purpose of the State of Play Report was to collate and confirm the accuracy of all research and stakeholder consultation findings, and to present the preliminary directions for PCG approval.

It should be noted that the State of Play Report is considered an internal document only and has been superseded by the development of the G21 Regional Hockey Strategy.

APPENDIX 2

G21 REGIONAL HOCKEY STRATEGY PARTICIPANT SURVEY SUMMARY REPORT - APRIL 2018

KEY SURVEY FINDINGS

The G21 Hockey Survey was distributed to G21 players and officials by Hockey Victoria and the Geelong Hockey Association and was open from 3rd April – 1st May 2018.

Various questions were skipped by respondents, making individual question analysis vary depending on the response rate.

Key highlights from the survey are grouped below in relevant themes.

STRATEGIC PRIORITIES

Respondents highlighted the following as the key focus / priority areas for the G21 Hockey Strategy:

- The need for additional grounds within the Region to minimise facility access travel time (73 responses).
- Reducing the fees / costs associated with participating (46 responses).
- Additional programming opportunities / coaches (35 responses).

PARTICIPATION

- 58% of surveyed respondents attributed their connection with hockey as a direct result of an immediate family member already playing the game.

MOTIVATION

- Almost 40% of respondents identified their motivation to stay connected to hockey was a result of an immediate family members involvement in the game.
- Introduction to hockey through the Hookin2Hockey program was also cited as a significant motivator for hockey participation.

ACCESS AND PROGRAMMING

- 90% of respondents play the majority of their hockey at Stead Park, with 80% also identifying this ground at their main training facility.
- Just over a quarter of respondents (26%) travel less than 20 minutes (return trip) to access their local hockey facility, with 14% of respondents traveling between 1-1.5 hour.
- 22% of respondents (31 responses) highlighted the need for additional weeknight programming opportunities.
- 60% of respondents were aware of Hockey Victoria's social game formats, with only 16% of respondents confirming their interest in participating.
- In regard to the number of days respondents accessed their local hockey facility, the highest response was 'twice per week in the winter season'.

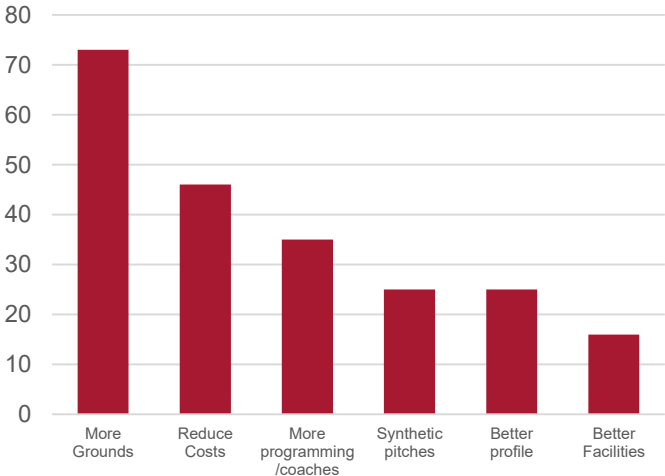
DEMOGRAPHICS

- 244 respondents completed the survey. Of these, 205 (70%) were current players or parents of current players. The remaining 30% were completed by former players or club administrators.
- All nine G21 clubs provided at least one response to the survey, and all but one Hockey Geelong competition grade was represented (Under 8's Summer Competition).
- Almost half of all respondents were over the age of 41 years.
- 76% of surveyed respondents reside within the City of Greater Geelong.
- Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local involvement.
- Over a quarter of respondents (28%) stated their involvement with hockey exceeded 10 years.
- Over half of surveyed respondents (54%) stated "increasing the profile of hockey within the Region" as key to increasing participation.

STRATEGIC PRIORITIES

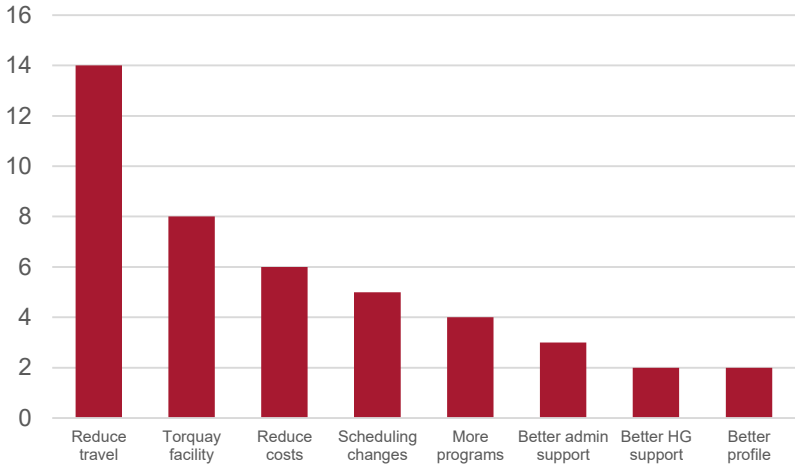
- ▶ 172 respondents identified their top 3 priorities for the Strategy. Of those responses, the following trends were identified:
- ▶ The need for additional grounds within the region to minimise facility access travel time was identified 73 times.
- ▶ Reducing the fees / costs associated participating was cited 46 times.
- ▶ Additional programming / coaches was identified 35 times by respondents.
- ▶ Other key trends highlighted were: Conversion of all pitches to a synthetic surface, increasing the profile of hockey within the region and provision of better quality facilities.
- ▶ Respondents were given the opportunity to provide up to three key priorities.

Top 3 Priorities for Strategy



- ▶ Respondents were given the opportunity to provide general commentary in regards to G21 Hockey Strategy development, with 57 answers being provided.
- ▶ Of the details supplied, key trends were identified as:
- ▶ Additional pitches / facilities required to minimise travel time. 24% (14 responses) identified this as a key consideration for the Strategy.
- ▶ 8 respondents (14%) highlighted the need for the Strategy to explore the provision of a new hockey facility in Torquay.
- ▶ 6 respondents identified the cost of participating / high fees as a key issue hampering hockey participation across the region.

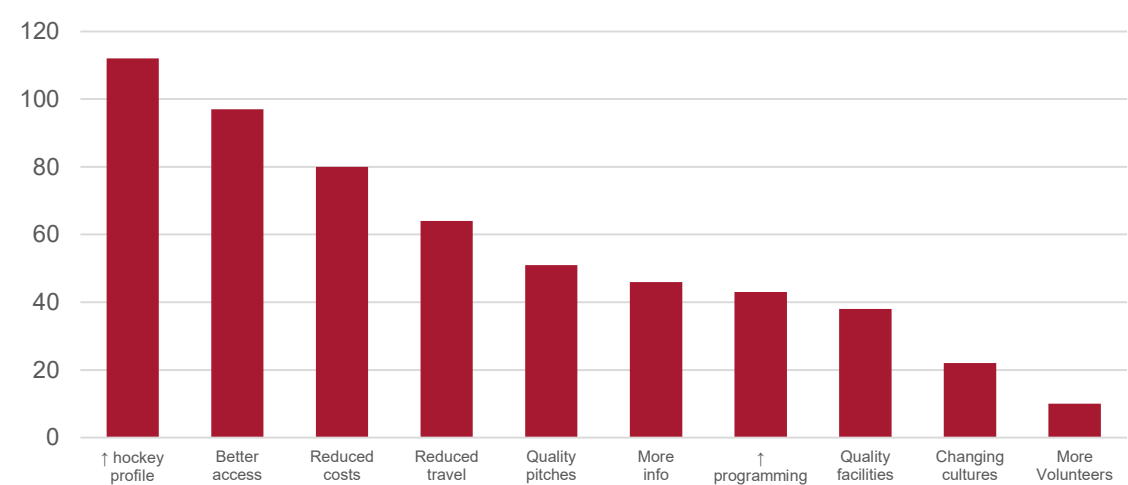
Additional Strategy commentary



INCREASING PARTICIPATION

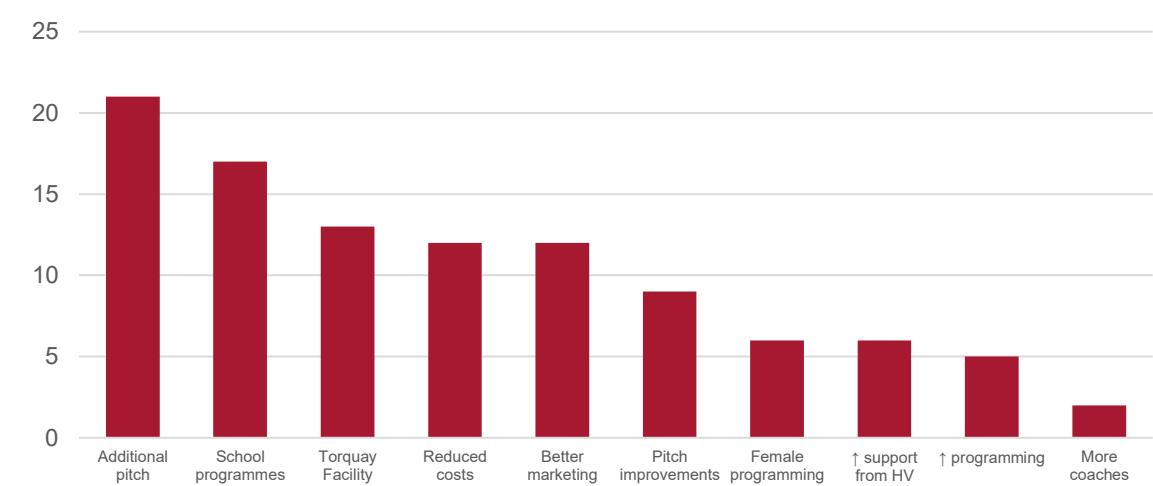
- ▶ The key to increasing hockey participation indicated by the 206 respondents were identified as:
 - ▶ “Increasing the profile of hockey within the region (54%)
 - ▶ “Greater access to playing / training fields” (47%)
 - ▶ “Decreased costs associated with playing hockey” (39%)
- ▶ Respondents were given the opportunity to provide up to three key answers.

Key to increasing hockey participation



- ▶ An additional opportunity was offered to respondents to provide commentary in regards to increasing hockey participation through free text.
- ▶ A total of 115 responses were collected, highlighted the following key themes:
 - ▶ Provision for an additional ground (21 responses) received 18% of total question responses.
 - ▶ Additional hockey programming in schools (17 responses) received 15% of all question answers.
 - ▶ Provision for an a synthetic pitch in Torquay was highlighted by 13 respondents (11%).
 - ▶ Greater marketing and promotion for hockey within the Region and reduction of costs associated with participating both received 12 responses respectively, accounting for 10% of all responses each.

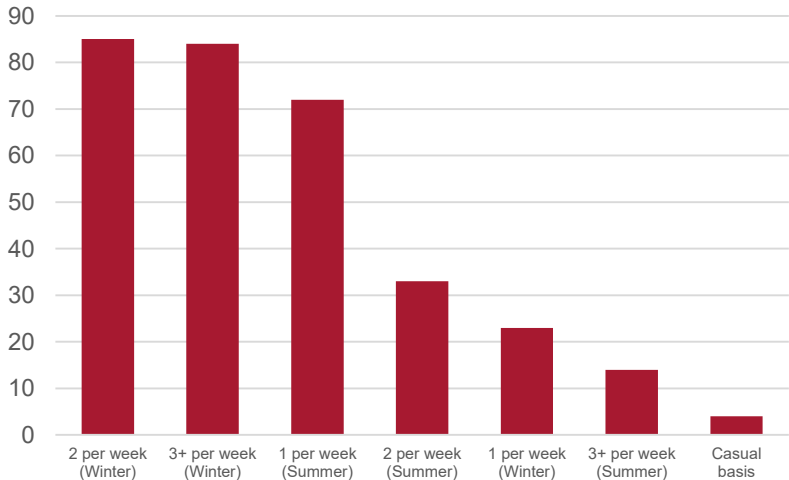
Increasing hockey participation



FACILITY ACCESS

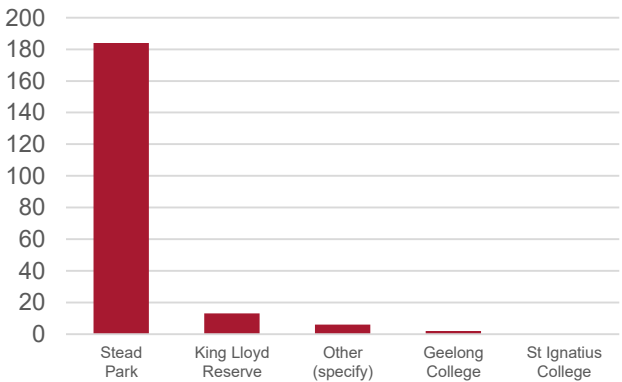
- ▶ 206 respondents answered this question, providing a total of 317 responses (up to two per person).
- ▶ Of the 317 responses, 85 identified using a hockey facility twice per week in winter, with 84 stating their average as three times per week.
- ▶ In summer, 35% of respondents identified using their facility once per week (72 responses).

Respondent avg hockey facility usage



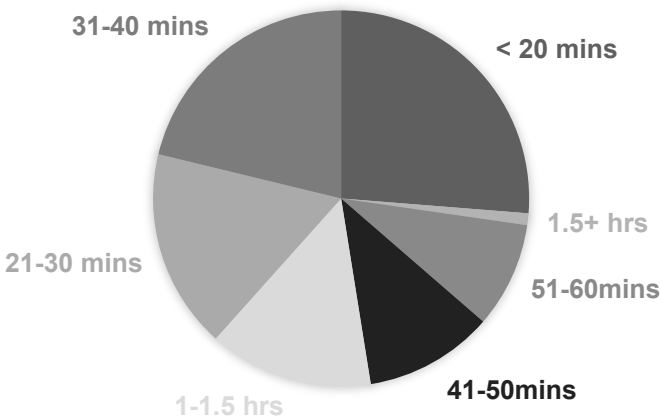
- ▶ As expected, Stead Park accounted for the majority of hockey participation with 184 / 205 responses selecting this facility as playing majority of their hockey (90%).
- ▶ King Lloyd Reserve was the second most commonly used venue with 13 responses.
- ▶ Of the 205 responses provided for the most prominent training facility, Stead Park accounted for 80% of responses.
- ▶ Followed by 'Other' (19 responses). 8 of these identified the Torquay Football Field as their training venue, and 3 identified Ballarat.

Facility where respondents play majority of their hockey



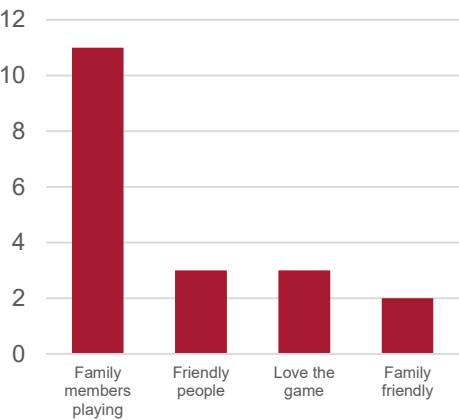
- ▶ The second most common drive time was identified as 31 - 40 minutes, accounting for 21% of all responses.
- ▶ 14% of respondents (18 / 206) travel between 1 - 1.5 hours to access their local facility.

Travel time to access local facility (return)



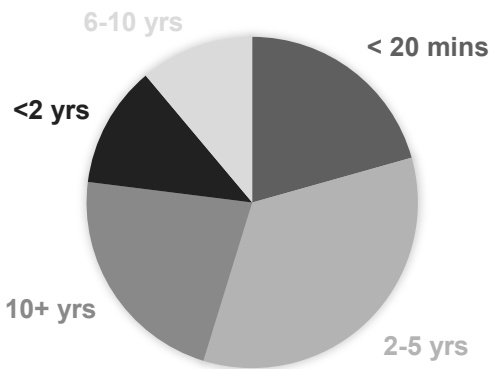
MOTIVATION

Main reason for staying connected to hockey



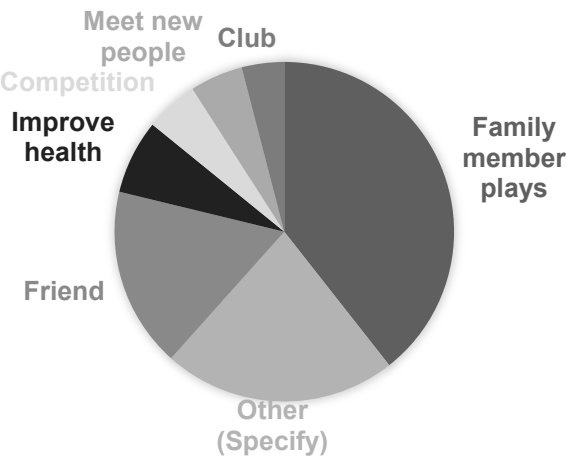
- ▶ Only 19 of the respondents provided an answer to this question.
- ▶ Of the 96 responses, 58% attributed their connection with hockey as a direct result of an immediate family member already playing the game.

Time involved in hockey within the G21 region



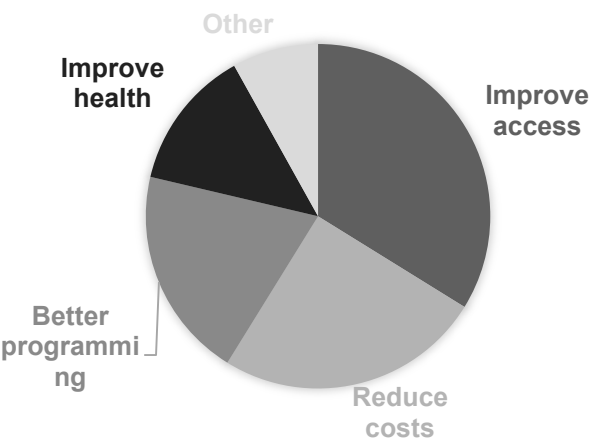
- ▶ Of the 206 respondents to provide an answer, 43% have been involved in hockey in the G21 region for 2 - 5 years.
- ▶ Over a quarter of respondents (28%) have been involved in hockey for 10+ years.
- ▶ 38 respondents skipped this question.

Initial motivation to play hockey



- ▶ Of the 206 respondents providing an answer to this question, almost 40% identified an imminent family member playing hockey as the initial motivator to participating.
- ▶ Of the 'Other' (22%) responses, 16 outlined the Hookin2Hockey program through their school as the initial motivator for their participation in hockey.

Methods to increase involvement in local hockey

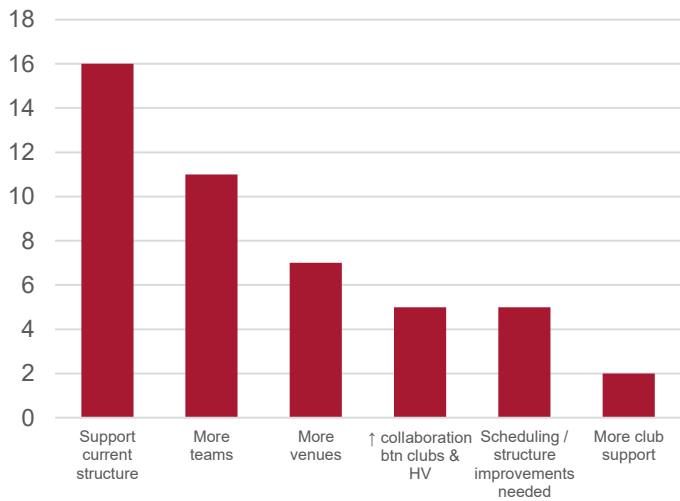


- ▶ Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local hockey involvement.
- ▶ Reducing costs associated with participating in hockey was identified as another key influence to increasing involvement in hockey.

ACCESS AND PROGRAMMING

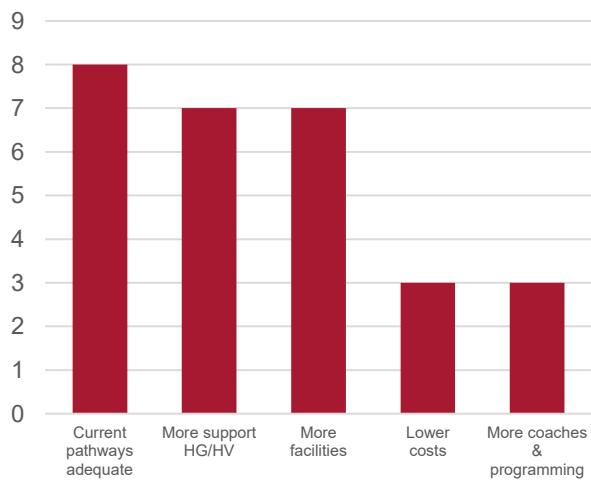
- Key themes as a result of a free text question posed regarding the current format of competition structures identified the following:
 - 16 respondents support existing competition structure
 - 11 respondents identified the need for additional teams within G21 competitions
 - Additional venues to support increases in participation.
- A total of 73 responses were provided to this question. A total response rate of 35% completion.

Feedback on current structures



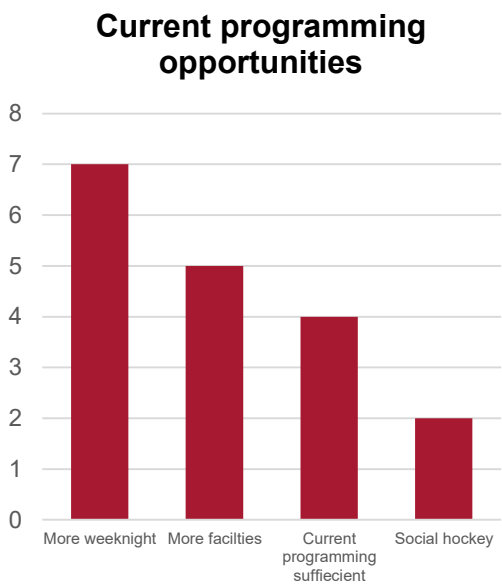
- 65 respondents provided feedback regarding current junior development pathways. Of those responses, the following trends were identified:
 - 8 respondents stated that existing pathways are good / adequate (12% of all responses).
 - 7 respondents identified the need for an additional facility within the region to foster growth, with a further 7 identifying a need for greater support from Hockey Geelong and Hockey Victoria (11% of all responses respectively).
- As a free text commentary question, common trends in answer responses were more difficult to establish.

Junior development pathways



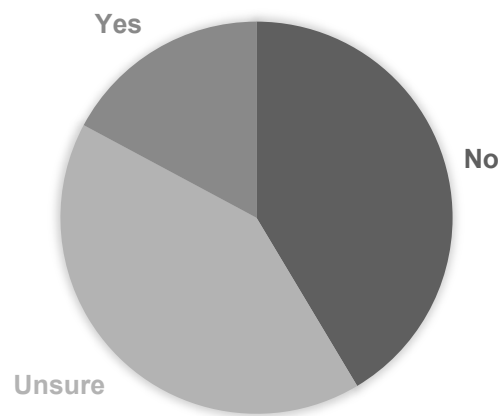
ACCESS AND PROGRAMMING

- ▶ 31 respondents provided feedback in regard to programming opportunities currently being offered within the G21 region. Of those responses, the following trends were identified:
 - ▶ 7 respondents highlighted the need for additional weeknight programming (22% of all responses).
 - ▶ 5 respondents identified the need for an additional facility within the region to conduct additional programming (16% of all responses).
 - ▶ 4 respondents stated that the current programming offering is sufficient.



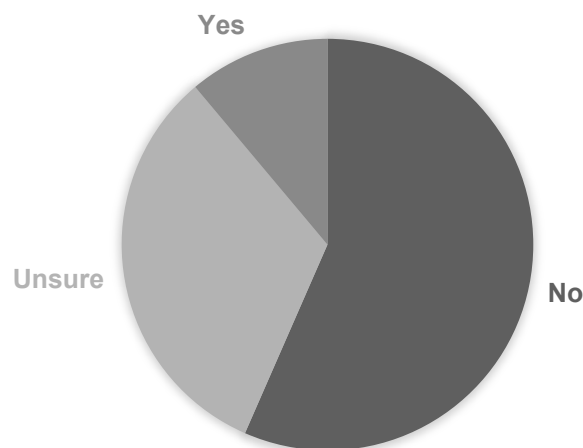
- ▶ 206 respondents provided an answer identifying their interest in participating in social hockey.
- ▶ 85 respondents stated they were unsure if they would participate in social hockey (41% of all responses).
- ▶ 85 respondents also stated that they would not participate in social hockey (41% of all responses).
- ▶ 36 respondents (18%) said they would participate in a social hockey format if offered locally.

Interest in participating in social hockey



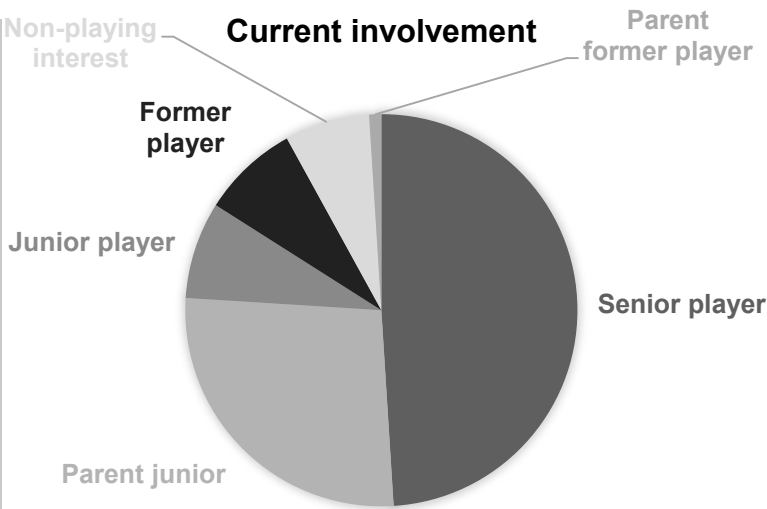
- ▶ 115 respondents stated that they would not participate in social hockey instead of regular training sessions (56%).
- ▶ 66 respondents stated that they were unsure as to whether they would participate in social hockey instead of their regular training sessions (32%).
- ▶ 23 respondents identified their support for social hockey participation over regular training sessions (11%)

Participation in social hockey instead of regular training



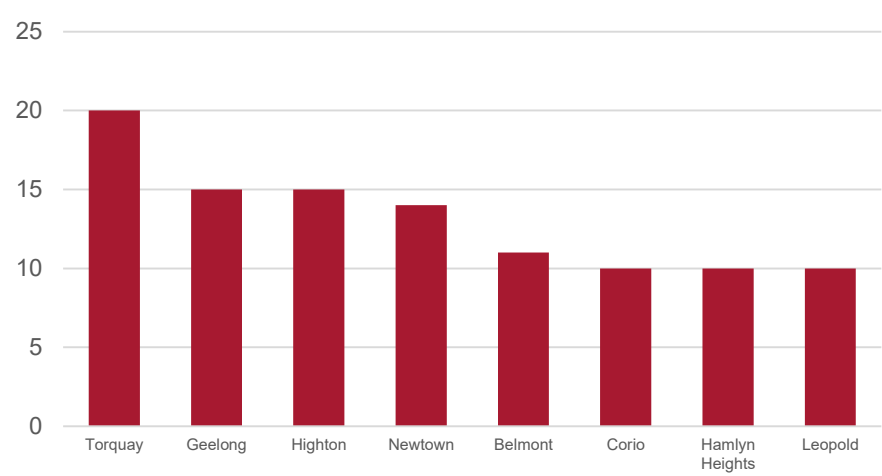
DEMOGRAPHICS

- ▶ 244 individuals completed the online G21 Regional Hockey Strategy Participant Survey.
- ▶ 49% (119 respondents) were Current Senior Hockey Players, 27% (66 respondents) were Parents of a Current Junior Hockey Players.
- ▶ Almost half of all respondents were aged over 41 years (101 respondents). Of these, 56 were female (55%), 44 male (44%) and one respondent did not wish to reveal their gender.



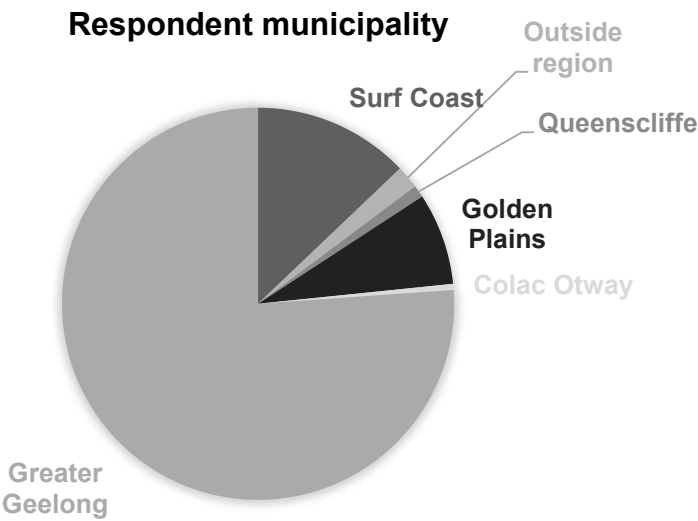
- ▶ Of the 206 individuals that supplied suburb information, 10% (20 respondents) were residents of Torquay, 21% (44 respondents) were residents of Geelong, Highton and Newtown.
- ▶ 4 respondents live outside of the G21 region with 2 residing in Ballarat and 1 in Richmond.

Suburb of respondents

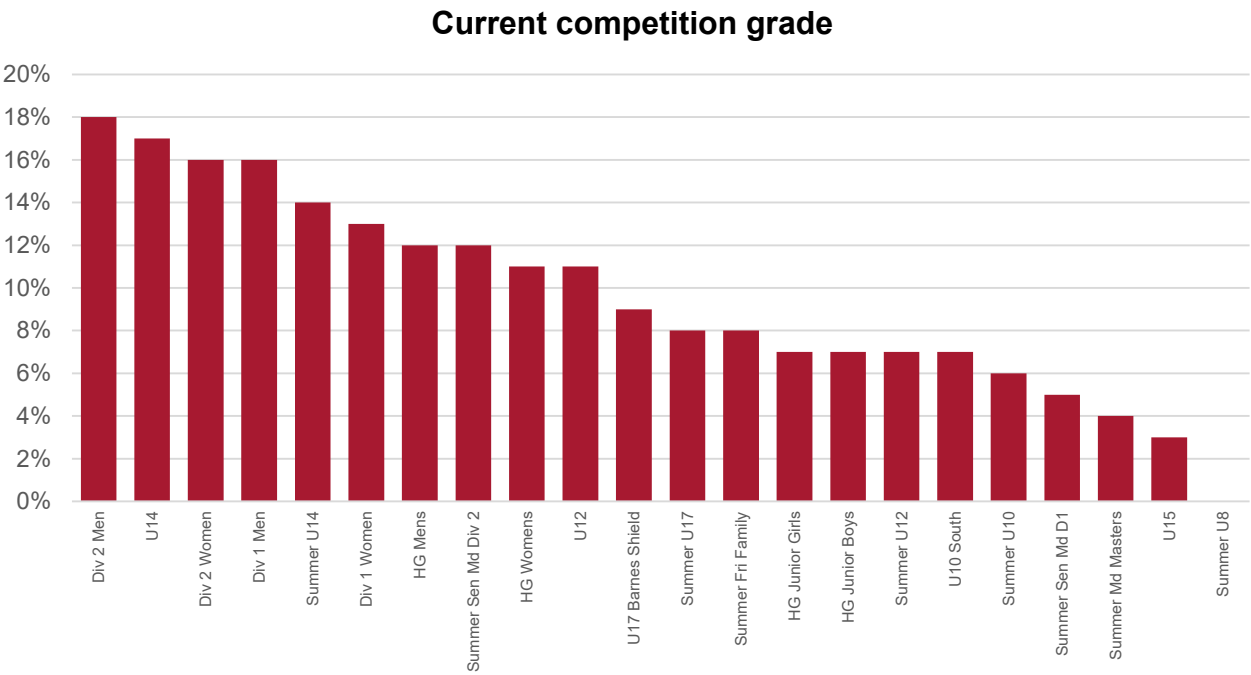


DEMOGRAPHICS

- ▶ Of the 206 respondents that provided residential suburb information, 160 (77%) reside within the City of Greater Geelong.
- ▶ Almost 2% of all respondents reside outside of the G21 region (4 individuals).



- ▶ Of 206 individuals that provided information regarding their current competition grade:
 - ▶ 18% of respondents (37) compete in Division 2 Men's
 - ▶ 17% play Under 14's
 - ▶ And 16% compete in Division 1 Women and Division 1 Men's respectively.
- ▶ The only grade to have not had a representative respondent was the Summer Under 8's competition.





PO Box 4078
131 Myers Street
Geelong Victoria 3220

TEL +61 3 5227 4000
FAX +61 3 5224 2594
EMAIL G21info@g21.com.au

www.g21.com.au

Cr Murnane re-entered the meeting room at 7.46pm

6. ANNUAL REPORT 2017-2018

Source:	Strategy & Program Delivery
Director:	Peter Anderson
Portfolio:	Strategy and Communications

Purpose

To have Council consider the City of Greater Geelong Annual Report 2017-18 (Annual Report) in accordance with its obligations under section 134 of the *Local Government Act 1989* (the Act).

Background

The Annual Report provides a comprehensive review of the City's activities, achievements, challenges and financial position from 1 July 2017-30 June 2018 against City Plan 2013-17 and Budget 2017-18.

The Annual Report has been prepared to comply with section 131 of the Act that requires it to contain the following:

- a report of Council's operations;
- a performance statement and a copy of the auditor's report on the performance statement;
- financial statements and a copy of the auditor's report on the financial statements; and
- any other matter required by the regulations.

Key Issues

- Section 134 of the Act in combination with Regulation 22 of the *Local Government (Planning and Reporting) Regulations 2014* requires that Council must consider and discuss the Annual Report at an open meeting of Council within one month after submitting the Annual Report to the Minister.
- The Annual Report was sent to the Minister for Local Government on 26 September 2018.

Cr Murnane moved, Cr Asher seconded -

That Council note that it has considered the Annual Report in accordance with section 134 of the Act.

Carried.

Attachment 1

Financial Implications

There are no financial implications arising from the subject of this report.

Community Engagement

The Annual Report has been prepared in close consultation with the Executive Leadership Team, Managers, Coordinators and Officers from across the organisation. Public notice regarding the Council meeting and availability of the Annual Report from Council's website and Customer Service Centres was given on 5 and 6 October 2018.

Social Equity Considerations

The Annual Report provides information to the community on how the resources of the City have been allocated between the Social, Environment and Economic needs of the community.

Policy/Legal/Statutory Implications

Section 134 of the Act in combination with Regulation 22 of the *Local Government (Planning and Reporting) Regulations 2014* requires that Council must consider and discuss the Annual Report at an open meeting of Council within one month after submitting the Annual Report to the Minister.

Alignment to Council Plan

City Plan 2013-17 (2016-17 Update) is the guiding document for the Annual Report. The Annual Report provides an update on the achievements under the Community Wellbeing, Growing Our Economy, Sustainable Built and Natural Environment and How We Do Business strategic directions.

Conflict of Interest

There have been no direct or indirect interests declared.

Risk Assessment

There are no identified risks arising from this report.

Environmental Implications

The Annual Report has been published online. Minimal copies of the Annual Report have been produced to satisfy the requirements of the Act.

Attachment 2

Annual Report 2017-18

THE CITY OF
GREATER GEELONG

ANNUAL REPORT

—
2017–18



CONTENTS

INTRODUCTION	5		
ABOUT THIS REPORT	5		
MAYOR'S MESSAGE	6		
CEO'S MESSAGE	7		
OUR PURPOSE, VALUES AND CITY PLAN 2013–17 STRATEGIC DIRECTION	9		
Our community vision	9		
Our purpose	9		
Our values	9		
Strategic direction	9		
OUR CITY AND ITS PEOPLE	10		
Population profile	10		
Employment	11		
THE YEAR IN REVIEW	12		
PERFORMANCE HIGHLIGHTS	12		
FAST FACTS	13		
OVERVIEW OF FINANCIAL PERFORMANCE	15		
Financial highlights	15		
Comprehensive income statement	16		
Assets	17		
Liabilities	18		
OUR COUNCIL	21		
City Hall office	21		
The Councillors	21		
The Administrators	25		
Municipal Monitors	25		
OUR PEOPLE	26		
Total head count of our employees by year	27		
Total FTE by directorate	27		
EQUAL EMPLOYMENT OPPORTUNITY	28		
OCCUPATIONAL HEALTH AND SAFETY	29		
		Occupational Health and Safety plans	29
		Committees and consultation	29
		Workplace injuries and reported incidents	29
		OUR PERFORMANCE	31
		Council planning framework	31
		COMMUNITY WELLBEING	33
		Priority: Healthy lifestyles	36
		Priority: Healthy environments	38
		Priority: Connected, creative and strong communities	39
		GROWING OUR ECONOMY	40
		Priority: Support existing businesses and encourage new and emerging growth sectors	43
		Priority: Facilitate major infrastructure and investment to enable economic growth	44
		Priority: A prosperous and innovative Geelong	45
		Priority: A successful and vibrant city centre	46
		Priority: Greater Geelong is a leading city for tourism, arts, culture and events	47
		SUSTAINABLE BUILT AND NATURAL ENVIRONMENT	49
		Priority: Enhance and protect natural areas and ecosystem health	52
		Priority: Support our community to live sustainably	53
		Priority: Advocate for and promote sustainable design and development	54
		Priority: Minimise our environmental footprint	55
		HOW WE DO BUSINESS	56
		Priority: Lead by advocating and collaborating on issues important to the Greater Geelong community	59
		Priority: Efficient and customer focused organisation	60
		Priority: Responsible and sustainable financial management	62
		Priority: Motivated and skilled staff in a safe work environment	63
		Priority: Informed and engaged community	64

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS – SERVICE PERFORMANCE

GOVERNANCE

Council information	64
The role of council	71
Meetings of council	71
Special committees	72
Code of conduct	73
Conflict of interest	73
Councillor allowances	74
Councillor expenses	74

AUDIT AND RISK COMMITTEE

Internal Audit	76
External Audit	76
Risk Management	76

GOVERNANCE AND MANAGEMENT CHECKLIST

STATUTORY INFORMATION

Documents available for public inspection	80
Contracts	80
Food Act Ministerial directions	80
Information privacy	80
Freedom of Information	80
Protected Disclosure Act 2012	81
Road Management Act Ministerial direction	81
Charter of Human Rights and Responsibilities	81
Local Laws	81
Neighbourhood Amenity Local Law 2014	81
Council Meeting Procedures Local Law 2017	81

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

83

DISABILITY ACTION PLAN

84

Access and Inclusion Action Plan 2018–22	84
Access and Inclusion Advisory Committee	84
Beach accessibility	84
Changing places and adult change facilities	84
Tactile symbols on domestic waste bins	84
Community mobility access directory and Access Maps	84
International Day of people with a disability	84
Recharge scheme	85
Braille printer	85

DEVELOPMENT CONTRIBUTIONS PLAN PROGRESS REPORT

86

DCP01 Armstrong Creek North East Industrial Precinct	86
DCP02 Jetty Road Urban Growth Area Stage 1	86
DCP03 Armstrong Creek East Precinct	86
DCP04 Armstrong Creek West Precinct	87
DCP05 Horseshoe Bend Precinct	87
DCP06 Armstrong Creek Town Centre Precinct	87
DCP07 Lara West Urban Growth Area	87
Ministerial reporting requirements	88
Development Contribution Plans – Whole of life actual income and works	88

PERFORMANCE STATEMENT

91

Sustainable capacity indicators	92
Service performance indicators	93
Financial performance indicators	96
Other Information	99

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2018

103

CONTACT US

144



INTRODUCTION

ABOUT THIS REPORT

The City of Greater Geelong *Annual Report 2017–18* provides a comprehensive account of our performance from 1 July 2017–30 June 2018.

The City is committed to transparent reporting and accountability to our community, and our annual report is a key means of advising our community of our organisation’s performance in the past 12 months.

The *Local Government Act 1989* requires that all Victorian councils submit their annual report to the Minister for Local Government within three months of the end of the financial year.

City Plan 2013–17 (the city plan) has been the key document guiding the City’s activities during the past five years. It translated our community’s needs and expectations into action. In April 2016 the City’s council was dismissed following the Commission of Inquiry’s three-month investigation into council’s governance, administration and culture. The appointment of administrators to run the City in place of the council required a submission to the Minister for Local Government for a one-year extension to the city plan.

This successful application to extend the period of the city plan to include the 2017–18 financial year means that it remains the guiding document for this annual report.

Our annual report provides an update on our highlights and achievements as well as the challenges under each city plan strategic direction:

- Community Wellbeing
- Growing Our Economy
- Sustainable Built and Natural Environment
- How We Do Business.

.....

Council acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander people who are part of the Greater Geelong community today.

.....

MAYOR'S MESSAGE

This year has been one of considerable change for the City with the return of its council in November 2017, and the appointment of our new CEO, Martin Cutter.

During this time, delivery of the *Council Plan 2018–22* was a key achievement for the councillors and the organisation, outlining our priorities for the next four years. Within this plan, there is a commitment to putting the community first and achieving excellence in everything we do across 11 strategic priorities.

The council plan has something for everyone, whether it's our multicultural community, those concerned about safety, or people who want to be more active and healthy. There is also strong emphasis for lovers of arts and culture, entrepreneurs and investors, and those who can see the tourism potential in our beautiful region. The plan outlines how we intend to sustain and enhance the fragile environment we live in, and how we'll balance and manage growth to ensure our towns maintain their unique character.

The council plan guides us in prioritising new initiatives and improvements to our services and ensures we direct resources to achieve the strategic priorities. Key to our success is advocating to and collaborating with state and federal governments, other local governments, peak bodies, community groups, local organisations and businesses.

The annual budget for 2018–19 was also adopted in June and is informed by the priorities of the council plan. With a turnover of \$396 million, the budget responds to several key challenges including unprecedented population growth, ageing infrastructure, rate capping and the impact of the worldwide recycling crisis.

One of the most exciting achievements this year was on 31 October 2017 when Geelong was designated as a UNESCO City of Design, the only city in Australia and one of only 31 Cities of Design worldwide. This designation presents significant long-term opportunities for our region with increased exposure to international business interests and new learnings on how we can apply design thinking to achieve positive outcomes for our community.

The City of Design designation is also an opportunity to further progress the community-led clever and creative vision as we now have an international platform to showcase how Geelong is transforming. Being a City of Design will help us become internationally recognised as forward looking, enterprising and adaptive, and caring for our people and environment.

Our major events calendar continues to grow. We secured a number of new major events this year including White Night and the Australian Open of Table Tennis. Major events are great for promoting the beauty and diversity of our region to new audiences and contribute to the overall liveability of Geelong for residents.

This interest has extended to Geelong's quality sporting facilities, culminating in the exciting announcement that a professional Korean baseball team will base themselves in Geelong to compete during this summer's Australian baseball season. Not only is this fantastic for baseball competition and fans, it will also increase the exposure of our region to more than a million Korean baseball fans during broadcasts of the games.

Our vision to have 10,000 people living in central Geelong progressed with a number of Revitalising Central Geelong projects commencing this year. We completed the Little Malop Street cycling and pedestrian bridge, the Johnstone Park Raingarden and the Laneways project, increasing the liveability and vibrancy of our CBD. Work also got underway on the Green Spine, with the ultimate goal to connect Johnstone Park with Eastern Gardens through a botanic walk.

We're excited by the momentum and opportunities Geelong has to offer and we thank the City's employees and the councillor group for their tireless work and commitment to making the Greater Geelong region an even more fantastic place to live, visit and invest in.



A stylized, handwritten signature in dark ink, which appears to read 'Bruce Harwood'.

**CR BRUCE HARWOOD –
MAYOR**

CEO'S MESSAGE

Whilst maintaining service delivery to the community and progressing the transformation program for the organisation, there was other considerable change at the City this year. In November 2017, we welcomed a new councillor group following a period of administration.

The transformation program has been a core focus for the City with a number of key achievements worth noting. The successful return to council has been led by some significant organisational changes including an online portal for efficient distribution of information to councillors and implementation of governance initiatives ensuring good governance is embedded in the way we work.

The clever and creative vision was launched in August 2017 and a broader roll-out of the strategy is continuing. Departments across the City are aligning their strategic planning frameworks with the clever and creative vision to ensure everything we work on is geared towards its achievement.

Implementing a formalised issues management procedure for the City has been another positive. This process has been running well and enabling successful management and mitigation of potential issues for the community and the organisation.

The completion of the strategic financial review has resulted in a successful budget process where we've been more connected to the council plan and the community's priorities through an engagement period.

Key features of the budget include \$78 million on community facilities and infrastructure, \$3.6 million on community priorities identified by the community, continued investment in redevelopment of Central Geelong and \$6.3 million for distribution across the grants program.

Planning for the civic accommodation project has commenced. This will be one of the City's most significant projects as we aim to consolidate our nine separate city offices into one office building. The inefficiencies of operating as we currently are is one of the key requirements of the transformation program. Enabling our people to work in the same building will help improve workplace culture, present exciting opportunities as we invest in Central Geelong and give further confidence to investors and developers. There is also the potential to use part of City Hall for the Geelong Gallery's further expansion, reinforcing the area as Geelong's art and cultural precinct. Some areas of City Hall will continue to be used for civic and ceremonial purposes.

The Geelong region is in a great position. We have some fantastic opportunities for growth with our transition into advanced manufacturing, the opening of the international airport at Avalon and our UNESCO City of Design credentials. There's growing confidence in the business sector in Geelong and our traditional manufacturing base is successfully diversifying as we see an increasing range of start-ups and entrepreneurs in our region. Tourism will also play a big role in our future growth as recent data shows that the Geelong region is performing very well against other tourism regions in Victoria. This year we had more than 55,000 international overnight visitors and we can expect this to grow once AirAsia commences flights into Avalon.

As we work towards another year of growth and progress for the Geelong region and we continue to transform and rebuild trust with our community, I'd like to thank all our dedicated employees and community members who help make Geelong such a fantastic place to live.



A handwritten signature in black ink, appearing to read 'Martin Cutter', with a stylized flourish at the end.

**MARTIN CUTTER –
CHIEF EXECUTIVE OFFICER**



OUR PURPOSE, VALUES AND CITY PLAN 2013–17 STRATEGIC DIRECTION

OUR COMMUNITY VISION

By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment.

Greater Geelong: A Clever and Creative Future is a vision for the whole of our region. Representing the voices of more than 16,000 members of our community, it is a guide for all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to our city-region.

Find further information about the vision at www.geelongaustralia.com.au/clevercreative

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

To deliver our purpose we will:

- respect and encourage each other
- create a healthy and safe environment for all
- embrace new ideas and better ways to work
- make people the centre of our business.

STRATEGIC DIRECTION

City Plan 2013–17 was developed using a planning framework of four strategic directions, to enable council to address the major concerns and issues raised in the *Your City Your Say* engagement held in late 2012.

COMMUNITY WELLBEING

Healthy Together Geelong: to enhance health, wellbeing and quality of life of Greater Geelong communities.

GROWING OUR ECONOMY

Securing Geelong's economic future.

SUSTAINABLE BUILT AND NATURAL ENVIRONMENT

Partnering with our community to protect and enhance our natural ecosystems and to encourage sustainable design and reduced resource consumption.

HOW WE DO BUSINESS

We will focus on developing and maintaining effective working relationships to deliver council's strategic directions and cost effective services that meet the changing needs of the community.

OUR CITY AND ITS PEOPLE

With a population of more than 244,000 people, the City of Greater Geelong is Victoria's largest regional municipality.

Located 75 kilometres south west of Melbourne, the municipality covers an area of 1,252 km², comprising suburban, coastal and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south.

The region is characterised by the iconic waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world-renowned coastline of south-west Victoria via the Great Ocean Road.

The traditional owners of the land, the Wadawurrung people, lived in the Geelong region for more than 25,000 years prior to European settlement, occupying a territory of 120 by 150 kilometres.

POPULATION PROFILE

The City of Greater Geelong's population continues to grow, up from 223,021 in 2013 to 244,798 as at 30 June 2017. With more than 50 suburbs and townships, the population is predicted to exceed 325,000 by 2036.

Approximately 77 per cent of the community are Australian born, with the United Kingdom, India, New Zealand, Italy and China the main birthplaces outside Australia. Other than English, the most common languages spoken at home continue to include Italian, Croatian, Mandarin, Persian/Dari and Macedonian.

Our largest age group, at 19 per cent, is parents and homebuilders (35 to 49 years of age), with older workers and pre-retirees (50 to 59 years of age) the next largest group at 12.8 per cent. The tertiary education and independence group (18 to 24 years of age) follow closely at 12.7 per cent, with the next largest group being empty nesters and retirees (60 to 69 years old) making up 11.8 per cent of the population.



244,798
TOTAL
POPULATION



73.3%
OF HOMES HAVE
AN INTERNET
CONNECTION



45 KM
OF COASTLINE



83%
OF WORKFORCE
LIVE IN GREATER
GEELONG



114
INDIVIDUAL
WETLANDS



5.1 million
VISITORS TO
THE REGION



2.41
AVERAGE
HOUSEHOLD
SIZE



40
MEDIAN AGE



16.2%
POPULATION
BORN OVERSEAS



2,407
ABORIGINAL AND
TORRES STRAIT
ISLANDERS



2.6%
POPULATION
GROWTH RATE
(2016-17)



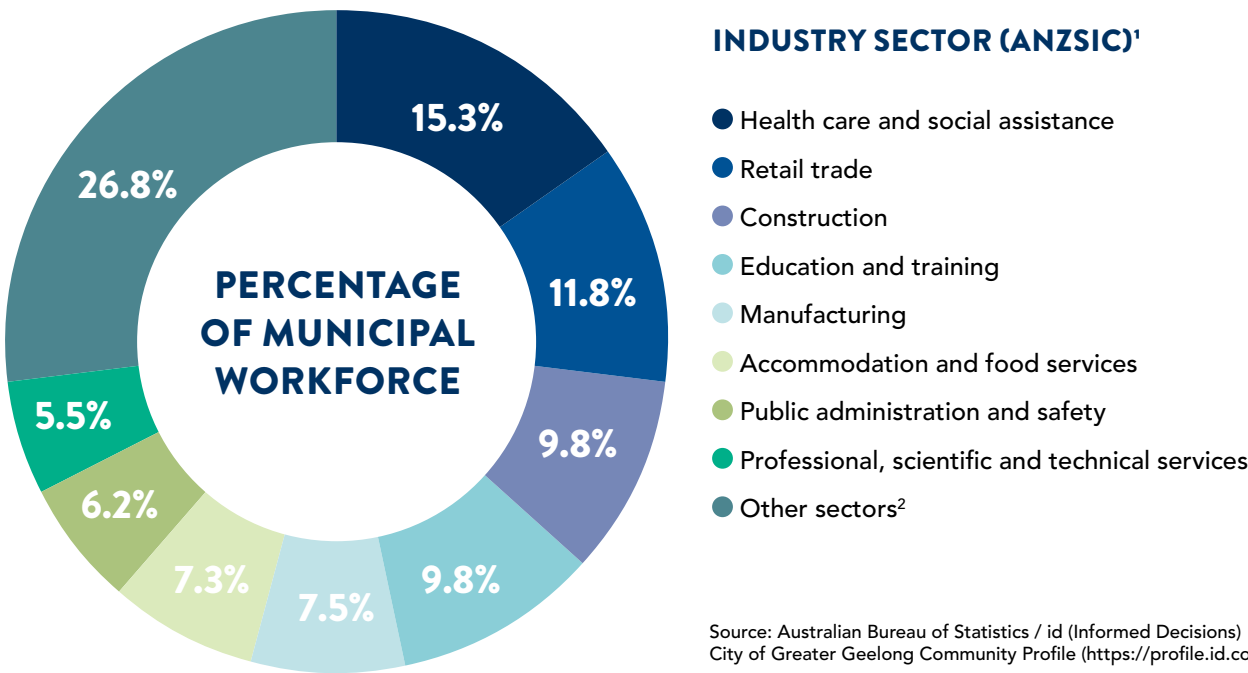
17,000+
BUSINESSES

EMPLOYMENT

Geelong has a diverse economy with 17,000-plus businesses and a labour force of more than 110,000 people.

In recent years, Geelong’s economic base has mirrored global trends with the restructuring of the manufacturing sector. Geelong has responded to this economic challenge with significant growth in many other sectors, particularly health care and social assistance, education and training, and accommodation and food services.

The following City of Greater Geelong statistics show the industries in which residents work (which may be within the residing area or elsewhere).



¹ Australian and New Zealand Standard Industrial Classifications (ANZSIC), 2006
² Includes another eleven sectors plus inadequately described and not statement categories

THE YEAR IN REVIEW

PERFORMANCE HIGHLIGHTS

The following provides a high level summary of our achievements against each of the four city plan strategic directions.

Find more detailed information about our performance on pages 31 to 64.

STRATEGIC DIRECTION	ACHIEVEMENTS
COMMUNITY WELLBEING	• Secured State and Federal Government grants totalling more than \$1 million for sport and recreation infrastructure • Delivered 'New Recruits', a partnership with the Victoria Police aimed at engaging with young people at risk • Provided care services to more than 5,000 older people in their homes • Delivered a comprehensive digital projection program at City Hall including programming for Christmas, ANZAC Centenary, Geelong After Dark and Reconciliation Week
GROWING OUR ECONOMY	• Geelong Major Events continued to support more than 20 major events including: Cadel Evans Great Ocean Road Race, Festival of Sails, Archibald Prize exhibition, Mountain to Mouth, Word for Word, Geelong Revival, Geelong After Dark and T20 cricket • Awarded designation as a City of Design by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) Creative Cities Network (UCCN), the first and only Australian city to achieve this status • Tastes of Central Geelong 2017 attracted 23,540 participants, 114 participating businesses, offered 639 activities and created a total economic output of \$2.49 million • Christmas in Geelong 2017 attracted 51,592 participants, offered 378 activities and created a total economic output of \$3.77 million
SUSTAINABLE BUILT AND NATURAL ENVIRONMENT	• Installed three large solar systems at: Leisurelink Aquatic Centre (99kW), Bellarine Aquatic and Sports Centre (99kW) and Corio Depot (80kW) • Completed installation of the artificial reef at Portarlington to reduce erosion impacts and provide for marine habitat • Improved community access to our coastal parks and waterways through delivery of the Ocean Grove Jetty refurbishment and the Clifton Springs Boat Harbour upgrade
HOW WE DO BUSINESS	• Commenced works on Osborne House with more than 60 per cent of artefacts removed, cleaned and catalogued • Published Community Update six times each year as part of our ongoing commitment to improving our communication and engagement with residents • Supported the Revitalising Central Geelong project, including supplying lead communications and delivery of capital works for the Little Malop Street Laneways and Malop Street Green Spine construction

FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Geelong community. In 2017–2018 we:

Hosted **five** cruise ship visits including the Norwegian Jewel, the biggest cruise ship that has anchored in our region, bringing 3,500 passengers and crew



Recorded **2 million** visitations across our four indoor leisure centres and two outdoor pools



Managed **137** sports pavilions and buildings used by 300+ clubs



Answered **183,719** calls to our Customer Contact Centre



Delivered **54,708** meals to residents as part of our Home and Community Care services



Experienced a **27%** increase in our Geelong Australia Facebook reach. The City currently has 16,142 followers



Distributed **\$1.75 million** through our Community Investment and Support Fund to assist more than 160 organisations deliver community projects

Provided **100** young people with access to driving experience and instruction through our L2P Learner Driver Mentor Program



Collected **8.83 million** bins across Greater Geelong



Supported a total of **2,144** families who accessed council operated Early Childhood Education and Care services



Maintained **2,162.1 ha** of open space across the City



Hosted an estimated **22,000** visitors at the fifth annual Geelong After Dark interactive arts event in Central Geelong



Planted **28,000** indigenous plants in key biodiversity areas along the coast and waterways



Surveyed **3,500+** businesses in Central Geelong as part of the 2017 Census of Land Use and Employment (CLUE)



Registered a total of **45,210** animals



Assisted **599** women and young girls to participate in the sixth year of the 'Women Only Swimming' Program





OVERVIEW OF FINANCIAL PERFORMANCE

The following information presents an overview of financial results for 2017–18 in an easy to understand format. For more detail please refer to the Annual Financial Report starting on page 103.

FINANCIAL HIGHLIGHTS

\$65m

SURPLUS OF \$65.0 MILLION, AN INCREASE OF \$18.8 MILLION ON THE PREVIOUS YEAR'S RESULT.

\$421.3m

\$421.3 MILLION REVENUE WITH 51.9 PER CENT COMING FROM RATES AND CHARGES.

\$356.2m

\$356.2 MILLION EXPENDITURE WITH EMPLOYEE COSTS MAKING UP 42 PER CENT AND MATERIALS AND SERVICES MAKING UP 30 PER CENT.

\$2.3b

\$2.3 BILLION IN NET ASSETS, A \$206.5 MILLION INCREASE ON THE PREVIOUS YEAR.

\$113.3m

\$113.3 MILLION CAPITAL EXPENDITURE WITH 29 PER CENT RELATING TO ROADS, FOOTPATHS, CYCLE PATHS AND DRAINAGE, 21 PER CENT TO LAND AND BUILDINGS AND 16 PER CENT TO RECREATIONAL, LEISURE AND COMMUNITY FACILITIES.

COMPREHENSIVE INCOME STATEMENT

The comprehensive income statement shows how much the City has earned during the 2017–18 financial year. It details where the City receives its income and how it is spent.

NET RESULT

	2012–13 \$m	2013–14 \$m	2014–15 \$m	2015–16 \$m	2016–17 \$m	2017–18 \$m
Surplus/(Deficit)	59.2	40.8	76.3	57.6	46.2	65.0
Total Comprehensive Results	152.3	57.8	73.7	64.6	66.0	206.5

Includes items that will not be classified to surplus or deficit in future periods (i.e. net asset revaluation).

The City's surplus (income less expenditure) of \$65.0 million is \$18.8 million greater than the previous year's result of \$46.2 million. We mainly attributed this result to an increase in rates income of \$13.8 million, user fees increased by \$2.8 million and reduced loss on disposal of assets \$30.0 million (Kardinia Park Stadium Assets transferred to Kardinia Park Trust). These were offset by a decrease in operating grants of \$4.8 million, increased employee costs of \$8.2 million, additional depreciation of \$3.9 million and recognition of Drysdale Landfill provision \$9.5 million.

The total comprehensive result takes into account items that will not be classified to surplus or deficit in future periods. In this case it is the net asset revaluation which in 2017–18 was an increment \$141.5 million.

Sustaining a net surplus is a critical financial strategy of the City in that it provides capacity to maintain the community assets under the City's control. The City's *Strategic Plan* forecasts surpluses over the next four years, including a \$69.9 million surplus in 2018–19.

BALANCE SHEET

The balance sheet shows what we own (assets), what we owe (liabilities) and our net worth (equity).

ASSETS

The major components of our assets include:

- Cash and cash equivalents of \$102.6 million
- Property, plant and equipment worth \$2.3 billion (an increase of \$223.7 million on the previous year).

These components make up 98.8 per cent of our total assets.

TOTAL ASSETS

2012–13 \$m	2013–14 \$m	2014–15 \$m	2015–16 \$m	2016–17 \$m	2017–18 \$m
1,955.7	2,024.4	2,123.4	2,180.5	2,236.0	2,460.5

INVESTMENTS

2012–13 \$m	2013–14 \$m	2014–15 \$m	2015–16 \$m	2016–17 \$m	2017–18 \$m
71.4	75.3	91.9	87.2	103.0	102.6

Cash and cash equivalents of \$102.6 million covers the City's long service leave obligation and provides funds to complete carry over capital works.

CAPITAL PROGRAM

The City aims to ensure we can maintain our infrastructure assets at the expected levels, while at the same time continuing to deliver the services our community needs. In order to maintain infrastructure, the City has an extensive capital works program to renew, upgrade and provide new assets.

In 2017–18, capital works expenditure totalled \$113.3 million. This included a total of \$27.9 million on renewal works (24.6 per cent), \$12.7 million on upgrade works (11.2 per cent) and \$72.7 million on new assets (64.2 per cent).

2012–13 \$m	2013–14 \$m	2014–15 \$m	2015–16 \$m	2016–17 \$m	2017–18 \$m
60.0	72.9	106.7	84.2	76.9	113.3

The main categories of expenditure included:

- \$20.3 million on roads
- \$23.8 million on land and buildings
- \$18.7 million on recreational, leisure and community facilities
- \$6.0 million on plant and equipment
- \$13.7 million on waste management
- \$18.1 million on other assets
- \$5.1 million on footpaths and bike paths
- \$7.6 million on drainage.

LIABILITIES

The City's liabilities include future commitments to suppliers, to employees for leave entitlements, loans and for landfill provision.

Total liabilities were \$135.7 million, an increase of 15.3 per cent on the 2016–17 balance. This was mainly due to an increase in loan borrowings and the recognition of the Drysdale Landfill provision.

TOTAL LIABILITIES

2012–13 \$m	2013–14 \$m	2014–15 \$m	2015–16 \$m	2016–17 \$m	2017–18 \$m
99.5	110.3	135.7	128.2	117.7	135.7

LOANS

2012–13 \$m	2013–14 \$m	2014–15 \$m	2015–16 \$m	2016–17 \$m	2017–18 \$m
32.5	36.6	64.5	54.8	45.5	48.7

Our loan balance equates to 35.9 per cent of our total liabilities and the reduction results from the increase in total liabilities due to the recognition of the Drysdale Landfill provision. A total of \$27.1 million in loan borrowings have been deferred from 2017–18 into 2018–19. Repayments of \$8.9 million were made in 2017–18.

DEBT COMMITMENT

2012-13 %	2013-14 %	2014-15 %	2015-16 %	2016-17 %	2017-18 %
4.23	5.78	6.88	6.49	5.70	5.06

The debt commitment ratio shows the percentage of rates required to pay back principal and interest on the City's loans. The City's ratio shows that a low percentage of rates are used in loan servicing and that we continue to have the capacity to meet our debt repayments. The decrease in the ratio in 2017-18 was due to loan repayments of \$8.9 million made during the year and a new loan of \$12.1 million being drawn down offset by an increase in rates revenue.

RATEPAYER EQUITY

Ratepayer equity is represented by the City's net worth, that is, what we own (total assets of \$2,460 million) minus what we owe (total liabilities of \$135.7 million). Ratepayer equity as at 30 June 2018 was \$2,325 million, a 9.7 per cent increase on the previous year. This is mainly attributed to the continued growth in our fixed asset base (property, plant and equipment) and the land and building and drainage revaluation impact.

2012-13 \$m	2013-14 \$m	2014-15 \$m	2015-16 \$m	2016-17 \$m	2017-18 \$m
1,856.2	1,914.0	1,987.7	2,052.3	2,118.3	2,325.0



OUR COUNCIL

CITY HALL OFFICE

30 Gheringhap Street, Geelong

THE COUNCILLORS

The City of Greater Geelong community elected its council for a three-year term on 28 October 2017.

Our councillors are responsible for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation. (The list of our councillors follows).

Our municipality is divided into four multiple-councillor wards:

- **Bellarine Ward:** represented by three councillors, extends from Moolap across the Bellarine Peninsula
- **Brownbill Ward:** represented by three councillors, including Central Geelong up to Bell Park and south to the Barwon River
- **Kardinia Ward:** represented by three councillors, covers the south-west region including Highton, Grovedale and Armstrong Creek
- **Windermere Ward:** represented by two councillors, takes in the northern and part of the western area of the municipality, including Norlane, Corio and Lara.





CR BRUCE HARWOOD
Mayor
Kardinia Ward

PORTFOLIOS:

- Economic Development (C)
- Leadership and Governance (C)
- Finance (DC)
- Strategy and Communications (DC)
- Disability, Access, Inclusion and Volunteering (DC)

COMMITTEES:

- Planning Committee
- Audit and Risk Committee
- Central Administrative Office Advisory Committee (Chair)
- CEO Employment Matters Committee
- Regional Capitals Australia
- Regional Cities Victoria
- G21 Geelong Region Alliance
- Barwon South West Waste and Resource Recovery Group Committee Forum



CR PETER MURRIHY
Deputy Mayor
Brownbill Ward

PORTFOLIOS:

- Social and Infrastructure Planning (C)
- Tourism and Events (DC)

COMMITTEES:

- Geelong Major Events
- Planning Committee
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- Geelong Regional Library Corporation
- G21 Pillar – Sports and Recreation
- G21 Pillar – Economic Development



CR ANTHONY AITKEN
Windermere Ward

PORTFOLIOS:

- Social and Infrastructure Planning (C)
- Disability, Access, Inclusion and Volunteering (C)

COMMITTEES:

- Planning Committee
- Audit and Risk Committee (substitute)
- Access and Inclusion Advisory Committee
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- G21 Pillar – Sports and Recreation



CR STEPHANIE ASHER
Bellarine Ward

PORTFOLIOS:

- Planning (C)
- Strategy and Communications (C)
- Sustainable Development (DC)

COMMITTEES:

- Planning Committee (Chairperson)
- Audit and Risk Committee (substitute)
- Submissions Review Panel (Chairperson)
- CEO Employment Matters Committee
- Geelong Regional Library Corporation
- Municipal Association of Victoria (substitute)
- G21 Pillar – Environment
- G21 Pillar – Planning and Services



CR KYLIE GRZYBEK
Windermere Ward

PORTFOLIOS:

- Community Health and Safety (C)
- Leadership and Governance (DC)
- An Inclusive and Diverse Community (DC)

COMMITTEES:

- Planning Committee
- Audit and Risk Committee
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- Multicultural Action Plan Committee
- Women in Community Life
- Municipal Association of Victoria
- G21 Pillar – Health and Wellbeing



CR EDDY KONTELJ
Brownbill Ward

PORTFOLIOS:

- Transportation and Connections (C)
- Veterans' Affairs (C)

COMMITTEES:

- Planning Committee
- G21 Pillar – Transport



CR SARAH MANSFIELD
Brownbill Ward

PORTFOLIOS:

- An Inclusive and Diverse Community (C)
- Environment and Sustainability (C)

COMMITTEES:

- Planning Committee
- The Karreenga Aboriginal Advisory Committee
- Women in Community Life
- Association of Bayside Municipalities
- G21 Pillar – Environment
- G21 Pillar – Health and Wellbeing



CR JIM MASON AM
Bellarine Ward

PORTFOLIOS:

- Arts, Culture and Heritage (C)
- Sustainable Development (C)
- Community Health and Safety (DC)
- Environment and Sustainability (DC)
- Planning (DC)

COMMITTEES:

- Bellarine Multi Arts Facility (Potato Shed)
- Planning Committee
- Rural and Peri-Urban Advisory Committee
- Central Administrative Office Advisory Committee
- Heritage Advisory Committee
- Geelong Art Gallery
- Geelong Regional Library Corporation
- Association of Bayside Municipalities
- Geelong – Queenscliffe Coastal Adaptation Program
- G21 Pillar – Transport
- G21 Pillar – Planning and Services
- G21 Pillar – Education and Training
- G21 Pillar – Arts and Culture



CR PAT MURNANE
Kardinia Ward

PORTFOLIOS

- Finance (C)
- Arts, Culture and Heritage (DC)

COMMITTEES:

- Geelong Major Events
- Planning Committee
- Central Administrative Office Advisory Committee



CR RON NELSON
Kardinia Ward

PORTFOLIOS:

- Tourism and Events (C)
- Transportation and Connections (DC)

COMMITTEES:

- Geelong Major Events
- Planning Committee
- Central Administrative Office Advisory Committee
- Tourism Greater Geelong and The Bellarine Inc.
- Geelong Regional Library Corporation



CR TRENT SULLIVAN
Bellarine Ward

PORTFOLIOS:

- Economic Development (DC)
- Veterans' Affairs (DC)

COMMITTEES:

- Bellarine Multi Arts Facility (Potato Shed) (delegate)
- Central Geelong Marketing Committee (delegate)
- Geelong Major Events
- Planning Committee
- Central Administrative Office Advisory Committee
- G21 Pillar – Economic Development

THE ADMINISTRATORS

The Victorian Government appointed three administrators in May 2016, following the April 2016 dismissal of the City's council. The administrators' term ended with the election of the new council.



DR KATHY ALEXANDER
Chairperson of the panel
of administrators

Date appointed:
24 May 2016
End date of appointment:
28 October 2017



LAURINDA GARDNER
Administrator

Date appointed:
24 May 2016
End date of appointment:
28 October 2017



PETER DORLING
Administrator

Date appointed:
24 May 2016
End date of appointment:
28 October 2017

MUNICIPAL MONITORS

In November 2017, the Minister for Local Government appointed two municipal monitors¹ to oversee the governance and administration of the Council for a period of three years. The appointed municipal monitors are Ms Jude Munro and Mr Peter Dorling.



JUDE MUNRO



PETER DORLING

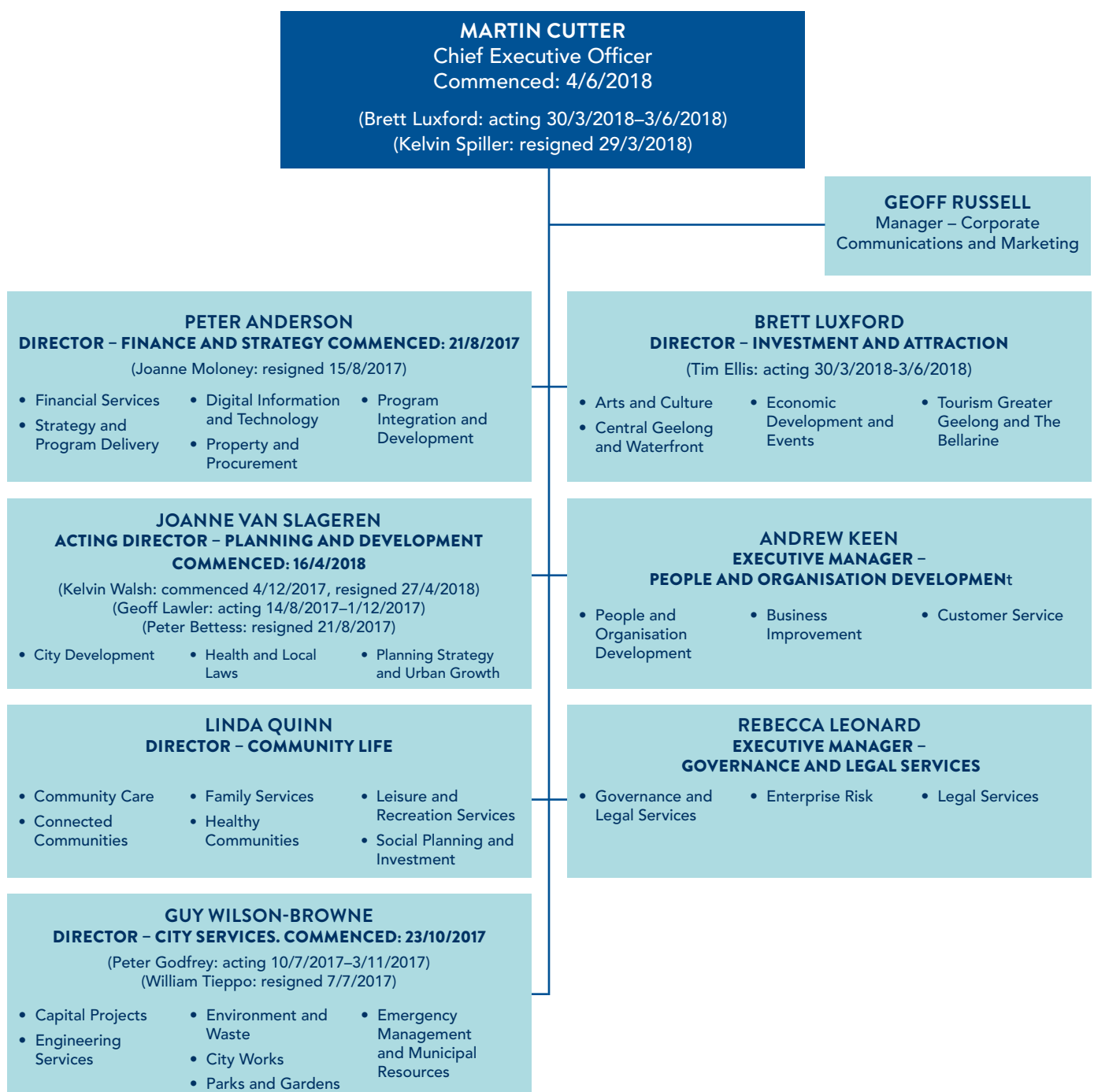
¹ The appointment of the monitors was made in accordance with section 223CA of the *Local Government Act (Vic) 1989*.

OUR PEOPLE

ORGANISATIONAL CHART

(as at 30 June 2018)

The City's Chief Executive Officer (CEO) is responsible for day to day management of operations in accordance with the strategic directions of the city plan. The CEO, five directors and two executive managers form the City's Executive Leadership Team.



The City is one of our region's largest employers. At 30 June 2018, the City employed 2,554 people, equivalent to 1,577 full-time employees.

In 2017–18, turnover of all our people, excluding casual employees, was 9.5 per cent (up from 9.1 per cent the previous year).

TOTAL HEAD COUNT OF OUR EMPLOYEES BY YEAR

	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Employee numbers	2,592	2,670	2,675	2,643	2,652	2,554

TOTAL FTE BY DIRECTORATE

A summary of the number of full-time equivalent (FTE) employees by organisational structure and employment type follows.

EMPLOYEE TYPE	CEO	FINANCE AND STRATEGY	PLANNING AND DEVELOPMENT	COMMUNITY LIFE	CITY SERVICES	INVESTMENT AND ATTRACTION	PEOPLE AND ORGANISATION DEVELOPMENT	GOVERNANCE AND LEGAL SERVICES
Full-time	11.9	106.0	119.0	301.8	398.0	53.4	31.3	21.2
Part-time	6.9	9.6	37.2	322.5	16.7	19.7	17.9	1.0
Casual	0.0	0.4	4.8	77.3	4.2	9.0	6.8	0.4
Total	18.8	116.0	161.0	701.6	418.9	82.1	56.0	22.6

The City needs flexible employment arrangements to deliver our broad range of services throughout the year. This provides benefits for both the community and our people. A summary of the number of full-time equivalent (FTE) employees by employment type and gender follows.

EMPLOYEE TYPE	MALE	FEMALE
Full-time	579.5	465.3
Part-time	60.0	367.3
Casual	30.5	74.4
Total	670.0	907.0

EQUAL EMPLOYMENT OPPORTUNITY

The City is an equal opportunity employer. We value the contributions a diverse workforce can bring to our community.

We are committed to creating a more diverse, inclusive and welcoming workplace for all.

We appoint all our employees on merit and in a fair and equitable manner regardless of age, employment activity, gender identity, disability, industrial activity, lawful sexual activity, marital status, parental status or status as a carer, physical features, political belief or activity, pregnancy or breastfeeding, race, religious belief or activity, sex, sexual orientation, or personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the stated attributes.

Our *Diversity and Inclusion Action Plan* was developed with the Victorian Equal Opportunity and Human Rights Commission.



OCCUPATIONAL HEALTH AND SAFETY

The city plan outlines our commitment and objectives towards Occupational Health and Safety (OHS).

We make sure our objectives are achieved by having an appropriate safety management system known as CitySafe. We continually review and update CitySafe to provide appropriate tools and practices to reduce OHS risks. This includes providing enough:

- resources
- information
- training
- supervision and support to provide a safe and healthy workplace.

This makes sure we undertake work in a way that supports the continued health and safety of all employees, contractors and our community.

OCCUPATIONAL HEALTH AND SAFETY PLANS

Each department within the City is required to have a department specific occupational health and safety plan. These plans are integral to our OHS planning process. We develop them by completing a 'risk profile'. We identify risks and associated hazards, and address them by implementing appropriate controls. These controls form the basis of each department's health and safety plan, and are directly linked to their functions within the City.

By measuring the completion of each action within these safety plans, we demonstrate our due diligence toward the health and safety of our people.

COMMITTEES AND CONSULTATION

Our OHS committees continue to meet regularly at an organisational, divisional and departmental level. The committees, in conjunction with trained health and safety representatives, make sure OHS communication is effective across the City.

WORKPLACE INJURIES AND REPORTED INCIDENTS

In 2017–18 the total number of reported time lost injuries fell from 39 to 17, the number of medical incidents also fell from 10 to 4 and minor incidents rose from 347 to 351.

Overall, near miss incidents increased from 138 to 196 for 2017–18. This increase in reporting reflects our pro-active approach to making sure all incidents are reported.

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Lost time incident	49	36	41	35	40	39	17
Medical incident	16	22	27	23	19	10	4
Minor incident	224	280	249	262	294	347	351
Near miss	76	79	95	134	160	138	196



OUR PERFORMANCE

COUNCIL PLANNING FRAMEWORK

The City's four-year council plan sets out what the council will achieve during its four-year term to achieve its community vision.

Each year during the council term we review the city plan internally and update it to make sure we are achieving the objectives and priorities we have committed to. This meets with the requirements of the *Local Government Act 1989*, Section 125(7).

We base our annual budget and annual action plan on the priorities adopted in the city plan and the accompanying strategic resource plan. From these, we then form annual department business plans to implement actions and deliver services to the community required by legislation or by the council.



PERFORMANCE AGAINST CITY PLAN

The following sections report on our performance in delivering the community focused priorities committed to in the city plan.

The city plan framework consists of four strategic directions – Community Wellbeing, Growing Our Economy, Sustainable Built and Natural Environment, and How We Do Business.

Each strategic direction has an objective with a number of priorities and measures used to assess our progress towards achieving these outcomes. Each year we commit to and publish an annual program of actions, projects and resources in the annual city plan update. The measures under each priority are categorised as follows:

KEY	TYPE OF MEASURE
D	Direct – Council has a direct influence on the measure result.
I	Influence – Council has an influence on the measure result but other external factors outside our control also impact it.
M	Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

The following sections report on the progress of the additional fifth year of the city plan.



COMMUNITY WELLBEING

**Healthy Together Geelong: to
enhance health, wellbeing and
quality of life of Greater Geelong
communities.**

ACHIEVEMENTS

- Delivered the fifth annual Geelong After Dark pop-up arts festival
- Delivered Mountain to Mouth 2018 – Geelong’s biennial extreme arts walk
- Secured state and federal government grants totalling more than \$1 million for sport and recreation infrastructure
- Delivered a comprehensive digital projection program at City Hall including programming for Christmas, ANZAC Centenary, Geelong After Dark and Reconciliation Week
- Distributed more than \$150,000 to support community development projects across the municipality
- Delivered 2018 Geelong Youth Awards recognising the achievements of our region’s young people
- Delivered ‘New Recruits’, a partnership with Victoria Police aimed at engaging with young people at risk
- Delivered Geelong Seniors Festival with more than 100 events attracting 10,000 participants
- Received the Highly Commended award from the Australian Government in the Innovation to Create More Liveable and Collaborative Communities awards
- Adopted our *Graffiti Policy*
- Delivered and progressed \$22 million of capital works programs and projects
- Completed draft West Oval and Herne Hill Master Plans
- Coordinated Walk to School October 2017 with 34 primary schools and 7,400 children and families participating
- Completed, launched and opened Drysdale Sports Precinct (Stage 1)
- Completed upgrade of several sports facilities including:
 - Flinders Peak
 - Home for Cycling – regional pavilion
 - Leopold Football, Cricket and Netball clubrooms
 - Barwon Heads Cricket Club – spectator shelter
 - Osborne Park – irrigation
 - Geelong Amateur Football and Netball Club, and Newtown Cricket Club – change room
 - Geelong Target Rifle Club – accessible toilet
 - Ocean Grove Tennis Club – disability access
 - Anakie Football and Netball Club
- Completed leisure centre upgrades:
 - \$2 million synthetic soccer pitch at the Leisuretime Sports Precinct – officially opened in April 2018
 - Splashdown aquatic play project
 - Leisurelink main pool liner project
 - Northern ARC (Arts, Recreation and Community) Business Case and endorsement from council for a future budget commitment of \$20.6 million to the project
- Delivered a range of multicultural initiatives including:
 - *Aboriginal Action Plan*
 - National Aborigines and Islanders Day Observance Committee (NAIDOC) Week Street Face project
 - Aboriginal Reconciliation digital projections and activities
 - Establishment of Koori Youth Group in partnership with Aboriginal organisation – ‘Strong Brother Strong Sister’.

CHALLENGES

- Greater community expectations around service delivery
- Debate around parking demand versus parking supply
- Licence approval and operation of drones for surveys
- Increased levels of vandalism and graffiti due to evolving culture of taggers and vandals.

MAJOR INITIATIVE UPDATE

MAJOR INITIATIVE	STATUS	UPDATE
Develop a cross-council approach to the implementation of the 'Healthy Choice' guidelines.	Complete	The Water In Sport program and reduction of sugar sweetened beverages in our sports and recreational facilities are in progress. We continue to implement the achievement program in early learning centres and schools (primary and secondary) with a focus on healthy nutrition and physical activity benchmarks for 2018–19. The healthy catering guide will be launched and promoted in July and August 2018.
Construction of a new sporting pavilion at Hendy St (Flinders Peak) Reserve to accommodate rugby union, gridiron and cricket.	On schedule	Pavilion and new sports fields are complete and being used by clubs. Pavilion is under defects management period. Additional civil and drainage design is being prepared for implementation.
Construction of the Rosewall Community Hub which will provide 800sqm of flexible multi purpose spaces for the delivery of a neighbourhood house program and place based community development programs in an improved open space setting.	On schedule	Project is currently under construction, due to be completed mid-December 2018.

PRIORITY: HEALTHY LIFESTYLES

We will encourage healthy lifestyle choices by:

- facilitating and promoting physical activity
- facilitating and promoting healthy eating
- investing in prevention and improved health across all communities in Greater Geelong
- working collaboratively with agencies to promote and bring about system level changes aimed at improving wellbeing and lifestyle choices.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Growth in visitor numbers to Council owned leisure centres (casual and membership visits)	3% per annum	x	Our six leisure centres had 2,001,884 visits, an increase of 0.4% on the previous year
D	Number of participants in the Geelong Seniors Festival	Equal to or greater than the previous year	x	More than 10,000 people attended more than 100 events held throughout the month of October 2017, fewer than the previous year when more than 15,000 people attended
I	Percentage of children who attend 3.5 year old Maternal Child Health consultation	Meet or exceed Victorian average	⇒	54.9% of children attended 3.5 year old consultation Victorian average was not available at time of publication
I	Sedentary behaviour [time spent sitting on usual work day. (Base: Those aged 18-64 years who are working 35 or more hours)] (VicHealth Indicators Survey 2015)	Less than Victorian average	✓	Average time spent sitting on a usual work day was 3 hours and 58 minutes, compared to the Victorian estimate of 4 hours and 29 minutes
M	Percentage of infants breast-fed at six months of age	Meet or exceed Victorian average	⇒	41.2% of infants breast fed at six months of age. Victorian average was not available at time of publication

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Number of long day care centres at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program, number of kindergartens at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program, number of primary schools at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program, and number of large (200 or more staff) businesses at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program. The Healthy Together program has ended and this information is no longer available.
- Visit to green space more than once a week (the *VicHealth Indicators Survey 2015* did not seek this information).

Change to indicators for 2017–18:

- The previous measure: sedentary behaviour (time spent sitting for 8+ hours on average work day) was not asked in the *VicHealth Indicators Survey 2015*. Therefore this indicator was amended to match the information that was collected.



PRIORITY: HEALTHY ENVIRONMENTS

We will provide safe and vibrant physical environments and infrastructure to support healthy living and connected communities. This includes:

- well-maintained public spaces and related infrastructure
- cycling and walking paths
- safe, hazard and nuisance free environments
- maintaining preparedness and responsiveness to emergencies
- facilities to meet a range of community programs and activities.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Kilometres of off-road paths (bicycle and walking) established by City	Increase	✓	31.3 km of footpath and 3.9 km of shared bike/pedestrian paths were added
D	Food safety compliance; assessment compliance rates	100%	x	95% of assessments were compliant in 2017–18, an improvement from 90% last financial year
I	Number of bicycle riders counted on 'Super Sunday' (held annually in November)	Increase	✓	There was a 40% increase on last year's count
I	Perceptions of safety – walking alone during the day (VicHealth Indicators Survey 2015)	Meet or exceed Victorian average	✓	96% of respondents said they felt safe walking in Greater Geelong during the day, 3.5% higher than the Victorian average
I	Perceptions of safety – walking alone during the night (VicHealth Indicators Survey 2015)	Meet or exceed Victorian average	✓	Results were on par with Victorian average, however there has been a significant decrease in the perceptions of safety – walking alone during the night for both the City of Greater Geelong and Victoria as a whole since 2011
I	Resolution rates for neighbourhood amenity and local law requests	100%	✓	100%
I	Dog attack rates per 100,000 population	Decrease	✓	There was a significant decrease (47%) in the incidence of dog attacks this financial year, down to 103 per 100,000 population

✓ Target achieved x Target not achieved ⇒ Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Community satisfaction rating for overall performance in the enforcement of local laws, overall performance with local footpaths, overall performance with recreational facilities and overall performance with the appearance of public areas (the 2018 City of Greater Geelong Local Government Community Satisfaction Survey did not ask these questions).

PRIORITY: CONNECTED, CREATIVE AND STRONG COMMUNITIES

We will facilitate programs and events that encourage increased participation in community life by:

- encouraging and promoting diversity and equity of access for all sectors of the community
- supporting an inclusive local community culture, where people interact and provide mutual support
- investing in community regeneration and rebuilding in under resourced communities
- promoting and providing opportunities for education and lifelong learning
- building on existing capacities in local communities
- bringing the community together through sports, recreation, arts, culture and heritage.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
I	Number of annual library visits (physical) per capita (to all City owned libraries)	Meet or exceed Victorian average	⇒	There were 6.9 visits per head of population Victorian average was not available at time of publication
I	Proportion of library members per capita	3% increase per annum	x	39.7% of the Geelong population are library members, compared to 43.5% last year
I	Greater usage of library e-collections	5% increase per annum	✓	There was a 30.4% increase in library e-collections usage

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

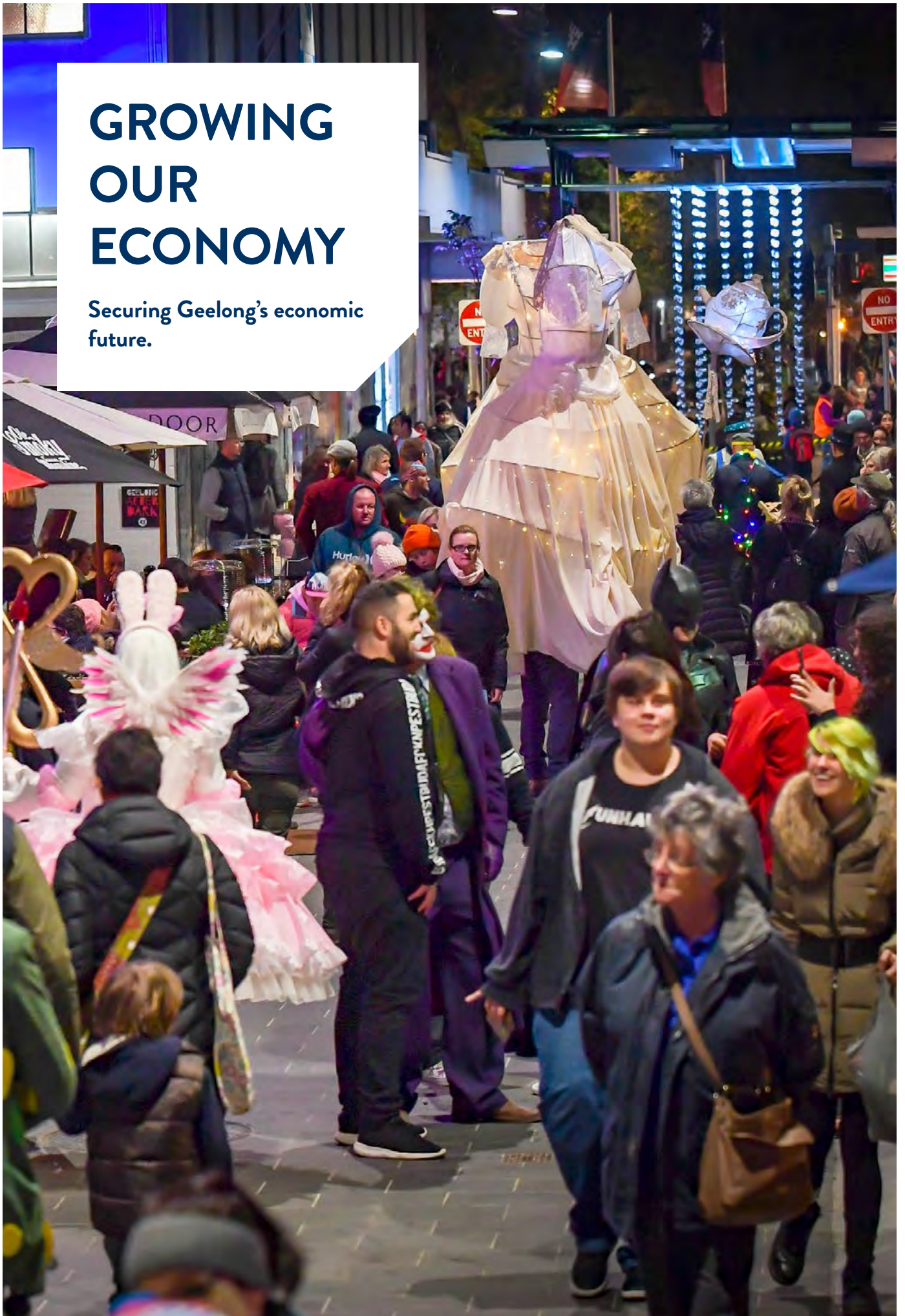
M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Percentage of residents who participated in citizen engagement in the last year, community acceptance of diverse cultures and percentage of residents involved in volunteering (the *VicHealth Indicators Survey 2015* did not seek this information).
- Community satisfaction rating with overall performance of family support services, and overall performance of elderly support services (the *2018 City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).
- Percentage of children enrolled in kindergarten information is no longer available.

GROWING OUR ECONOMY

Securing Geelong's economic
future.



ACHIEVEMENTS

- Tastes of Central Geelong 2017 attracted 23,540 participants, 114 participating businesses, offered 639 activities and created a total economic output of \$2.49 million
- The Central Geelong Shopping Festival and Sidewalk Sales attracted 26,295 participants, provided 291 individual offers and experiences from businesses and created a total economic output of \$6.4 million
- Awarded designation by UNESCO as a City of Design
- Delivered the 2017 Geelong Small Business Festival with more than 50 events and 2,500 attendees
- Christmas in Geelong 2017 attracted 51,592 participants, offered 378 activities and created a total economic output of \$3.77 million
- Geelong Major Events continued to support more than 20 major events including:
 - Cadel Evans Great Ocean Road Race
 - Festival of Sails
 - Archibald Prize exhibition
 - Mountain to Mouth
 - Word for Word
 - Geelong Revival
 - Geelong After Dark
 - T20 Cricket
- Geelong Major Events secured a number of new events including White Night, International Table Tennis, and secured for Geelong a professional Korean Baseball Team for the Australian baseball season
- Completed streetscapes:

Little Malop Street from Gheringhap to Moorabool Streets

 - McLarty Place
 - Shorts Place North
 - James Street
 - Malop Street from Yarra to Moorabool Streets (Green Spine)
- Seven new public art sculptures installed about the Central Business District (CBD)
- Reconstructed Johnstone Park:
 - City Hall forecourt, new lighting, new irrigation, new paths, upgraded power supply in Johnstone Park
 - Constructed Johnstone Park Raingarden
- Significant development activity in our major growth area, Armstrong Creek, of nearly 1,000 new houses
- Undertook community engagement on major projects including:
 - *West End Action Plan*
 - *Arts and Culture Precinct Master Plan*
 - *Social Infrastructure Policy*
 - *Community Infrastructure Policy*
 - *Laneways Action Plan*
 - *Settlement Strategy*
 - Northern and Western Geelong Growth Areas
 - Hospital Precinct
 - Marshall Precinct
 - Pakington Street
 - Highton Village
- Completed residential rezoning amendments in:
 - Ocean Grove (significant tree project)
 - Portarlington (Olive Grove Estate)
 - Point Lonsdale (golf course)
 - Belmont (former CSIRO site)
 - Highton.

CHALLENGES

- Ensuring adequate resourcing and funding for key projects
- Replacement and renewal of ageing infrastructure
- Managing increased workloads with less funding and same resources
- Creating housing diversity and greater population densities in new growth areas, plus key transport hubs and activity centres
- Impact of revitalisation works on business operators and delivery of Central Geelong Marketing programs
- Changing demands and priorities of the City to support projects not originally planned, for example: UNESCO, Agribusiness Strategy and Regional Industry Sector Employment program (RISE)
- Delivery of Little Malop Street pedestrian bridge was extensively delayed due to unforeseen design changes and other challenges, such as delays in the supply of critical components
- Awaiting finalisation of the 'City Deal' and the commencement of the proposed Convention and Exhibition Centre
- Meeting escalating public expectations for superior maintenance of 'high value spaces', for example the Geelong Waterfront, Johnstone Park and Green Spine.

MAJOR INITIATIVE UPDATE

MAJOR INITIATIVE	STATUS	UPDATE
Completion of the Johnstone Park raingarden and supporting capital improvements.	Complete	Raingarden construction works and supplementary items are complete. 12-month defect period and monitoring is now in place.
Geelong Entrance Project – enhance and high-light Geelong's main entrance through landscape treatments.	Complete	We planted 240 trees. First stage of project complete.
Providing business incubator/entrepreneurial support to foster growth in the Startup/Entrepreneurial community, by partnering with local entities to create an environment where Geelong is seen as the regional home of innovation.	On schedule	This project supports the City's Clever and Creative aspirations to increase the number of innovative start-ups in the city-region and is funded for three years. Two rounds of participants (10 businesses) have been successfully supported. The final round will be supported in the 2018–19 budget.

PRIORITY: SUPPORT EXISTING BUSINESSES AND ENCOURAGE NEW AND EMERGING GROWTH SECTORS

We recognise that traditional industries will continue to be key economic and employment drivers in our city. At the same time, it is critical to focus on new and emerging growth sectors that will underpin our city's prosperity.

We will:

- support existing businesses and explore strategic opportunities
- facilitate strategies and activities to attract new business investment and generate employment growth
- support and encourage new and emerging low carbon industries and sectors
- promote Geelong as a great place for business and investment, nationally and internationally
- promote the advantages of Geelong's business and lifestyle environment that will encourage the retention and attraction of highly skilled people and businesses
- link local businesses with growth opportunities and government funding.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Business and investment enquiries (including industrial land enquiries, relocation and business development and expansion assistance)	Minimum 80 enquiries	✓	We assisted 146 business and investment enquiries
D	Business events/work-shops/seminars facilitated and supported	Minimum 100	✓	We facilitated and supported 115 events/workshops/seminars
D	Attendees at City facilitated business events	Minimum 1,500 across all events	✓	4,200 people attended business events run or facilitated by Economic Development (formally known as Enterprise Geelong)
M	Regional unemployment rate – 12-month average (Based on the ABS SA4 area which includes the City of Greater Geelong, Borough of Queenscliffe, Surf Coast Shire and the majority of the Golden Plains Shire)	Below the Victorian average	x	12-month average unemployment rate for the City of Greater Geelong was 5.9%, compared to 5.6% for Victoria

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

PRIORITY: FACILITATE MAJOR INFRASTRUCTURE AND INVESTMENT TO ENABLE ECONOMIC GROWTH

We will facilitate the provision of appropriate infrastructure to enable economic growth and capitalise on competitive advantages by:

- advocating on local, state and federal government infrastructure priorities and funding submissions
- facilitating the strategic planning and activation of key precincts to maximise their potential for economic success
- working together to remove barriers to investment and project delivery
- promoting the economic potential and development opportunity of the region's significant transport infrastructure – Avalon Airport, Port of Geelong, Geelong Ring Road, rail for freight and land for development
- streamlining regulatory processes wherever possible
- proactively targeting and attracting new investment to Geelong and promoting our region's benefits.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Years supply of zoned residential land available in the Geelong region	10+ years available	✓	Review of land supply in 2017 indicated a zoned residential land supply of 14+ years with a further 15 years of potential supply in identified growth areas, projection is based on a sustained strong population growth of 2.5%
M	Value of non-domestic building activity	Increase	✓	Value increased by \$89.8 million (14.8%) to \$697.6 million

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

PRIORITY: A PROSPEROUS AND INNOVATIVE GEELONG

Geelong will be recognised as a prosperous and innovative city with an economy that is strong, diverse and resilient. Our competitive advantages will deliver technological initiatives, high employment and prosperity. We will be a leader in technology and use resources effectively to generate a competitive position in key export markets.

We will:

- encourage the region's labour force to continually upskill, ensuring that we have the necessary capabilities to support our economic growth
- grow and promote business sectors that offer high-skilled employment
- advocate for and support innovative and new technological initiatives
- foster investment in diversification of skills and industries
- advocate for Geelong to be the centre of excellence for research projects, new technologies and emerging industry sectors.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
M	Number of student enrolments at Deakin University (Waurin Ponds and Waterfront campuses)	Monitor	–	Enrolments increased 5.1% to 12,628 students in 2017 (a 40% increase over the last 5 years)
M	Number of student enrolments at The Gordon (TAFE)	Monitor	–	Enrolments decreased 3.4% to 15,074 students in 2017

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

PRIORITY: A SUCCESSFUL AND VIBRANT CITY CENTRE

The vision for Central Geelong is for greater mixed use where traditional retail is supplemented by arts, culture, residential, entertainment, education, medical and business to create an active and vibrant city centre.

We will:

- develop an overall master plan for Central Geelong which will include the ideas from Vision 2
- promote inner-city living, encourage developers to invest in Central Geelong and generate innovative solutions for sustainable city living
- develop and foster a vibrant 24-hour cultural city that is welcoming, friendly and safe, and that attracts and generates a robust cultural life for all ages
- support existing Central Geelong businesses and attract new businesses to the precinct
- support Deakin University in promoting Geelong as a 'university city'
- support the continued implementation of the Geelong Cultural Precinct Master Plan
- investigate transport network improvements enabling a cleaner, more user-friendly environment where active transport options are encouraged.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Number of organised programs, activities and events in public spaces in Central Geelong	700 or greater by 2017	x	Approximately 400 activities were held in Central Geelong public spaces
I	Number of residents living in Central Geelong (ABS, 2016 Census of population and housing)	2,200 or greater by 2017	x	1,599
M	Number of people employed in Central Geelong businesses (Central Geelong Census of Land Use and Employment 2017)	23,000 or greater by 2017	✓	28,252
M	Number of businesses in Central Geelong (CLUE 2017 and Central Marketing data)	1,600 or greater by 2017	✓	Approximately 1,500 commercial establishments in Central Geelong.

✓ Target achieved x Target not achieved ⇒ Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Central Geelong presentation – cleanliness index, overall visitor satisfaction with Central Geelong, and perceptions of safety in Central Geelong (day and night), surveys not held in 2017–18.
- Number of visitors to Central Geelong data not available.

PRIORITY: GREATER GEELONG IS A LEADING CITY FOR TOURISM, ARTS, CULTURE AND EVENTS

We will build on our past successes and continue the tradition of attracting major events and supporting local festivals with diverse art and cultural activities. Whether for business or leisure, our region is a preferred destination for local, national and international visitors.

We will:

- promote the unique strengths our region has to offer such as our natural assets, world class sporting facilities and a great lifestyle
- build on the opportunities that being Victoria's second largest city offers and our proximity to Victoria's capital
- support creative endeavour and investigate the potential for unique arts and cultural opportunities
- support local festivals and events and provide opportunities for participation in the arts for all ages
- advocate on behalf of the community for major event, tourism and cultural opportunities.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Geelong Major Events – economic benefit to the municipality	Return on investment = 30:1	✓	Return on investment 46:1
D	I Cultural facility visitation (National Wool Museum, Potato Shed, Geelong Gallery, Court-house Arts, Central Library and Heritage Centre)	National Wool Museum 3% per annum increase	✓	8.2% increase in overall program participation to 851,879
		Potato Shed maintain (at capacity)	✓	Potato Shed visitation increased by 4% to 108,444
		Geelong Gallery 3% per annum increase	✓	116,940 visitations in 2017–18, an 89.7% increase on last year
		Courthouse Arts 15% increase in attraction and retention participants and audiences over the life of the city plan	x	13,940 visitations in 2017–18, a decrease of 17.6% from 16,922 in 2013–14, at the start of city plan
		Geelong Library and Heritage Centre increase (no set target as this is only the second full year of operation)	x	3.8% decrease in visitations in 2017–18, to a total of 456,934

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
I	Number of domestic overnight visitors (National Visitor Survey)	Exceed the average annual growth for overnight visitors to Regional Victoria	✓	The average annual growth for domestic overnight visitors to our region was 8%, compared to the average state regional growth of 6.9%
I	Number of international overnight visitors (International Visitor Survey)	Exceed the average annual growth for overnight visitors to Regional Victoria	✓	The average annual growth for international overnight visitors to the region was 10.6%, compared to the average state regional growth of 9.9%

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

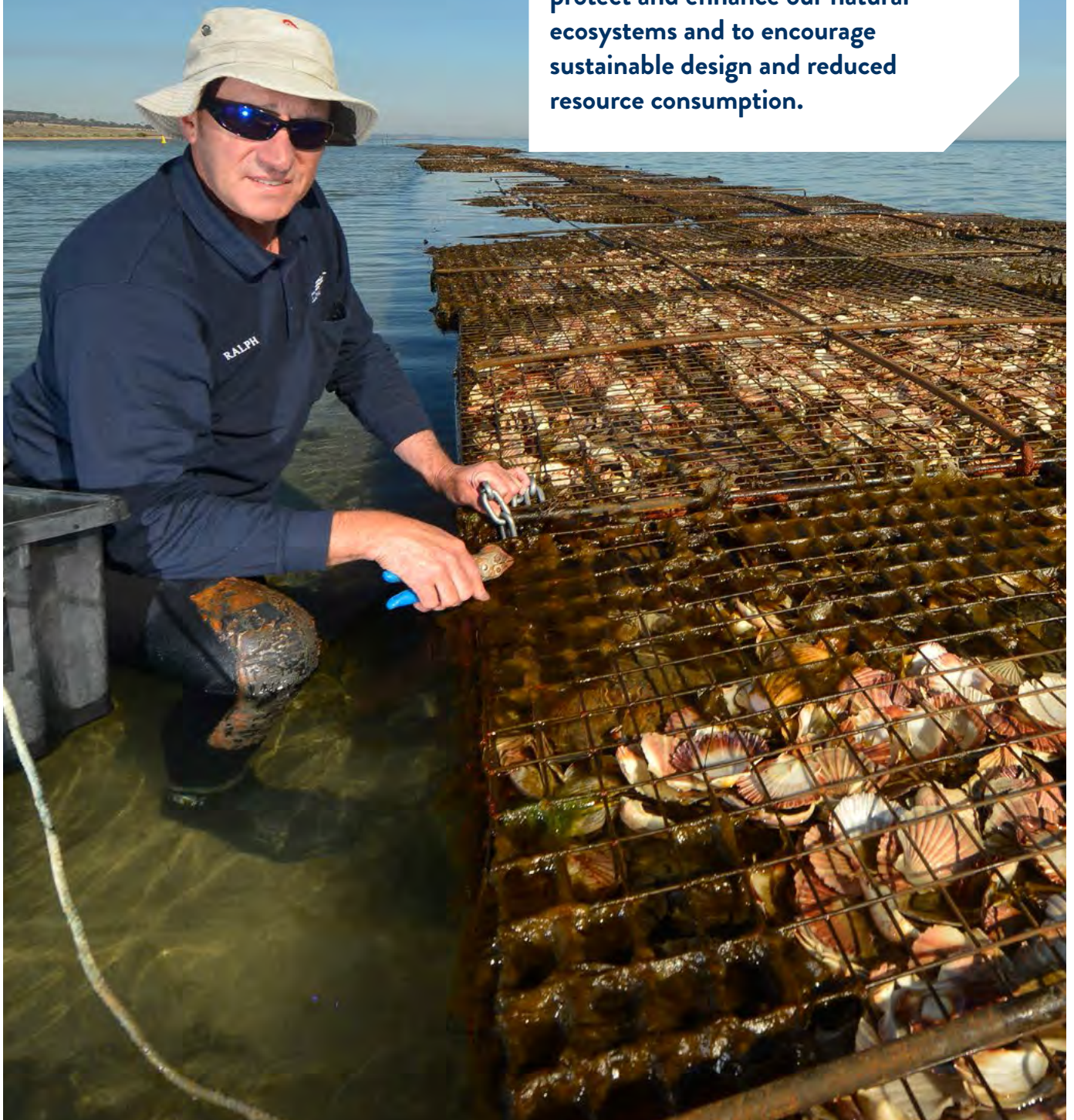
M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Community satisfaction rating with overall performance of arts centres and libraries, overall performance of community and cultural activities, and overall performance of business, community development and tourism (the 2018 City of Greater Geelong Local Government Community Satisfaction Survey did not ask these questions).

SUSTAINABLE BUILT AND NATURAL ENVIRONMENT

Partnering with our community to protect and enhance our natural ecosystems and to encourage sustainable design and reduced resource consumption.



ACHIEVEMENTS

- Planted 60,000 indigenous trees alongside the Geelong Ring Road
- Reinstated the regional garden within the Geelong Botanic Gardens
- Installed three large solar systems at:
 - Leisurelink Aquatic Centre (99kW)
 - Bellarine Aquatic and Sports Centre (99kW)
 - Corio Depot (80kW)
- Environment and Sustainability Community Grants Program funded 16 community groups in a range of sustainability and natural environment projects. Grants included:
 - Waurin Ponds Creek planting
 - Solar installation at Springdale Community House in Drysdale
 - Installation of wicking beds for community gardens
 - Re-vegetation of Narana Aboriginal Cultural Centre's garden with bush food and medicinal plants
- Returned plant diversity and habitat through bushland restoration projects at:
 - Buckley Park Foreshore
 - Breamlea Foreshore
 - Portarlington Flora and Fauna Reserve
- Improved community access to our coastal parks and waterways through delivery of Ocean Grove Jetty Refurbishment and Clifton Springs Boat Harbour Upgrade
- Completed installation of the artificial reef at Portarlington to reduce erosion impacts and provide for marine habitat
- Received \$500,000 grant from Sustainability Victoria for a Green Organics Composting Facility and construction of this facility has been completed in Anakie
- Water Sensitive Urban Design (WSUD) used in Johnstone Park and Green Spine
- Strate-cells, bio (retention) filter and innovative passive stormwater system used in Green Spine to remove contaminants before release into the bay.

CHALLENGES

- Managing the significant impact of rapidly increasing urban development
- Larger houses on smaller blocks means greater reliance on council trees to achieve urban canopy cover target
- Establishing new planning controls that set minimum sustainability building standards for multi-unit and commercial buildings
- Planning for new or major upgrade to existing waste infrastructure to allow for economic and population growth in our city-region
- Getting our green organics facility set up and scaling up to full capacity
- Delivering hard waste collection services.

MAJOR INITIATIVE UPDATE

MAJOR INITIATIVE	STATUS	UPDATE
Commence construction of sewerage infrastructure required for Geelong Botanic Garden Sustainable Visitor facility.	On schedule	Multi-year project. Sewer upgrade works are complete. Staff toilet contracts have been awarded and works are to be completed by end of September 2018. Design of visitor centre is progressing.
Rehabilitation and revegetation of Griggs Creek.	On schedule	Stage 3 weed removal complete. Planting has begun.
Funding of projects through Future Proofing Geelong to assist with securing funding for projects (from State and Federal programs) which create jobs, expand businesses, improve energy/waste efficiency; support commercial building owners to implement efficiency upgrades; support and deliver events to inform the community and businesses about the benefits of low carbon initiatives.	On schedule	Smarter Homes Smarter Living program is available for residents and commercial building environmental upgrade agreements to enable business to improve energy efficiency. Cleantech Innovations Geelong is a partnership between the Victorian Government, Geelong Manufacturing Council and the City of Greater Geelong and has supported 13 projects.



PRIORITY: ENHANCE AND PROTECT NATURAL AREAS AND ECOSYSTEM HEALTH

We have a natural environment rich in diversity. Protecting our native plants and animal habitats, limiting pollution, greening the city and using our natural resources wisely is important and demonstrates our commitment to sound environmental management.

We will continue to enhance our natural areas by:

- protecting and restoring our biodiversity
- engaging the community in protecting our natural areas
- limiting the loss of native species and natural areas, and continuing indigenous plantings
- protecting our coast, waterways and wetlands
- continuing the development and implementation of reserve master plans to improve the quality of public open spaces
- building community and agency partnerships.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Number of state and nationally significant reserves actively managed through a strategic management plan	Three strategic management plans developed per annum	x	We drafted two strategic management plans
D	Kilometres and area of noxious weeds controlled on council reserves and roadsides	300 kilometres of roadside and 500 hectares of reserves per annum	✓	Roadside: we undertook 320 kilometres of serrated tussock and 40 kilometres of woody weeds control works along rural roadsides Reserves: we undertook on-going weed control across more than 250 hectares of waterway and wetland reserves, and more than 700 hectares of coastal and bush land reserves
D	Net gain in vegetation – grasses, shrubs and trees planted by council	Minimum 20,000 plantings per annum	✓	We planted more than 28,000 trees, shrubs, grasses and herbs along Avilla Coastal Reserve, Barwon River, Moorabool River, Clifton Springs Boat Harbour, Clifton Springs Foreshore, The Dell, Breamlea Foreshore, Hovels Creek and Waurin Ponds Creek
D	Net increase in street trees	Increase of 400 per annum	✓	We achieved net gain in street trees of 704
M	Number of wetlands assessed for ecosystem health including blue green algae	20 wetlands per annum	⇒	12 wetlands assessed for blue-green algae from December 2017 to May 2018 12 wetlands assessed and mapped for flora and fauna values

✓ Target achieved x Target not achieved ⇒ Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

PRIORITY: SUPPORT OUR COMMUNITY TO LIVE SUSTAINABLY

We will provide leadership and guidance to maximise environmental sustainability outcomes, reduce greenhouse gas emissions and support progress towards a carbon-neutral city.

We will:

- continue to implement the *Climate Change Adaptation Strategy*
- investigate and facilitate renewable energy opportunities
- lead the way in waste management practices and continue to reduce the amount of waste to landfill
- encourage increased use of alternatives to car transport and seek efficient traffic movement throughout the municipality
- work in partnership with residents and communities to educate them on lifestyle choices and practices
- encourage buy local and sustainable purchasing behaviours.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Number of council sponsored sustainable living programs	Increase	⇒	We held a number of events including World Environment Day and Sustainable House Day
I	Waste minimisation kg/household	Recycling > 350 kg	x	249 kg per household – the kg/household for recycling continues to reduce each year. This is not a reflection in lower recycling levels but rather a decrease in the weight and amount of recycled materials being used
		Green waste > 340 kg	x	301 kg per household – a dry start to 2018 has reduced the tonnage
		Garbage < 400 kg	x	450 kg per household – on par with 2016–17
I	Number of bicycle riders counted on 'Super Tuesday' (held annually in March)	Increase	x	There was an 8% decrease on last year's count 18% of bicyclists were female

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Community satisfaction rating for overall performance in waste management, and overall performance in environmental sustainability (the 2018 *City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).

PRIORITY: ADVOCATE FOR AND PROMOTE SUSTAINABLE DESIGN AND DEVELOPMENT

We will ensure we meet environmentally sustainable development standards in an effort to reduce the region's carbon footprint and encourage the same throughout the community by:

- ensuring strategies, planning processes and urban design reflect community desires to be living in sustainable places
- promoting sustainable design and retrofitting
- acknowledge the community's desire to have their say and be involved in planning for the future of Greater Geelong
- maximising investment and opportunities for green corridors, green belts and parks.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	The existence of programs and activities that promote residential and commercial buildings achieving above mandatory standards	Maintain two programs and minimum two activities	✓	Our Smarter Homes Smarter Living program offers: • a free sustainability design service for anyone in Geelong building or retrofitting their home • information via the Smarter Homes Smarter Living Information Booklet and Smarter Homes Smarter Living website, including helpful videos • support for an Environmental Sustainable Design trial across the region, to encourage developers of commercial and medium density residential projects to aim for better environmental outcomes

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Percentage of new residential and commercial buildings achieving above mandatory standards (data source is not available).

PRIORITY: MINIMISE OUR ENVIRONMENTAL FOOTPRINT

We want to make sure that all decisions made by staff and council have a positive impact on our natural environment.

We will:

- continue to seek methods of reducing energy, water and waste consumption
- consider environmental impacts when designing and delivering capital projects and providing services
- demonstrate leadership and share and embed our skills and knowledge within the community and surrounding local organisations.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Council greenhouse gas emissions by sector (waste, fleet, buildings)	Decrease	x	Our combined waste, fleet and buildings emissions increased by 1%
D	Average fuel use per vehicle in council's fleet	Decrease	✓	We have continued to procure replacement vehicles with better fuel efficiency and lower emissions to reduce our carbon footprint
D	Council's potable water consumption	25% reduction in potable water consumption by 2015 and a 30% reduction by 2020	x	Our billed water usage was at 830,722 KL, an increase from last year
D	Council waste (solid and green) diverted from landfill (weight and percentage)	63% 60,000 tonnes	x	We diverted 55% of residential kerbside collected waste from landfill, representing 59,161 tonnes
D	Usage rate for transfer stations/resource recovery centres (transactions per annum)	Drysdale – 31,000 North Geelong – 62,000	✓	129,126 total transactions: Drysdale – 54,527 North Geelong – 74,598
D	Landfill pollutant levels for odour, dust, complaints, groundwater and gas leaks	Meets compliance requirements	✓	We met annual compliance reporting targeting
D	Average electricity usage of top 10 emitting buildings	10% reduction on 2012–13 usage	x	Used 7.5% less electricity in 2017–18 than in 2014–15
D	Percentage of new council buildings that meet our <i>Sustainable Building Policy</i>	90%	✓	90% of new council buildings met policy
D	Number of environmental incidents as defined by council policies and standards	Nil	✓	No environmental incidents reported in 2017–18
I	Contamination rates with kerbside collection	7% or lower	x	9.7% contamination rate for recycling 0.4% contamination rate for green waste

✓ Target achieved x Target not achieved ⇨ Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.



HOW WE DO BUSINESS

We will focus on developing and maintaining effective working relationships to deliver council's strategic directions and cost effective services that meet the changing needs of the community.

ACHIEVEMENTS

- Commenced works on Osborne House with more than 60 per cent of artefacts removed, cleaned and catalogued
- Developed and launched our *Customer Focus Strategy 2017–20*
- Completed the Clever and Creative community vision including the public launch in August 2017
- Reviewed all council policies, *Meeting Procedures Local Law, Councillor Code of Conduct, and Facilities and Expenses Policy*
- Reviewed internal governance processes in line with the Commission of Inquiry into Greater Geelong City Council report
- Published *Community Update* six times each year as part of our ongoing commitment to improving our communication and engagement with residents
- Focused more on video production, resulting in 382 per cent rise in minutes of video watched on our Facebook page – our ‘What can I put in my recycling bin?’ video reached 449,205 people and 189,120 people watched the video on our Facebook page
- Continued to roll out our *Brand Guidelines* and the *How to Write* standard and guide
- Supported the Revitalising Central Geelong project, including supplying lead communications for the Little Malop Street Laneways and Malop Street Green Spine construction.

CHALLENGES

- Osborne House Project will be an ongoing major project with a master plan to be created for the precinct
- Changes to rates and how properties are valued
- Aligning digital transformation to community and council expectations
- Introduction of the new *Local Government Act* and planning the transition work needed to implement it over the coming three years
- The changing media environment – we continue to shift away from traditional (print) media, and are increasingly moving towards self-publishing (print and online) to gain better control over our message.

MAJOR INITIATIVE UPDATE

MAJOR INITIATIVE	STATUS	UPDATE
Implementation of the Vision Project (Our Future) across the Community and Council.	On schedule	The Minister for Local Government launched the Vision on Wednesday 30 August 2017. We, together with our partner group, have undertaken a number of initiatives over the past 10 months, including our successful application to have Geelong recognised by UNESCO (through their Creative Cities Network) as a City of Design. Find further information at www.geelongaustralia.com.au/clevercreative
Development of a Greater Geelong <i>Social Equity Strategy</i> .	Complete	Council adopted social equity principles and we are undertaking further work to determine the timing and form of a <i>Social Equity Strategy</i> . A project was conducted April–June 2018 to inform us about the principles and gather information about current activities that promote social equity. We will develop this information into a framework.
Undertake the 'Single view of the customer' project to define and implement the best fit technology to consolidate a number of Council customer databases into a cohesive platform.	On schedule	Project continuing into 2018–19.

PRIORITY: LEAD BY ADVOCATING AND COLLABORATING ON ISSUES IMPORTANT TO THE GREATER GEELONG COMMUNITY

The City of Greater Geelong recognises that collaboration with all levels of government is required in order to meet all of our community's needs. By working in partnership with other levels of government, we are able to access greater resources and coordinate strategic responses to issues as they arise.

We will:

- advocate on the community's interests to state and federal governments
- develop and foster partnerships that offer wellbeing, economic and environmental opportunities
- work with other governments and organisations for the benefit of the local community, city and region.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Community satisfaction with council's advocacy and community representation on key local issues	Meet or exceed Victorian council average.	x	Geelong's result was 51 compared the Victorian council average of 54, as per the <i>2018 Local Government Community Satisfaction Survey</i>

✓ Target achieved x Target not achieved ⇒ Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

PRIORITY: EFFICIENT AND CUSTOMER FOCUSED ORGANISATION

Our goal is to be a customer focused organisation that considers the customer's perspective and delivers efficient and effective services to meet the growing needs of our community. This is underpinned by our *Customer Service Commitments and Customer Service Strategy*.

We are committed to:

- a 'can do' culture
- delivering our services with integrity and simplicity in a convenient way
- being responsible and timely in responding to the community
- using technology effectively to improve business functions and deliver benefits to the community
- providing efficient and value for money services and programs
- making sure programs and services meet the current and future needs of our community.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Percentage of correspondence responded to within ten working days	80%	x	We responded to 57% of correspondence within timeframe. Implementation of a new Records Management system has impacted performance in this area
D	Average total connect time (seconds)	Equal to or less than previous year	x	Average call wait time was 76 seconds, more than the previous years' time of 65 seconds
D	Percentage enquiry resolution (resolved at point of contact)	80%	x	We resolved 75% of calls at the point of contact, an improvement on previous years
D	Community satisfaction with customer contact	Meet or exceed Victorian council average	✓	Our result was 70, the same as the Victorian council average of 70, as per the 2018 Local Government Community Satisfaction Survey
D	Percentage of Requests for Service (RSF) completed on time	Greater than 80%	✓	We completed 85.1% of requests on time

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Overall community satisfaction with council performance	Meet or exceed Victorian council average	X	Our result was 54 compared to the Victorian council average of 59, as per the <i>2018 Local Government Community Satisfaction Survey</i>
D	Percentage of building applications processed within timeframe	Greater than 80%	✓	We processed 85% of applications within timeframe
D	Percentage of planning applications (DA) completed within 60 statutory days	Greater than 80%	X	We completed 67.4% of planning applications within 60 statutory days

✓ Target achieved X Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Customer Service Index – getting through, and Customer Service Index – service delivery (the Customer Service Benchmarking Mystery Shopping research is no longer undertaken).
- Community satisfaction rating for overall performance in town planning policy and approvals, and overall performance with planning and building permits (the *2018 City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).

PRIORITY: RESPONSIBLE AND SUSTAINABLE FINANCIAL MANAGEMENT

We will provide a sound financial basis that supports our strategic priorities and enables us to deliver and maintain infrastructure and services to ensure the sustainability of our region into the future.

We will:

- responsibly manage ratepayers' funds in the delivery of services and programs
- maintain a strong financial position and a sustainable debt level
- be consistent with our asset management strategies and policies
- strive to maintain the condition of our community assets.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Liquidity – working capital ratio	Current assets to current liabilities ratio between 1 and 1.5	✓	Our ratio was 1.5
D	Loan borrowing relative to self-funded revenue	Loan borrowing is less than 60% of self-funded revenue	✓	Our loan borrowings were 22.3%
D	Underlying result – operating surplus as a percentage of total operating revenue	Operating surplus is 1% of total operating revenue	✓	Our operating surplus was 15.4%
D	Investment gap – percentage of capital expenditure funded by depreciation	80% or higher	x	We funded 51.7% of capital expenditure by depreciation

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

PRIORITY: MOTIVATED AND SKILLED STAFF IN A SAFE WORK ENVIRONMENT

We will encourage our staff to be motivated, well-trained and well-resourced to enable them to make informed decisions and to deliver efficient and effective services that benefit our community. A safe work environment will be provided by maintaining occupational health and safety (OHS) processes which meet and exceed current legislative standards, and by regularly providing OHS and broad based training to all our staff.

We will:

- have a highly skilled, effective and adaptable workforce
- provide consistent communication to staff and engage them in decision-making processes
- provide training and development opportunities for continuous improvement and OHS processes
- strive to be an employer of choice with staff who possess a 'can do' attitude
- provide effective risk management procedures and maintain a safe workplace
- promote health and wellbeing programs
- promote work-life balance opportunities

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Percentage of operating budget allocated to training and development	Equal to or greater than the previous year	✓	0.55% in 2017–18, compared to 0.45% last year
D	Staff absenteeism (unplanned absence rate)	2% or lower	x	Our result was 3%
D	Turnover of permanent staff	Equal to or less than the industry average (annual result)	⇒	Turnover rate of our permanent staff was 10.9% Industry average for 2017–18 was not available at time of publication
D	Overall staff satisfaction rating	Greater than 3.8 (result out of 5)	x	Our employee satisfaction was 62% (3.1 result out of 5) as per the annual <i>Employee Opinion Survey</i>
D	Lost time frequency rate (number of lost time injuries per million hours worked)	15.42 or lower	✓	Our average over 12 months was 14.2
D	Employer claim cost rating	Equal to or less than the industry average (annual result)	x	Our performance rating of 1.037 was 3.7% worse than the industry average

✓ Target achieved x Target not achieved ⇒Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

PRIORITY: INFORMED AND ENGAGED COMMUNITY

Engagement activities will be offered widely and openly to ensure the community has the opportunity to participate in decision-making processes and is informed about matters that impact on their lives.

We will do this by:

- communicating through a variety of mediums to reach our community
- engaging with our customers and the broader community to better understand their needs and concerns, and provide them with feedback about their input and decisions made
- being open and transparent.

Progress indicators update

INFLUENCE	INDICATOR	TARGET	RESULT	COMMENTS
D	Community satisfaction rating for overall performance in community engagement	Meet or exceed Victorian council average	x	Our result was 50 compared to Victorian council average of 55, as per the 2018 <i>Local Government Community Satisfaction Survey</i>

✓ Target achieved x Target not achieved ⇒ Progressing/awaiting data

D Direct – Council has a direct influence on the measure result.

I Influence – Council has an influence on the measure result but other external factors outside our control also impact it.

M Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

Results for the following indicators were not available for 2017–18:

- Percentage of consultations where feedback is required provided to participants (at the time of production there was no reliable source for this data).
- Community satisfaction rating for overall performance in informing the community (the 2018 *City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS – SERVICE PERFORMANCE

The *Local Government Performance Reporting Framework* is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

Below are the City's service performance indicator results as at 30 June 2018.

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
Satisfaction <i>User satisfaction with aquatic facilities (optional)</i> [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	0.00	0.00	0.00	The City does not currently collect this information.
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.00	0.00	0.67	0.67	
Health and safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	19.00	16.00	22.00	18.00	With the City's increased focus on safety we provided further training to staff in incident management and reporting. There has also been significant focus from our staff on the 'Watch around the Water' program, to educate our patrons on the importance of monitoring their children closely.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.56	\$0.95	\$0.91	\$0.51	Income across the four indoor leisure centres was up \$1.6m. The learn to swim and school learn to swim programs resulted in significant enrolment increases. Last year also saw the closure of pools for major maintenance works so aquatic income was also up. Leisurelink Aquatic and Recreation Centre and Bellarine Aquatic & Sports Centre saw positive results.
Service cost <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$5.83	\$6.27	\$4.90	\$4.71	
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	9.65	8.51	8.48	8.36	There has been 4.7% growth in aquatic facility visitation over the last 3 years compared to 6.2% growth in the municipal population over the same period. This has resulted in a slight decline in the utilisation of aquatic centres per head of population. During the last 4 years gym membership numbers has declined as a result of increased competition from the 24/7 private gym sector, however this has been mostly offset by significant growth in Learn to Swim participation rates.
Animal Management					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.00	1.00	1.00	
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	46.00%	50.00%	48.31%	20.26%	Increased number of animals surrendered by owners and not reclaimed.

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$47.24	\$55.87	\$57.66	\$64.22	Includes pound management costs which have increased significantly in contractor costs for the running of the pound as a result of being tendered at market rates. Contractor fees increased by approximately 50% per month during the 2017-18 financial year (during this year we agreed to accept an interim fee pending the procurement outcome).
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	10.00	12.00	12.00	21.00	21 Successful prosecutions presented in the Magistrates' Court consisting of 77 individual animal management charges (23 of these related to 1 case against an illegal domestic animal breeder). An increase in number of serious dog attacks has resulted in additional prosecutions presented in the Magistrates' Court. Previous years' prosecutions influenced by a combination of less serious attacks and lack of evidence to proceed any further in Magistrates' Court. Not all serious attacks proceed to the Magistrates' Court due to available evidence.
Food Safety					
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	2.72	2.64	2.04	Improved response times, including through improvements in internal communication.
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	93.00%	98.58%	101.28%	105.74%	More premises inspected due to growth of food premises during the year, and more premises moving to higher risk class during the calendar year.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$344.88	\$367.99	\$481.94	\$506.52	Increase due to matching labour costs to growth in food safety, in addition to CPI.
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	98.00%	99.11%	96.48%	99.46%	Increased follow-up of premises with critical and major non-compliances. Consistent number of notifications over the past four years.

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Governance					
Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	6.00%	6.54%	4.83%	12.25%	In 2017-18, 179 of 204 resolutions were made at meetings open to the public. The increase in matters resolved at meetings closed to the public reflects an increased number of decisions regarding contracts with consideration of commercially sensitive information.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	54.00	54.00	47.00	50.00	This result is reported from the independently run annual community satisfaction survey. The improvement in satisfaction is likely to be attributable to the return of elected councillors.
Attendance <i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	95.00%	92.12%	95.24%	94.54%	This result reflects the ongoing high attendance of councillors and administrators at Council meetings. There were 21 Council meetings in 2017-18. Six of those meetings were held during the period of administration. The remaining 15 were held after the election of councillors on 28 October 2017. Each of the meetings held during the period of administration were attended by all three administrators. Six of the meetings held after the election were attended by all councillors.
Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$52,814.25	\$48,892.85	\$186,708.33	\$101,558.08	The decrease in the cost of governance per councillor result in 2018 when compared with 2017 reflects the return of elected councillors. The 2018 result is higher than the 2015 and 2016 years as it includes the higher cost of administrators for the part of the year up to the October 2017 general election.
Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community}	57.00	56.00	48.00	53.00	This result is reported from the independently run annual community satisfaction survey. From 2015 to 2016, the Council was constituted by elected representatives. In 2016, all elected representatives were removed from office and Administrators were appointed by the Minister for Local Government. In 2017, elected representatives again formed the Council. The results over the four years reflect the community's satisfaction with council decisions during this period of changed governance at the Council.
Home and Community Care (HACC)					
Timeliness <i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	19.75	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service standard <i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	100.00%	100.00%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Service cost <i>Cost of personal care service</i> [Cost of the domestic care service / Hours of domestic care service provided]	\$0.00	\$55.84	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost <i>Cost of respite care service</i> [Cost of the respite care service / Hours of respite care service provided]	\$0.00	\$55.84	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	20.17%	19.45%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	16.96%	16.04%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries					
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.46	5.98	6.12	6.06	
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	80.00%	76.98%	73.71%	72.46%	
Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.02	\$4.88	\$4.70	\$5.09	Indicator represents in person visits only. Indicator does not capture online visits by library users, e.g. use of online resources. Library users accessed online resources over 300,000 times during 2017-18.
Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	17.00%	19.47%	19.28%	18.17%	Indicator measures activity as loans of library items. Many members use libraries for other activities for example children and youth programs, digital literacy programs and literary events, the use of public internet pcs, using facilities such as meeting rooms or study areas, or using services such as wifi, or in library use of collections.
Maternal and Child Health (MCH)					
Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	99.00%	103.16%	100.94%	94.22%	
Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	115.00%	98.31%	101.43%	100.00%	Since 2015 a number of Maternal and Child Health service providers have migrated to a new record system. Difficulties in transitioning to this system has affected the reporting of enrolment data in a number of Local Government Areas. As such, caution should be taken when analysing data for this indicator.
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$73.93	\$75.33	\$79.68	

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	78.00%	75.45%	73.46%	73.78%	No material variation has occurred during the past 4 years.
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.00%	59.20%	73.26%	64.86%	This result reflects the Statewide Aboriginal Maternal and Child health Initiative (AMCHI) project between the Department of Education and Training (DET) and local Aboriginal Cooperative between October 2017 and May 2018.
Roads					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	57.99	56.45	94.10	59.46	The 2017-18 year had lower wet weather than the previous year. Analysis of sealed road requests shows that significant wet weather does impact the number of requests received. The number of requests received this year is more comparable with 2014-15 and 2015-16.
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	98.00%	93.67%	91.98%	95.65%	
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$281.29	\$176.15	\$213.27	\$199.05	
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$11.13	\$18.81	\$16.92	\$17.18	
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	56.00	54.00	47.00	49.00	The City maintains approximately 1,800 km of sealed roads and faces unprecedented demand for new infrastructure - such as roads - to cope with rising population growth in areas such as Armstrong Creek, Warralily, Lara and areas of the Bellarine Peninsula. The City has experienced a drop in satisfaction in sealed road satisfaction from the years 2015 & 2016 to 2017 & 2018. This may be attributed to multiple factors including heavy rainfall events experienced in 2016 which could impact on the City's sealed road infrastructure.
Statutory Planning					
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	58.00	62.00	65.00	64.00	

SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	81.00%	76.00%	73.57%	72.20%	
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,598.39	\$1,640.70	\$1,973.37	\$1,887.19	
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	54.00%	78.57%	61.54%	68.00%	A similar number of VCAT decisions were made this financial year compared to the last three financial years. The percentage of Council planning decision upheld at VCAT this year (2017-18) is above average when compared to other years in the four year period. The number of decisions upheld across the four years is well within the expected range of 30-100%.
Waste Collection					
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	176.73	161.31	194.37	236.69	As a result of a change in the council policy for the recycling and waste collection system, a program occurred in 2017-18 to convert to a user pays system the 9,500 previously issued non-paying "free" additional bins. This resulted in a large number of additional customer requests being entered into the RFS system to track and record the conversion to either a paying additional bin service or the removal of the non-paying additional bins. This accounts for the increased number of requests.
Service standard <i>Kerbside collection bins missed.</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000.	5.32	9.09	9.21	9.29	
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$97.97	\$99.75	\$101.24	\$100.71	
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$19.92	\$25.67	\$25.70	\$28.75	The cost of recycling has risen as a result of the global recycling crisis and global recycling commodity prices plummeting. The City now has to pay for processing of recyclable material from the residential kerbside collections. Previously the City received a payment for each tonne of recyclable material delivered to the City's receiveal and processing contractor and this accounts for this index change.
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	56.00%	54.65%	56.32%	54.75%	No material variation has occurred during the past 4 years.

GOVERNANCE

COUNCIL INFORMATION

THE ROLE OF COUNCIL

The council is constituted under the *Local Government Act 1989* (the Act) to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that we and our administration meet the community's priorities. The community has many opportunities to provide input into council's decision-making processes including council meeting question and submission time, community engagement activities and the ability to make submissions to special committees of council.

Council's formal decision-making processes are conducted through council meetings and special committees of council. Council delegates the majority of its decision-making to council employees. These delegations are exercised in accordance with adopted council policies.

MEETINGS OF COUNCIL

Throughout 2017, the council held its ordinary meetings on the fourth Tuesday of every month. In February 2018, council introduced community focus meetings¹ on the second Tuesday of every month, in addition to its ordinary meetings on the fourth Tuesday of every month. Community focus meetings were held at locations throughout the municipality, in a different ward each month. By bringing the council meetings out to its community, the council was able to hear from its community about local issues affecting each ward. An average of 55 people attended each community focus meeting between February and June 2018. Members of the community are encouraged to attend public council meetings and are provided time to ask questions of, and make submissions to, council. A new *Public Question and Submission Time Policy* was introduced in September 2017.

For the 2017–18 year, the council held the following meetings:

- 12 ordinary council meetings (four under administration)
- seven special council meetings (two under administration)
- three community focus committee meetings
- two community focus council meetings.

¹ Community focus meetings were initially convened as a committee of council under section 86 of the *Local Government Act 1989*. On 24 April 2018, council decided to convene community focus meetings as ordinary meetings of council and revoked the terms of reference of the community focus committee.

The attendance record of councillors and administrators is set out in the following table.

NAME	ORDINARY	SPECIAL	COMMUNITY FOCUS COMMITTEE	COMMUNITY FOCUS COUNCIL	TOTAL
B Harwood (Mayor) ¹	7	5	3	1	16
P Murrihy (Deputy Mayor)	8	5	3	2	18
A Aitken (Councillor)	7	4	3	1	15
S Asher (Councillor)	7	4	3	1	15
K Grzybek (Councillor)	8	5	3	2	18
E Kontelj (Councillor)	7	4	3	2	16
S Mansfield (Councillor)	7	4	2	2	15
J Mason (Councillor)	8	5	3	2	18
P Murnane (Councillor)	8	5	2	2	17
R Nelson (Councillor)	8	5	2	2	17
T Sullivan (Councillor)	7	5	3	1	16
Dr K Alexander (Chair of Administrators) ²	4	2	–	–	6
L Gardner (Administrator)	4	2	–	–	6
P Dorling (Administrator)	4	2	–	–	6

SPECIAL COMMITTEES

The Act allows councils to establish one or more special committees consisting of:

- councillors
- council employees
- other persons
- any combination of the above.

The following table contains a list of council-established special committees and their purpose. Each committee has delegated functions, duties or powers.

¹ Eight ordinary council meetings, five special council meetings, three community focus committee meetings and two community focus council meetings were held by the elected council.

² Four ordinary council meetings and two special council meetings occurred under administration.

SPECIAL COMMITTEE	PURPOSE
Central Geelong Marketing Committee	To market and promote Central Geelong in a coordinated and integrated manner aimed at enhancing its economic and social viability and its general amenity.
Geelong Major Events	To coordinate the attraction of events, including provision of council assistance and funding arrangements.
Bellarine Multi Arts Facility (Potato Shed)	To ensure the appropriate long-term management and promotion of the Potato Shed.
Planning Committee	To consider and determine planning permit applications which have been called in by a Councillor.
Development Hearing Panel	To consider and determine planning permit applications which are referred either by a councillor or planning officers, or which are recommended for refusal, or which have six or more objections lodged.
Chief Executive Officer Employment Matters Special Committee	To oversee the recruitment of the CEO and other CEO employment matters.

CODE OF CONDUCT

The Act requires councils to develop and approve a councillor code of conduct within four months after a general election. On 27 February 2018, council adopted a revised councillor code of conduct that is designed to:

- help councillors maintain the highest standards of conduct and behaviour, and provide a means to deal with problems they might encounter
- attract the highest level of confidence from Council's stakeholders
- help the mayor and councillors discharge their public office responsibilities appropriately.

In addition to setting out the councillor conduct principles, the code also:

- clarifies roles, provides for decision-making arrangements and provides guidance on Councillor behaviour, interests, gifts and hospitality, lawful conduct and other obligations
- provides a framework and processes for managing the conduct of councillors.

CONFLICT OF INTEREST

Residents and ratepayers elect councillors to act in the best interests of our community. This is a position of trust that requires councillors to act in the public interest. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. We maintain a register to record all disclosed conflict of interests.

COUNCILLOR ALLOWANCES

In accordance with Section 74 of the Act, councillors are entitled to receive an allowance while performing their duty as a Councillor. Allowances for the Mayor and Deputy Mayor are governed by the *City of Greater Geelong Act 1993*.

The state government sets the upper and lower limits for all allowances paid to councillors and the allowances paid to the mayor and deputy mayor. Councils are divided into three categories based on the income and population of each council. The City of Greater Geelong Council is recognised as a category 3 council.

For the period 1 July 2017 to 30 November 2017, the councillor annual allowance was fixed at \$29,630 per annum and the annual allowance for the mayor and deputy mayor was fixed at \$94,641 per annum and \$29,630 per annum respectively.

The Minister for Local Government approved an annual adjustment of two per cent to take effect from 1 December 2017. In accordance with this adjustment, the Councillor annual allowance was fixed at \$30,223 per annum and the annual allowance for the Mayor and Deputy Mayor was fixed at \$96,534 per annum and \$30,223 per annum respectively.

The following table contains details of current annual allowances fixed for the mayor and councillors during the year.

NAME	ALLOWANCE \$
B Harwood (Mayor)	96,534
P Murrihy (Deputy Mayor)	30,223
A Aitken (Councillor)	30,223
S Asher (Councillor)	30,223
K Grzybek (Councillor)	30,223
E Kontelj (Councillor)	30,223
S Mansfield (Councillor)	30,223
J Mason (Councillor)	30,223
P Murnane (Councillor)	30,223
R Nelson (Councillor)	30,223
T Sullivan (Councillor)	30,223

COUNCILLOR EXPENSES

In accordance with Section 75 of the Act, council is required to reimburse a councillor for expenses incurred whilst performing his or her duties as a councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the mayor and councillors to enable them to discharge their duties. Council also publishes in its *Annual Report* the details of the expenses, including reimbursement of expenses for each councillor, member of a council committee and, in this case, each administrator paid by the City.

The details of the expenses including reimbursements for each councillor and member of a council committee and administrator paid by the City for the 2017–18 year are set out in the following table.

NAME	TRAVEL \$	CAR \$	CHILDCARE \$	INFORMATION & COMMUNICATION TECHNOLOGY \$	CONFERENCE & TRAINING \$	TOTAL \$
B Harwood	11,012	7,423	–	1,387	–	19,822
P Murrihy	639	–	–	1,387	540	2,567
A Aitken	–	–	–	1,387	682	2,069
S Asher	100	–	–	1,387	–	1,487
K Grzybek	–	–	–	1,387	682	2,069
E Kontelj	–	–	–	1,349	–	1,349
S Mansfield	58	–	–	1,505	–	1,563
J Mason	111	4,334	–	1,391	150	5,985
P Murnane	–	–	–	1,387	–	1,387
R Nelson	689	–	–	1,565	–	2,254
T Sullivan	128	2,132	–	1,388	–	3,648
Dr K Alexander	4,480	–	–	–	64	4,544
L Gardner	3,878	1,723	–	–	64	5,664
P Dorling	446	460	–	300	502	1,708

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control, risk management and fostering an ethical environment.

The State Government appointed three administrators to the City of Greater Geelong council in May 2016, with their terms concluding following a return to council and subsequent election of councillors in October 2017.

The Audit and Risk Committee consisted at that time of independent members Mr Geoff Harry (Chair), Ms Lisa Tripodi and Mr John Watson, with administrator Ms Laurinda Gardner fulfilling the role as council's

representative until such time as a new council was elected in October 2017. Following the election in November 2017, the mayor Cr Harwood and Cr Grzybek were appointed to the Audit and Risk Committee.

The independent members are appointed for a three-year term, with a maximum of two terms, with the chair elected from amongst the independent members.

The Audit and Risk Committee meet five times in a financial year.

Minutes from each Audit and Risk Committee meeting are subsequently reported to, and considered by council.

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Mr Geoff Harry (independent member – chairperson)	5
Ms Lisa Tripodi (independent member)	5
Mr John Watson (independent member)	5
Laurinda Gardner (administrator – ceased October 2017)	2
Cr Bruce Harwood (mayor – appointed October 2017)	3
Cr Kylie Grzybek (appointed October 2017)	3

INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across the City.

A three-year Strategic Internal Audit Plan (SIAP) was developed to ensure audit resources remained focused on high risk areas and considered the City's risk framework, the city plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input.

EXTERNAL AUDIT

The Victorian Auditor-General's office (VAGO) externally audits the City. For the 2017–18 year, VAGO conducted the annual external audit of City's *Financial Statements and Performance Statement*.

VAGO representatives attend each Audit and Risk Committee meeting. In May (and August) they presented the audit plan and independent audit report. The external audit management letter and responses were also provided to the Audit and Risk Committee.

RISK MANAGEMENT

In September 2017, a new innovative approach to managing risk was introduced to the City. In November 2017, the City adopted an updated Risk Management Framework consisting of a policy, risk appetite statement, risk strategy and action plan and procedure that aligns with current best and international standard AS/NZS 31000 risk management principles and guidelines. The Risk Management Framework addresses items such as:

- recognising that risk management is an integral part of the City's planning and decision-making processes
- having a consistent approach to managing risks across the City
- defining clear roles and responsibilities
- providing all employees with risk management roles and responsibilities with the necessary authority to undertake these responsibilities
- assigning accountability to all those with risk management responsibilities
- allocating necessary resources in support of the policy outcomes
- promoting and encouraging communication within the City's stakeholder community in relation to the identification and management of risk
- being honest with ourselves and with others in relation to the risk exposures and challenges faced by the City.

GOVERNANCE AND MANAGEMENT CHECKLIST

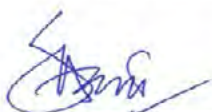
The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist as at 30 June 2018.

GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC1 Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation	Yes	25/07/2017		
GC2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes	25/07/2017		
GC3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Plan adopted in accordance with section 126 of the Act	Yes	26/06/2018		
GC4 Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 130 of the Act	Yes	26/06/2018		
GC5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation	Yes		Asset Management Policy 1 September 2012 Fleet Asset Management Plan 1 January 2006 IT Asset Management Plan 1 September 2012 Building Asset Management Plan 1 January 2012 Road Asset Management Plan 1 September 2013 Footpath Asset Management Plan 1 March 2012 Bridges and Major Culverts Asset Management Plan 1 August 2013 Drainage Asset Management Plan 14 August 2007	
GC6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation	Yes	26/06/2018		
GC7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	Yes	29/11/2017		
GC8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	Yes	17/07/2013		The City's fraud policy was endorsed by the Audit and Risk Committee (ARC) on 8 August 2018
GC9 Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986	Yes	22/08/2017		

GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC10 Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act	Yes	26/06/2018		
GC11 Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	Yes	16/05/2011		The City's business continuity plan is due to be reviewed and updated in 2018-19
GC12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	Yes	25/06/2014		
GC13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	Yes	29/11/2017		
GC14 Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act	Yes	28/11/2017 (last review of charter)		
GC15 Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	Yes	7/12/2016		
GC16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation	Yes	26/06/2013		
GC17 Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	Yes	29/03/2018 (circulated to councillors)		The City reports biannually on actions committed to in the annual update of the Council Plan, however due to the nature of the Council Plan indicators these are only reported annually.
GC18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act	Yes		Quarterly statement 1 28 November 2017 Quarterly statement 2 30 January 2018 Quarterly statement 3 8 May 2018 Quarterly statement 4 Due September 2018	
GC19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented	Yes		Half Year Report 1 to ARC 23 February 2018 Half Year Report 2 to ARC 8 August 2018	

GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented	No			The City produces quarterly financial reports The City reports annually on non-financial performance and indicators A monthly report on operational indicators tracks Council performance
GC21 Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the Act	Yes	18/10/2017		
GC22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of Conduct reviewed in accordance with section 76C of the Act	Yes	27/02/2018		
GC23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act	Yes	27/09/2016		The City's review of delegations is due by the end of October 2018 in accordance with S98(6)
GC24 Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act	Yes	20/09/2017		

I certify that this information presents fairly the status of council's governance and management arrangements.



Cr Bruce Harwood
Mayor
Dated: 28 August 2018



Martin Cutter
Chief Executive Officer
Dated: 28 August 2018

STATUTORY INFORMATION

The following information is provided in accordance with legislative and other requirements applying to council.

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with regulation 12 of the *Local Government (General) Regulations 2015*, the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at 30 Gheringhap Street, Geelong:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by councillor or any member of council staff in the previous 12 months
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

CONTRACTS

During the year council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984*, council is required to publish a summary of any Ministerial Directions received during the financial year in its annual report. No such Ministerial Directions were received by council during the financial year.

INFORMATION PRIVACY

The City is committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act 2014* and *Health Records Act 2001*.

We have policies in place setting out the requirements for the management and handling of personal information. The policies are public documents which are available on request or via our website.

FREEDOM OF INFORMATION

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982*, council is required to publish certain statements in the annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately, however provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (for example, photocopying and search and retrieval charges).

Further information regarding freedom of information can be found at www.foi.vic.gov.au and on our website.

PROTECTED DISCLOSURE ACT 2012

In accordance with section 69 of the *Protected Disclosure Act 2012*, council must include in the annual report information about how to access the procedures established by council under Part 9 of the *Protected Disclosure Act 2012*. Council is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on our website.

During the 2017–18 year no disclosures were notified to council officers appointed to receive disclosures, or to Independent Broad-based Anti-corruption Commission (IBAC).

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with section 22 of the *Road Management Act 2004*, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by council during the financial year.

CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES

In June 2006 the *Victorian Parliament passed the Charter of Human Rights and Responsibilities Act 2006 (Vic)* (the Charter). The Charter came into effect on 1 January 2008.

The Charter enshrines civil and political rights and some cultural rights into Victorian Law while promoting and protecting principles of freedom, respect, equality and dignity.

We consider the 20 human rights established by the Charter when delivering our services, developing our policies or implementing our plans.

LOCAL LAWS

The following local laws remain current.

Neighbourhood Amenity Local Law 2014

This local law regulates activities of people and provides standards and conditions for specified activities to protect people in, or the environment of, the municipal district. The local law aims to achieve the following objectives that align with our overall objectives and strategies:

- to secure community safety
- to protect public assets
- to enhance neighbourhood amenity.

Council Meeting Procedures Local Law 2017

This local law relates to meetings of the Greater Geelong City Council and special committees. The objectives include:

- to regulate and control the use of the Common Seal of Council
- to regulate proceedings for the election of the mayor and deputy mayor
- to facilitate the orderly conduct of, and regulate proceedings at meetings of council and special committees at the Greater Geelong City Council
- to facilitate the good government of the Greater Geelong City Council and ensure its decisions are made in the best interests of the community
- to promote and encourage community participation in the good government of the City.



DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

Council has a legal obligation under the *Domestic Animals Act 1994* to produce a four-year Domestic Animal Management Plan and to evaluate its implementation in the annual report.

Council adopted the *Domestic Animal Management (DAM) Plan 2018–21* on 12 March 2018 following an extensive engagement period.

In developing the 2018–21 plan, we consulted with the community to gain an understanding of community expectations in relation to animal management. We formed this plan from a range of data gathered from animal behaviourists, employee experience, and observations and responses from community consultations that told us we needed to be specific when setting objectives and actions.

The *DAM Plan 2018–21* provides the framework to work with our community to ensure our services are sufficient for the growing population of pets.

The City has one of the largest dog and cat populations of any Victorian municipality with 45,210 registered pets as of July 2018, consisting of 34,396 registered dogs and 10,814 registered cats.

The actions of the DAM Plan in the 2017–18 financial year have included:

- introducing the *2018–21 DAM Plan*
- undertaking regular random patrols to intercept dogs at large, in the interest of community safety
- ongoing review of compliance strategy, including a process to return registered dogs found at large back to their owners on the same day, bypassing the impounding process
- ongoing roll-out of our dog control signage program throughout the municipality
- providing responsible pet ownership information to the community during organised events and via regular media articles
- undertaking compliance patrols using a utility vehicle for compliance patrols on beaches and shared pathways
- further developing the City's Park Your Pet app, which provides a multitude of functions for pet owners including payments channels, advice, directions to on-leash and off-leash areas, pet selection, lost dogs page and bulletins board
- finalising the community consultation for the next iteration of the *DAM Plan 2018–21*

- conducting a further discounted desexing program with participating vets during July 2017, resulting in the desexing, registration and microchipping of almost 400 cats and kittens.

Key areas of focus for the next 12 months will include:

- increasing rates for domestic animals returned to their owners thereby reducing the number of animals being impounded
- employing project support and engagement officer in animal management
- digital solution for impoundment and releasing of impounded animals, including enhanced lost and found information
- investigating new ways to promote responsible pet ownership, such as education programs for senior school students and branding on our vehicles
- continuing to develop strategies to reduce the number of animals that are taken to the pound, including the introduction of season registration tags for visitors bringing their pets with them on holidays to our region, and day holding pens at the pound
- developing a range of community programs to promote the benefits and enjoyment of pet ownership
- developing a raft of educational material for the community regarding pets including visitations to schools
- providing advice on pet selection to potential pet owners to match their lifestyle with the characteristics of a suitable pet
- continuing to look at a range of support and assistance packages for the pets of owners experiencing a range of issues including domestic violence, palliative care and homelessness
- further developing the Park Your Pet app relating to dogs within the City
- reviewing the on-leash and off-leash areas and *Dogs in Public Places Policy*.

DISABILITY ACTION PLAN

Council has a legal obligation under the *Disability Act 2006*, to produce a Disability Action Plan and to evaluate its implementation in the annual report.

The City has developed disability action plans since 2002, in accordance with this legislation. Our plan and related reporting has been based on the four areas of the *Disability Act 2006* section 38:

- promoting inclusion and participation in the community of persons with a disability
- reducing barriers in accessing goods, services and facilities
- reducing barriers to obtaining and maintaining employment
- achieving tangible changes in attitudes and practices that discriminate against persons with a disability.

A summary of our achievements against this plan as well as our progress on the development of the new Access and Inclusion Action Plan include:

ACCESS AND INCLUSION ACTION PLAN 2018–22

Our draft *Access and Inclusion Action Plan 2018–22* aims to ensure it better captures the City's entire commitment to access and inclusion. The draft is being exhibited in September 2018 and will be endorsed by council in November 2018.

ACCESS AND INCLUSION ADVISORY COMMITTEE

The valued role of the Disability Access and Inclusion Reference Group continued in 2018. Its members have a lived experience of disability, and play a key role in promoting access and inclusion in the City's policy and plans. Changes to this committee in June 2018 have resulted in this committee reforming as an advisory committee of council, to be chaired by the portfolio councillor.

BEACH ACCESSIBILITY

Beach matting at the Eastern Beach swimming enclosure has been a successful trial program. The mats provide a firm surface to assist with transitioning from the pathway area to the water and benefit the whole community including people with disability or mobility challenges as well as parents with small children.

The addition of Mobi-chairs in January 2018 has made further accessibility improvements to Eastern Beach swimming enclosure.

CHANGING PLACES AND ADULT CHANGE FACILITIES

Council has been providing changing places and adult change facilities since 2009, and most recently the installation of a second adult change facility at Leisurelink has provided increased opportunities for participation for people of all abilities.

To further develop these facilities council has secured State funding to construct a changing place in the waterfront precinct. Planning is underway to determine locations for future installations.

TACTILE SYMBOLS ON DOMESTIC WASTE BINS

In 2017, our Waste Management team designed and manufactured clear plastic symbols that could be secured to the top of each bin. These symbols are designed for vision impairment to be able to identify the correct bin for their waste. This project was developed in partnership with Vision Australia and received a 'highly commended' award in the Disability Access and Inclusion category of the 2018 National Awards for Local Government.

COMMUNITY MOBILITY ACCESS DIRECTORY AND ACCESS MAPS

Over the past our partnership with Barwon Disability Resource Council to deliver the mobility access directory and access maps has resulted in new locations being added and information updated to enhance the features and information. The next phase of these resources will include a mobile app.

INTERNATIONAL DAY OF PEOPLE WITH A DISABILITY

Extreme weather forced us to cancel several 2017 International Day events, however over 40 people attended the Access All Areas Shorts Film Festival held at Geelong Performing Arts Centre. The program reflected the experience of people with disability and issues relevant to them. The films celebrated the many contributions made to Australian life by people with disability.

RECHARGE SCHEME

The RECHARGE Scheme™ is developed in partnership with businesses to offer RECHARGE Points™ across the region for people with electric wheelchairs or mobility scooters. Over the past year the program was relaunched as a result of a new partnership with Deakin University. This promoted all 33 sites and resulted in 13 enquiries about potential new sites.

BRAILLE PRINTER

Our newly purchased braille printer/embosser brought an opportunity to produce relevant City information in braille, whilst being available for public use at the Geelong Library and Heritage Centre.



DEVELOPMENT CONTRIBUTIONS PLAN PROGRESS REPORT

A Development Contributions Plan (DCP) is a mechanism used to fund infrastructure requirements in new developments and apply a levy to stakeholders for contributions as allowed for under the *Planning and Environment Act 1987*.

Development contributions represent a cash contribution or works in-kind credit that is applied across all developable land to ensure that all developers are funding the required infrastructure to service these large development areas.

A DCP specifies the type of infrastructure to be provided, shows cost and apportionment, and allows the City to collect development contribution levies.

There are two types of levies:

- development infrastructure levy, which collects funds for intersections, drainage, community and recreation/sporting projects calculated on a per hectare basis
- community infrastructure levy, which will fund community sports pavilions (rate capped at \$1,150 per dwelling).

The City currently has seven active DCPs. These seven DCPs total \$557 million in project value to the City over their expected 20-year life span.

There continues to be significant activity in five of these precincts. Conversations are currently being held with proponents to prepare a Precinct Structure Plan and Development Contributions Plan for the Western Industrial Precinct in Armstrong Creek. In addition, council officers have commenced the preparation of a Precinct Structure Plan and Development Contributions Plan for Marshall Precinct.

A recent audit of developer contributions undertaken by Crowe Horwath has identified a number of recommendations and tasks that we are currently implementing through an action plan.

Indexation rate changes applied from July 2018 will result in an increase in overall DCP rates.

We have also commenced scoping work on the extent of reviews to be undertaken on all current DCPs during 2018–19.

DCP01 ARMSTRONG CREEK NORTH EAST INDUSTRIAL PRECINCT

On 3 June 2010 the North East Industrial Precinct Development Contributions Plan was incorporated into the Greater Geelong Planning Scheme. Development is yet to commence in this precinct.

DCP02 JETTY ROAD URBAN GROWTH AREA STAGE 1

On 23 February 2012 the Jetty Road Urban Growth Development Contributions Plan was incorporated into the Greater Geelong Planning Scheme.

The Jetty Road stage one development is significantly advanced with Baywater, Bayview, Coriyule and Curlewis Parks (South) estates underway and with Bellaview and Curlewis Parks (North) estates complete.

The City collected community infrastructure levies for 297 lots in 2017–18, (1,316 lots in total since commencement of development in this precinct).

DCP03 ARMSTRONG CREEK EAST PRECINCT

On 12 July 2012 the Armstrong Creek East Precinct Development Contributions Plan was incorporated into the Greater Geelong Planning Scheme.

The first large commercial centre in Armstrong Creek on Barwon Heads Road is largely completed with establishment of supermarkets, specialty shops, take away food and petrol outlet. Development is progressing on multiple fronts with Warralily and Promenade estates near Barwon Heads Road and Coast estate on the Surf Coast Highway.

The City collected community infrastructure levies for 425 lots in 2017–18, (2,566 lots in total),

DCP04 ARMSTRONG CREEK WEST PRECINCT

On 7 March 2013 the Armstrong Creek West Precinct Development Contributions Plan was incorporated into the Greater Geelong Planning Scheme.

The City collected community infrastructure levies for 210 lots in 2017–18, (1,121 lots in total).

DCP05 HORSESHOE BEND PRECINCT

On 27 November 2014 the Horseshoe Bend Precinct Development Contributions Plan was incorporated into the Greater Geelong Planning Scheme.

Watermark and Charlemont Rise estates have released their initial stages with works in-kind contributions towards stormwater infrastructure and shared paths. Ashbury estate is expected to release their first stages shortly.

The City has applied a Public Acquisition Overlay to the designated Sparrovale Wetlands and commenced land acquisition processes and initial drainage planning and design. We are considering interim drainage solutions for existing approved development to support ongoing lot construction activity.

The City collected community infrastructure levies for 329 lots in 2017–18, (470 lots in total).

DCP06 ARMSTRONG CREEK TOWN CENTRE PRECINCT

The Minister for Planning approved the Armstrong Creek Town Centre Development Contributions Plan on 23 October 2014. The DCP includes eight intersections, shared paths, drainage works and contribution towards the construction of a regional library.

Development is yet to commence on this precinct although planning permits have been issued to enable development to commence subject to resolution of drainage and road access.

DCP07 LARA WEST URBAN GROWTH AREA

On 17 July 2014 the Lara West Development Contributions Plan was incorporated into the Greater Geelong Planning Scheme.

Manzeene Village has commenced development to the north of Patullos Road.

The land acquisition process has commenced to provide land for the upgrade of the intersection of Elcho, Patullos and O'Hallorans roads.

The City collected community infrastructure levies for 95 lots in 2017–18, (123 lots in total).

MINISTERIAL REPORTING REQUIREMENTS

Total DCP levies received in 2017–18

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2017–18 FINANCIAL YEAR (\$)
DCP01 Armstrong Creek North East Industrial Precinct 2010	–
DCP02 Jetty Road Stage 1 2012	705,809
DCP03 Armstrong Creek East Precinct 2012	1,443,947
DCP04 Armstrong Creek West Precinct 2013	242,196
DCP05 Horseshoe Bend 2014	300,015
DCP06 Armstrong Creek Town Centre 2014	–
DCP07 Lara West 2014	87,993
Total	2,779,960

Development Contribution Plans – Whole of life remaining liability, income and funding gap

Note: This report does not include Development Contribution Plans – Whole of life remaining liability, income and funding gap details for the 2017–18 Financial Year. Following the recent audit of DCP processes by Crowe Horwath as part of the City's annual audit program, a comprehensive reconciliation process is underway to enable more definitive reporting on DCPs which will be included in future annual reports.

LAND, WORKS, SERVICES OR FACILITIES DELIVERED IN 2017-18 FROM DCP LEVIES COLLECTED

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTIONS (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Griggs Creek – rehabilitation and revegetation	OS001	DCP02 Jetty Road Stage 1 2012	33,491	–	319,293	–	352,784	100
Intersection – North South Collector Road Part A and Geelong Portarlington Road	R003	DCP02 Jetty Road Stage 1 2012	120,173	–	–	–	120,173	9.4
North South Collector Road Part A – land acquisition	R002	DCP02 Jetty Road Stage 1 2012	11,278	–	384,081	–	395,359	100
NAC community complex – construction	DI_C_1	DCP03 Armstrong Creek East Precinct 2012	4,667,790	–	–	(2,846,000)	1,821,790	32.0
NAC active open space reserve – community pavilion	CI_OS_4	DCP03 Armstrong Creek East Precinct 2012	1,201,227	–	–	(450,000)	751,227	46.5
Drainage works – wetland/retarding basin north east corner (corner 4C and Surf Coast Highway)	DI_LA_11	DCP04 Armstrong Creek West Precinct 2013	651,918	–	–	–	651,918	61.0
Drainage works – sedimentation basin (property 15) (land)	DI_LA_9	DCP04 Armstrong Creek West Precinct 2013	271,485	–	–	–	271,485	100
Sparrovale Wetlands – drainage land	DI_LA_22	DCP05 Horseshoe Bend 2014	6,339	–	–	–	6,339	2.0
Sparrovale Wetlands – drainage land	DI_LA_23	DCP05 Horseshoe Bend 2014	11,275	–	–	–	11,275	1.0
Sparrovale Wetlands – management plan and implementation works	DI_DR_13	DCP05 Horseshoe Bend 2014	90,838	–	–	–	90,838	2.2
Drainage works – Reserve Road retarding basin (land)	DI_LA_14	DCP05 Horseshoe Bend 2014	884,466	–	–	–	884,466	27.0
Retarding basin and water treatment – central (land)	DI_LA_8	DCP06 Armstrong Creek Town Centre 2014	180,280	–	–	–	180,260	59.5

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS IN-KIND ACCEPTED (\$)	COUNCIL'S CONTRIBUTIONS (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED
Land acquisition – transit corridor – Boundary Road to Burvilles Road	DI_LA_4	DCP06 Armstrong Creek Town Centre 2014	484,047	–	–	–	484,047	59.5
Intersection – O'Hallorans Road / Patullos Road / Elcho Road – land acquisition	DI_LA_4	DCP07 Lara West 2014	12,318	–	–	–	12,318	12.9
Intersection – O'Hallorans Road / Patullos Road / Elcho Road – Land acquisition	DI_LA_3	DCP07 Lara West 2014	50	–	–	–	50	2.0
Intersection – O'Hallorans Road / Patullos Road / Elcho Road – land acquisition	DI_LA_5	DCP07 Lara West 2014	50	–	–	–	50	2.0
Total			8,627,025		703,374		9,330,379	

DEVELOPMENT CONTRIBUTION PLANS – WHOLE OF LIFE ACTUAL INCOME AND WORKS

As at 30 June 2018

DEVELOPMENT CONTRIBUTIONS PLAN	CASH BALANCE \$	CURRENT PROJECTS COMPLETE \$ (WORKS IN-KIND AND CITY)	PERCENTAGE TOTAL DCP PROJECTS COMPLETED
DCP01 Armstrong Creek North East Industrial Precinct	–	–	0
DCP02 Jetty Road Stage 1	972,286	7,888,686	26
DCP03 Armstrong Creek East Precinct	-1,813,780	30,557,447	23
DCP04 Armstrong Creek West Precinct	442,921	17,946,329	17
DCP05 Horseshoe Bend	-702,574	5,815,105	4
DCP06 Armstrong Creek Town Centre	-910,358	995,795	4
DCP07 Lara West	51,321	10,696	0
Total	-1,960,184	63,214,055	13

PERFORMANCE STATEMENT

The City of Greater Geelong municipality is located some 75 kilometres from the Melbourne CBD. The municipality covers 1,252 Km², comprising country, coastal and suburban areas. Greater Geelong is bounded by the Moorabool Shire, Wyndham City, the Borough of Queenscliffe, Surf Coast Shire and Golden Plains Shire.

The region is characterised by the Waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world renowned coastline of south-west Victoria via the Great Ocean Road.

The municipality has a population of almost 245,000, and is expected to increase to over 325,000 by 2036, a growth of over 30%. Geelong has a diverse economy with over 17,000 businesses and a labour force of over 110,000 people. Major industry strengths and opportunities include: health and allied services, social insurance, education, innovation and research, advanced manufacturing, the visitor economy; creative, design and entrepreneurial activities, digital services, and agribusiness.

SUSTAINABLE CAPACITY INDICATORS

	INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Population						
C1	<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,301.57	\$1,368.26	\$1,394.33	\$1,455.15	Increase reflects growth in service provisions.
C2	<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$6,189.67	\$6,296.77	\$6,294.53	\$6,695.35	High levels of non-monetary contributions (infrastructure).
C3	<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	102.99	104.16	107.12	110.26	Rising population growth across the City, specifically in the growth areas of Warralily, Armstrong Creek, Curlewis and Lara, plus ongoing in-fill developments, has led to a steady increase in population density per kilometre of road.
Own-source revenue						
C4	<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,102.74	\$1,172.06	\$1,053.39	\$1,221.66	Increase in own source revenue due to increased rates income, partially offset by increase in population.
Recurrent grants						
C5	<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$260.64	\$185.75	\$264.72	\$232.62	Increase in population during 2017–18 whilst grant funding remained constant.
Disadvantage						
C6	<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	5.00	6.00	Greater Geelong's SEIFA Index of Disadvantage has shifted from the lowest 50% in Victoria in 2011 to the lowest 60% in Victoria in 2016. While this shows a more favourable state-wide comparison the Index itself has shown no significant change only moving from 993 in 2011 to 994 in 2016.

Definitions

"Adjusted underlying revenue" means total income other than:

- non-recurrent grants used to fund capital expenditure
- non-monetary asset contributions
- contributions to fund capital expenditure from sources other than those referred to above.

"Infrastructure" means non-current property, plant and equipment excluding land.

"Local road" means a sealed or unsealed road for which the Council is the responsible road authority under the *Road Management Act 2004*.

"Population" means the resident population estimated by council.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"Relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

SEIFA means the Socio-Economic Indexes for Areas published by the Australian Bureau of Statistics on its website.

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

SERVICE PERFORMANCE INDICATORS

	SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities						
AF6	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	9.65	8.51	8.48	8.36	There has been 4.7% growth in aquatic facility visitation over the last 3 years compared to 6.2% growth in the municipal population over the same period. This has resulted in a slight decline in the utilisation of aquatic centres per head of population. During the last 4 years gym membership numbers has declined as a result of increased competition from the 24/7 private gym sector, however this has been mostly offset by significant growth in Learn to Swim participation rates.
Animal Management						
AM4	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	10.00	12.00	12.00	21.00	21 Successful prosecutions presented in the Magistrates' Court consisting of 77 individual animal management charges (23 of these related to 1 case against an illegal domestic animal breeder). An increase in number of serious dog attacks has resulted in additional prosecutions presented in the Magistrates' Court. Previous years' prosecutions influenced by a combination of less serious attacks and lack of evidence to proceed any further in Magistrates' Court. Not all serious attacks proceed to the Magistrates' Court due to available evidence.
Food Safety						
FS4	Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non- compliance notifications about a food premises] x100	98.00%	99.11%	96.48%	99.46%	Increased follow-up of premises with critical and major non-compliances. Consistent number of notifications over the past four years.
Governance						
G5	Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57.00	56.00	48.00	53.00	This result is reported from the independently run annual community satisfaction survey. From 2015 to 2016, the Council was constituted by elected representatives. In 2016, all elected representatives were removed from office and Administrators were appointed by the Minister for Local Government. In 2017, elected representatives again formed the Council. The results over the four years reflect the community's satisfaction with council decisions during this period of changed governance at the Council.
Home and Community Care (HACC)						
HC6	Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	20.00%	19.45%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

	SERVICE/INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	MATERIAL VARIATIONS AND COMMENTS
HC7	Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	17.00%	16.04%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries						
LB4	Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	17.00%	19.47%	19.28%	18.17%	Indicator measures activity as loans of library items. Many members use libraries for other activities for example children and youth programs, digital literacy programs and literary events, the use of public internet pcs, using facilities such as meeting rooms or study areas, or using services such as wifi, or in library use of collections.
Maternal and Child Health (MCH)						
MC4	Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	78.00%	75.45%	73.46%	73.78%	No material variation has occurred during the past 4 years.
MC5	Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.00%	59.20%	73.26%	64.86%	This result reflects the Statewide Aboriginal Maternal and Child health Initiative (AMCHI) project between the Department of Education and Training (DET) and local Aboriginal Cooperative between October 2017 and May 2018.
Roads						
R5	Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	56.00	54.00	47.00	49.00	The City maintains approximately 1,800 km of sealed roads and faces unprecedented demand for new infrastructure - such as roads - to cope with rising population growth in areas such as Armstrong Creek, Warralily, Lara and areas of the Bellarine Peninsula. The City has experienced a drop in satisfaction in sealed road satisfaction from the years 2015 & 2016 to 2017 & 2018. This may be attributed to multiple factors including heavy rainfall events experienced in 2016 which could impact on the City's sealed road infrastructure.
Statutory Planning						
SP4	Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	54.00%	78.57%	61.54%	68.00%	A similar number of VCAT decisions were made this financial year compared to the last three financial years. The percentage of Council planning decision upheld at VCAT this year (2017-18) is above average when compared to other years in the four year period. The number of decisions upheld across the four years is well within the expected range of 30-100%.
Waste Collection						
WC5	Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	56.00%	54.65%	56.32%	54.75%	No material variation has occurred during the past 4 years.

Definitions

"Aboriginal child" means a child who is an Aboriginal person.

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006.

"Active library member" means a member of a library who has borrowed a book from the library.

"Annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act.

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

"Class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.

"Class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act.

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACCC services, published from time to time by the Commonwealth.

"Critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health.

"Food premises" has the same meaning as in the *Food Act 1984*.

"HACC program" means the Home and Community Care program established

under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth.

"HACC service" means home help, personal care or community respite provided under the HACCC program.

"Local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.

"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

"Population" means the resident population estimated by council.

"Target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth.

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

FINANCIAL PERFORMANCE INDICATORS

	DIMENSION/ INDICATOR/ MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2019	2020	2021	2022	
Efficiency										
E1	Revenue level <i>Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]</i>	\$1,326.41	\$1,424.66	\$1,487.58	\$1,525.79	\$1,582.27	\$1,634.84	\$1,674.50	\$1,713.20	Growth in Residential Capital Improved Values.
E2	Expenditure level <i>Expenses per property assessment [Total expenses / Number of property assessments]</i>	\$2,538.65	\$2,654.78	\$2,804.67	\$2,974.29	\$2,913.08	\$2,996.61	\$3,044.01	\$3,138.75	Increase reflects growth in service provisions.
E3	Workforce turnover <i>Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</i>	7.61%	8.29%	8.82%	10.90%	9.50%	9.50%	9.50%	9.50%	A total of 197 terminations were processed for our permanent workforce during the 2018–19 year. Overall there was a 30.4% increase in departures across the organisation compared to the previous year. The biggest shift was in actual number of resignations received, moving from 99 recorded in 2016–17 to 132 in 2017–18. Further analysis of the reasons for leaving indicate that 51% of staff left the Organisation to seek alternative careers/ opportunities outside of Council.
Liquidity										
L1	Working capital <i>Current assets compared to current liabilities [Current assets / Current liabilities] x100</i>	160.13%	126.20%	147.35%	145.35%	152.27%	133.54%	126.85%	106.61%	Reduction in working capital in forecast period due to increased borrowings and reduced cash.
L2	Unrestricted cash <i>Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100</i>	135.51%	102.92%	122.64%	115.02%	131.09%	113.26%	107.52%	88.93%	Reduction in working capital in forecast period due to increased borrowings and reduced cash.

	DIMENSION/ INDICATOR/ MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2019	2020	2021	2022	
Obligations										
O1	Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100]	48.49%	62.12%	52.03%	47.55%	51.24%	49.99%	45.44%	43.17%	Renewal percentage varies in response to Capital Expenditure priorities including responding to growth. Forecast period reflects increased spend on new asset in growth areas.
O2	Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	35.76%	28.23%	22.28%	22.73%	33.84%	43.52%	59.36%	86.04%	Forecast period includes provision for increased borrowings for special projects including Civic Accommodation project.
O3	Loans and borrowings repayments <i>repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	6.88%	6.49%	5.70%	5.06%	5.29%	6.00%	7.40%	9.45%	Increase in loan repayments but offset by increase in rate revenue due to growth in the municipality.
O4	Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	28.39%	17.76%	15.22%	18.36%	23.48%	29.96%	41.25%	59.81%	Forecast period reflects impact of increased borrowings.
Operating Position										
OP1	Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5.74%	0.32%	-3.54%	1.99%	1.02%	2.80%	1.60%	2.12%	Initial surplus is 40% higher than previous year due to increased rates income and one off impact of Kardina Park assets in 2016-17 result.
Stability										
S1	Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	58.06%	62.08%	64.45%	58.93%	65.96%	62.64%	63.92%	63.08%	The level of rates income is forecast to be significantly higher in 2018-19 but underlying revenue remains constant over two years.

	DIMENSION/ INDICATOR/ MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	RESULTS 2018	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2019	2020	2021	2022	
S2	Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.38%	0.40%	0.40%	0.41%	0.38%	0.37%	0.38%	0.39%	

Definitions

"Adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure

(b) non-monetary asset contributions

(c) contributions to fund capital expenditure from sources other than those referred to above.

"Adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure.

"Asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

"Current assets" has the same meaning as in the AAS.

"Current liabilities" has the same meaning as in the AAS.

"Non-current assets" means all assets other than current assets.

"Non-current liabilities" means all liabilities other than current liabilities..

"Non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"Population" means the resident population estimated by council.

"Rate revenue" means revenue from general rates, municipal charges, service rates and service charges.

"Recurrent grant" means a grant other than a non-recurrent grant.

"Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

"Restricted cash" means cash and cash equivalents, within the meaning of the AAS, that AAS, which are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

OTHER INFORMATION

As at 30 June 2018

BASIS FOR PREPARATION

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast

by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

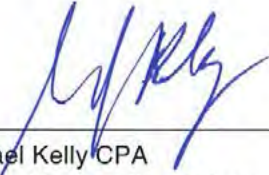
The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 26 June 2018 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

COUNCIL APPROVAL OF THE PERFORMANCE STATEMENT

R18(1)

R18(2)

In my opinion the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



Michael Kelly CPA
Principal Accounting Officer
Dated: 28 August 2018

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2018 presents fairly the result of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capability.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Cr Bruce Harwood
Mayor
Dated: 28 August 2018



Cr Pat Murnane
Councillor
Dated: 28 August 2018



Martin Cutter
Chief Executive Officer
Dated: 28 August 2018

Independent Auditor's Report

To the Councillors of Greater Geelong City Council

Opinion	I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.
Auditor's responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
3 September 2018



Tim Loughnan

The cover features a light blue background with a large, abstract geometric design in the bottom-left corner. This design consists of two overlapping triangles: a larger teal triangle and a smaller, darker blue triangle nested within its corner. The text is centered in the upper half of the page.

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2018

City of Greater Geelong

Financial Report

Table of Contents

FINANCIAL REPORT		Page
	Certification of the Financial Statements	1
	Victorian Auditor-General's Office Report	2
Financial Statements		
	Comprehensive Income Statement	4
	Balance Sheet	5
	Statement of Changes in Equity	6
	Statement of Cash Flows	7
	Statement of Capital Works	8
	Overview	9
Notes to Financial Statements		
Note 1	Performance against budget	10
	1.1. Income and expenditure	10
	1.2. Capital works	12
Note 2	Funding for the delivery of our services	13
	2.1. Rates and charges	13
	2.2. Statutory fees and fines	13
	2.3. User fees	13
	2.4. Funding from other levels of government	13
	2.5. Contributions	14
	2.6. Net gain/(loss) on disposal of property, infrastructure, plant and equipment	14
	2.7. Other revenue	15
Note 3	The cost of delivering services	15
	3.1. Employee costs	15
	3.2. Materials and services	15
	3.3. Depreciation and amortisation	15
	3.4. Bad and doubtful debts	16
	3.5. Borrowing costs	16
	3.6. Other expenses	16
Note 4	Our financial position	16
	4.1. Financial assets	16
	4.2. Non-financial assets	18
	4.3. Payables	18
	4.4. Interest bearing liabilities	19
	4.5. Provisions	19
	4.6. Financing arrangements	20
	4.7. Commitments	21
Note 5	Assets we manage	22
	5.1. Property infrastructure plant and equipment	22
	5.2. Investments in associates, joint arrangements and subsidiaries	29
Note 6	People and relationships	30
	6.1. Council and key management remuneration	30
	6.2. Related party disclosure	32
Note 7	Managing uncertainties	33
	7.1. Contingent assets and liabilities	33
	7.2. Change in accounting standards	33
	7.3. Financial instruments	34
	7.4. Fair value measurement	35
	7.5. Events occurring after balance date	36
Note 8	Other matters	36
	8.1 Reserves	36
	8.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	38
	8.3 Superannuation	38

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

Michael Kelly CPA
Principal Accounting Officer



Date : 28th August 2018
Geelong

In our opinion the accompanying financial statements present fairly the financial transactions of City of Greater Geelong for the year ended 30 June 2018 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

Cr B Harwood
Mayor

Date : 28th August 2018
Geelong



Cr P Murnane
Councillor

Date : 28th August 2018
Geelong



Martin Cutler
Chief Executive Officer

Date : 28th August 2018
Geelong



Independent Auditor's Report

To the COUNCILLORS of Greater Geelong City Council

Opinion	I have audited the financial report of Greater Geelong City Council (the council) which comprises the: • balance sheet as at 30 June 2018 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Administrators determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report

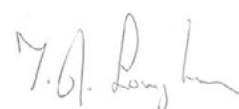
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
3 September 2018



Tim Loughnan
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Income			
Rates and charges	2.1	218,809	205,417
Statutory fees and fines	2.2	13,881	13,949
User Fees	2.3	60,968	58,135
Grants - operating	2.4	53,924	58,812
Grants - capital	2.4	14,159	13,591
Contributions - monetary	2.5	7,429	6,730
Contributions - non monetary	2.5	46,687	47,269
Share of net profits (or loss) of associates and joint ventures	5.2	29	(974)
Other income	2.7	5,372	3,758
Total income		421,259	406,687
Expenses			
Employee costs	3.1	151,144	142,931
Materials and services	3.2	105,639	100,311
Depreciation and amortisation	3.3	58,638	54,717
Bad and doubtful debts	3.4	1,409	919
Borrowing costs	3.5	1,902	2,348
Other expenses	3.6	35,497	26,920
Net (gain) or loss on disposal of property, infrastructure, plant and equipment	2.6	1,990	32,376
Total expenses		356,219	360,521
Surplus/(deficit) for the year		65,040	46,167
Other comprehensive income			
Net asset revaluation increment/(decrement)	5.1	141,503	19,796
Total comprehensive result		206,543	65,963

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1	4,945	14,021
Trade and other receivables	4.1	11,532	11,180
Other financial assets	4.1	97,613	88,999
Inventories	4.2	1,101	1,082
Other assets	4.2	2,169	2,500
Total current assets		117,360	117,782
Non-current assets			
Trade and other receivables	4.1	2,394	1,866
Other financial assets	4.1	230	230
Intangible assets	4.2	689	-
Investments in associates, joint arrangements and subsidiaries	5.2	10,463	10,434
Property, infrastructure, plant and equipment	5.1	2,329,343	2,105,644
Total non-current assets		2,343,119	2,118,174
Total assets		2,460,479	2,235,956
Liabilities			
Current liabilities			
Trade and other payables	4.3	34,398	26,719
Trust funds and deposits	4.3	6,757	4,305
Provisions	4.5	29,720	38,834
Interest-bearing liabilities	4.4	9,868	10,074
Total current liabilities		80,743	79,932
Non-current liabilities			
Provisions	4.5	16,064	2,307
Interest-bearing liabilities	4.4	38,810	35,435
Developer Contributions	4.5	37	-
Total non-current liabilities		54,910	37,742
Total liabilities		135,654	117,674
Net assets		2,324,825	2,118,281
Equity			
Accumulated surplus		1,281,951	1,176,284
Reserves	8.1	1,042,874	941,997
Total Equity		2,324,825	2,118,281

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2018

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		2,118,281	1,176,284	849,042	92,955
Surplus/(deficit) for the year		65,040	65,040	-	-
Net asset revaluation increment/(decrement)		141,503	-	141,503	-
Transfers to other reserves		-	(54,741)	-	54,741
Transfers from other reserves		-	95,368	-	(95,368)
Balance at end of the financial year		2,324,825	1,281,951	990,545	52,329

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017					
Balance at beginning of the financial year		2,052,318	1,154,230	829,246	68,842
Surplus/(deficit) for the year		46,167	46,167	-	-
Net asset revaluation increment/(decrement)		19,796	-	19,796	-
Transfers to other reserves		-	(88,990)	-	88,990
Transfers from other reserves		-	64,877	-	(64,877)
Balance at end of the financial year		2,118,281	1,176,284	849,042	92,955

Refer to notes 8.1 and 8.2 for further detail

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows For the Year Ended 30 June 2018

	2018 Inflows/ (Outflows) \$'000	2017 Inflows/ (Outflows) \$'000
Note		
Cash flows from operating activities		
Rates and charges	215,398	206,330
Statutory fees and fines	13,465	13,563
User fees	64,412	65,259
Grants - operating	54,012	58,916
Grants - capital	20,502	14,634
Contributions - monetary	7,466	6,730
Interest received	2,129	2,450
Trust funds and deposits taken	4,326	1,496
Net GST refund/payment	16,487	12,248
Employee costs	(135,851)	(134,417)
Materials and services	(158,559)	(148,368)
Trust funds and deposits repaid	(1,910)	(1,362)
Net cash provided by/(used in) operating activities	101,877	97,479
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	(113,313)	(76,888)
Proceeds from sale of property, infrastructure, plant and equipment	9,709	6,840
Payments for investments	(194,105)	(161,263)
Proceeds from sale of investments	185,489	152,904
Net cash provided by/(used in) investing activities	(112,219)	(78,405)
Cash flows from financing activities		
Finance costs	(1,902)	(2,382)
Proceeds from borrowings	12,100	-
Repayment of borrowings	(8,932)	(9,266)
Net cash provided by/(used in) financing activities	1,266	(11,648)
Net increase (decrease) in cash and cash equivalents	(9,076)	7,425
Cash and cash equivalents at the beginning of the financial year	14,021	6,596
Cash and cash equivalents at the end of the financial year	4,945	14,021
Financing arrangements	7.2	
Restrictions on cash assets	4.1	

The above statement of cash flow should be read in conjunction with the accompanying notes.

**Statement of Capital Works
For the Year Ended 30 June 2018**

	Note	2018 \$'000	2017 \$'000
Property			
Land		5,227	1,840
Total land		5,227	1,840
Buildings		18,572	7,046
Total buildings		18,572	7,046
Total property		23,800	8,886
Plant and equipment			
Plant, machinery and equipment		4,416	5,496
Fixtures, fittings and furniture		61	45
Computers and telecommunications		1,545	2,338
Total plant and equipment		6,022	7,878
Infrastructure			
Roads		20,333	19,255
Footpaths and cycleways		5,071	4,224
Drainage		7,615	8,555
Recreational, leisure and community facilities		18,747	12,027
Waste management		13,674	7,981
Parks, open space and streetscapes		3,720	291
Other infrastructure		14,331	7,792
Total infrastructure		83,491	60,124
Total capital works expenditure		113,313	76,888
Represented by:			
New asset expenditure		72,709	38,694
Asset renewal expenditure		27,885	28,471
Asset upgrade expenditure		12,719	9,723
Total capital works expenditure		113,313	76,888

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report For the Year Ended 30 June 2018

OVERVIEW

Introduction

The City of Greater Geelong was established by an Order of the Governor in Council on 18 May 1993 and is a body corporate.

The Council's main office is located at 30 Gheringhap Street Geelong.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 5.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.1)
- the determination of employee provisions (refer to Note 4.5)
- the determination of landfill provisions (refer to Note 4.5)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Notes to the Financial Report For the Year Ended 30 June 2018

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$7.5 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 27 June 2017. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Income				
Rates and charges	217,456	218,809	1,353	
Statutory fees and fines	13,139	13,881	742	
User fees	59,183	60,968	1,786	
Grants - operating	36,962	53,924	16,962	1
Grants - capital	4,530	14,159	9,629	2
Contributions - monetary	4,725	7,429	2,704	3
Contributions - non monetary	39,500	46,687	7,187	4
Share of net profits/(losses) of associates and joint ventures	-	29	29	
Other income	2,277	5,372	3,096	5
Total income	377,772	421,259	43,487	
Expenses				
Employee costs	149,674	151,144	(1,469)	
Materials and services	99,079	105,639	(6,560)	
Bad and doubtful debts	870	1,409	(539)	6
Depreciation and amortisation	59,179	58,638	542	
Borrowing costs	3,086	1,902	1,184	7
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	3,813	1,990	1,824	8
Other expenses	21,369	35,497	(14,129)	9
Total expenses	337,071	356,219	(19,148)	
Surplus/(deficit) for the year	40,701	65,040	24,339	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Grants - Operating	Financial Assistance Grants - early receipt of 50% of 2018-19 allocation (\$10.6M) and increased allocation \$0.6M in 2017-18. Increased grants received for Home Care services \$2.4M and increased child care benefits received \$2.6M.
2	Grants - Capital	Gheringhap Street Drain grant \$2.5M received earlier than budgeted for and \$7.4M of grants carried over from previous years were received.

3	Contributions - monetary	Early receipt of Community Infrastructure levies for Armstrong Creek, Ocean Grove and Jetty Road \$0.6M and developer infrastructure levies for Armstrong Creek \$1.5M and Jetty Road \$0.5M.
4	Contributions - non monetary	Increased subdivision assets (\$3.0M) and recognition of open space (\$3.3M)
5	Other Income	Interest income \$0.2M due to increased investments. Unbudgeted program funds received including: Northern Arc project design \$0.5M, Greenhouse reduction program \$1.4M, Central Activity Area Pedestrian Network \$0.2M and Drainage program \$0.3M.
6	Bad and doubtful debts	Increase in provision for infringement debtors, majority being parking infringements.
7	Borrowing costs	Deferral of loan borrowings into 2018-19 and cancellation of loan borrowings reducing interest costs.
8	Net (gain)/loss on disposal of property, infrastructure, plant and equipment	Increased proceeds received for assets disposed of during the year.
9	Other expenses	Recognition of landfill rehabilitation costs for Drysdale site \$9.5M, costs for waste being diverted to Wyndham \$3.4M and non achievement of efficiency dividend \$2.1M (offset by reductions in program expenditure).

Notes to the Financial Report
For the Year Ended 30 June 2018

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Property				
Land	8,188	5,227	(2,961)	1
Total Land	8,188	5,227	(2,961)	
Buildings	10,319	18,572	8,253	2
Total Buildings	10,319	18,572	8,253	
Total Property	18,507	23,800	5,293	
Plant and Equipment				
Plant, machinery and equipment	5,673	4,416	(1,257)	3
Fixtures, fittings and furniture	-	61	61	
Computers and telecommunications	1,828	1,545	(283)	4
Total Plant and Equipment	7,501	6,022	(1,479)	
Infrastructure				
Roads	21,720	20,333	(1,387)	
Bridges	-	-	-	
Footpaths and cycleways	4,627	5,071	444	
Drainage	8,630	7,615	(1,015)	5
Recreational, leisure and community facilities	10,244	18,747	8,503	6
Waste management	4,970	13,674	8,704	7
Parks, open space and streetscapes	-	3,720	3,720	8
Other infrastructure	4,864	14,331	9,467	9
Total Infrastructure	55,055	83,491	28,436	
Total Capital Works Expenditure	81,063	113,313	32,250	
Represented by:				
New asset expenditure	39,158	72,709	33,551	
Asset renewal expenditure	9,895	27,885	17,990	
Asset upgrade expenditure	32,010	12,719	(19,291)	
Total Capital Works Expenditure	81,063	113,313	32,250	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Delay of land acquisitions in Armstrong Creek (\$1.7M) and Horseshoe Bend Precinct (\$1.6M)
2	Buildings	Changed construction timing for the following projects; Leopold community hub \$4.8M, Armstrong Creek Community complex and pavilion \$5.9M, offset by delayed spending on the Northern Arc project (\$0.8M) and Rosewall community hub (\$1.5M)
3	Plant, machinery and equipment	Delayed spending on heavy and dedicated fleet \$1.0M and some minor projects not completed.
4	Computers and telecommunications	Core program not fully expended with funding carried over as deferred works into 2018-19.
5	Drainage	Delayed construction of the Elcho channel (\$4.2M) but additional spend on the core program \$1.3M and Water Sensitive Urban Design Stormwater Treatment works \$0.5M.
6	Recreational, leisure and community facilities	Projects carried over from the prior year - Drysdale Sporting precinct \$5.4M, Leopold Clubrooms \$1.5M and Home for cycling \$1.4M.
7	Waste management	Carried over budget being expended at Corio landfill site \$5.3M, Drysdale landfills Site \$1.1M and Composting site set up works \$2.1M.
8	Parks, open space and streetscapes	Johnstone Park projects \$3.3M
9	Other infrastructure	Carried over spending on Central Geelong projects and the Geelong Advancement fund.

Notes to the Financial Report
For the Year Ended 30 June 2018

Note 2 Sources of Revenue	2018	2017
2.1 Rates and charges	\$'000	\$'000

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the total market value of the land plus buildings and other improvements.

The valuation base used to calculate general rates for 2017-18 was \$52.21 billion (2016-17 \$51.04 billion).

General rates	168,443	161,444
Municipal charge	11,803	11,346
Waste management charge	30,284	28,634
Special rates and charges	4,629	1,135
Supplementary rates and rate adjustments	3,066	2,329
Interest on rates and charges	515	461
Revenue in lieu of rates	69	68
Total rates and charges	218,809	205,417

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

2.2 Statutory fees and fines

Infringements and costs	3,867	4,717
Court recoveries	857	960
Town planning fees	2,441	1,644
Land information certificates / Registrations	3,326	3,386
Permits	3,390	3,242
Total statutory fees and fines	13,881	13,949

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

2.3 User fees

Aged and health services	2,614	2,604
Leisure centre and recreation	18,080	16,600
Child care/children's programs	8,069	7,420
Parking	9,925	9,590
Building services	3,229	2,493
Waste management services	11,059	10,050
National Wool Museum	760	713
Parks	771	698
Rental and Leasing	2,425	2,480
Road Works	1,481	1,269
Other fees and charges	2,555	4,218
Total user fees	60,968	58,135

User fees are recognised as revenue when the service has been provided. Council has otherwise earned the income.

2.4 Funding from other levels of government

Grants were received in respect of the following :

Summary of grants

Commonwealth funded grants	45,264	50,690
State funded grants	22,821	21,713
Total grants received	68,085	72,403

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants	21,233	29,300
Family services	8,031	7,303
General home care	12,447	10,170
Other	235	355

Recurrent - State Government

Aged care	2,546	2,878
School crossing supervisors	820	596
Family Services	6,169	5,729
Environment	199	608
Roads	23	340
Other	2,221	1,533
Total recurrent operating grants	53,924	58,812

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Total operating grants	53,924	58,812
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	3,022	3,489
Total recurrent capital grants	3,022	3,489
<i>Non-recurrent - Commonwealth Government</i>		
IT	196	-
Recreation	100	-
<i>Non-recurrent - State Government</i>		
Roads	85	536
Drainage	2,400	-
Recreation	1,335	2,554
Buildings	4,747	1,024
Central Geelong Revitalisation	1,642	5,468
Other	632	520
Total non-recurrent capital grants	11,137	10,102
Total capital grants	14,159	13,591
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	6,460	2,670
Received during the financial year and remained unspent at balance date	2,926	6,300
Received in prior years and spent during the financial year	(6,460)	(2,510)
Balance at year end	2,926	6,460

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

2.5 Contributions

Monetary	7,429	6,730
Non-monetary	46,687	47,269
Total contributions	54,116	53,999
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	11,008	9,465
Other infrastructure	35,679	37,804
Total non-monetary contributions	46,687	47,269

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

2.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	9,709	6,841
Written down value of assets disposed #	(11,699)	(39,217)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,990)	(32,376)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

2017 loss includes transfer of Kardinia Park assets to The Kardinia Park Trust

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
2.7 Other income		
Interest	2,129	2,450
Other	3,243	1,308
Total other income	5,372	3,758

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 3 Operating costs

3.1 Employee costs

Wages and salaries	126,442	121,101
WorkCover	2,081	2,173
Casual staff / Supplementary labour	9,929	7,751
Superannuation	11,326	10,718
Fringe benefits tax	639	664
Other	727	524
Total employee costs	151,144	142,931

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	961	1,070
	961	1,070

Employer contributions payable at reporting date.

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	6,857	6,844
Employer contributions - other funds	3,714	3,281
	10,571	10,125

Employer contributions payable at reporting date.

Refer to note 8.2 for further information relating to Council's superannuation obligations.

3.2 Materials and services

Materials	9,238	8,196
Contract payments	40,181	36,368
Building maintenance	4,511	4,803
Plant/Equipment/Vehicle Costs	7,411	7,556
Utilities	9,940	8,788
Office administration	7,269	6,443
Information technology	2,653	1,962
Insurance	2,209	2,048
Levies	5,291	6,217
Geelong Regional Library Corporation Funding Agreement Contribution	9,744	9,268
Consultants	4,696	5,132
Capital Works reclassified as Expense	2,496	3,530
Total materials and services	105,639	100,311

3.3 Depreciation and amortisation

Property	10,033	9,703
Plant and equipment	6,470	5,887
Infrastructure	42,135	39,127
Total depreciation and amortisation	58,638	54,717

Refer to note 5.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
3.4 Bad and doubtful debts		
Parking fine debtors	1,408	951
Other debtors	1	(32)
Total bad and doubtful debts	1,409	919
Movement in provisions for doubtful debts		
Balance at the beginning of the year	7,593	6,691
New Provisions recognised during the year	1,380	919
Amounts already provided for and written off as uncollectible	(653)	(67)
Amounts provided for but recovered during the year	30	50
Balance at end of year	8,350	7,593

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

3.5 Borrowing costs

Interest - Borrowings	1,902	2,348
Total borrowing costs	1,902	2,348

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

3.6 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals.	93	96
Auditors' remuneration - Internal	180	108
Councillors' allowances	270	-
Contributions #	5,002	10,309
Other	3,048	2,502
Waste Disposal and Recycling	8,934	5,236
Landfill Rehabilitation Costs	9,532	768
Marketing, Promotion and Advertising	1,985	2,013
Events and Functions	989	973
Operating lease rentals	3,749	3,320
Security	683	617
Memberships & Subscriptions	508	486
Licences, Fees & Permits	525	493
Total other expenses	35,497	26,920

2016-17 included \$6M contribution to Geelong Football Club

Note 4 Our financial position

4.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	97	114
Cash at bank	4,848	3,907
Term deposits	-	10,000
Total cash and cash equivalents	4,945	14,021

(b) Other financial assets

Term deposits - current	97,613	88,999
Non-current - Unlisted Shares at Cost - Regional Kitchen Pty Ltd	230	230
Total other financial assets	97,843	89,229
Total financial assets	102,788	103,250

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 4.3)	6,757	4,305
- Grants received but not expended (Note 2.4)	2,926	6,300
Total restricted funds	9,683	10,605
Total unrestricted cash and cash equivalents	92,875	92,415

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works	47,300	82,350
- other reserve accounts	5,029	10,605
Total funds subject to intended allocations (Refer 8.1 (b))	52,329	92,955

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	2,561	2,541
Infringement debtors	9,344	8,736
Provision for doubtful debts - infringements	(7,759)	(7,003)
Other debtors including landfill, leasing and permits	7,975	7,496
Provision for doubtful debts - other debtors	(589)	(590)
Total current trade and other receivables	<u>11,532</u>	<u>11,180</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	537	508
<i>Non statutory receivables</i>		
Loans and advances to community organisations	98	98
Long Term Rates	1,759	1,260
Total non-current trade and other receivables	<u>2,394</u>	<u>1,866</u>
Total trade and other receivables	<u>13,926</u>	<u>13,046</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(a) Ageing of Receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	2,087	2,356
Past due by up to 30 days	-	-
Past due between 31 and 180 days	1,348	772
Past due between 181 and 365 days	17	-
Past due by more than 1 year	-	-
Total trade & other receivables	<u>3,452</u>	<u>3,128</u>

(b) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$0.1M(2017: \$0.1M) were impaired. The amount of the provision raised against these debtors was \$0.1M (2017: \$0.1M). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	2	24
Past due between 31 and 180 days	25	23
Past due between 181 and 365 days	27	1
Past due by more than 1 year	55	77
Total trade & other receivables	<u>109</u>	<u>125</u>

Notes to the Financial Report
For the Year Ended 30 June 2018

4.2 Non-financial assets	2018	2017
(a) Inventories	\$'000	\$'000
Inventories held for distribution	788	780
Inventories held for sale	313	302
Total inventories	1,101	1,082

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	739	684
Accrued income	1,398	1,813
Other	32	3
Total other assets	2,169	2,500

(c) Intangible assets

Landfill air space	689	-
Total intangible assets	689	-

**Landfill
\$'000**

Gross carrying amount

Balance at 1 July 2017	-
Additions from internal developments	689
Other Additions	-
Balance at 1 July 2018	689

Net book value at 30 June 2017	-
Net book value at 30 June 2018	689

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

4.3 Payables	2018	2017
	\$'000	\$'000
(a) Trade and other payables		
Trade payables	19,917	15,424
Prepaid income (includes rates and leisure services)	3,841	4,454
Accrued expenses	10,640	6,841
Total trade and other payables	34,398	26,719

(b) Trust funds and deposits

Refundable deposits	4,929	2,509
Fire services levy	1,828	1,796
Total trust funds and deposits	6,757	4,305

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received twenty-eight days after the rate instalment due date. Amounts disclosed here will be remitted to the state government in line with that process.

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
4.4 Interest-bearing liabilities		
Current		
Borrowings - secured	9,868	10,074
	9,868	10,074
Non-current		
Borrowings - secured	38,810	35,435
	38,810	35,435
Total	48,677	45,509

Borrowings are secured against Council Rate Base

(a) The maturity profile for Council's borrowings is:

Not later than one year	9,868	10,074
Later than one year and not later than five years	25,373	23,044
Later than five years	13,436	12,391
	48,677	45,509

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

4.5 Provisions

	Employee	Landfill restoration	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2018				
Balance at beginning of the financial year	31,075	8,933	1,134	41,142
Additional provisions	18,343	10,221	-	28,564
Amounts used	(17,259)	(5,529)	(1,134)	(23,923)
Balance at the end of the financial year	32,159	13,625	-	45,783
2017				
Balance at beginning of the financial year	30,183	14,678	1,306	46,167
Additional provisions	18,222	769	-	18,991
Amounts used	(17,330)	(6,514)	(172)	(24,016)
Balance at the end of the financial year	31,075	8,933	1,134	41,142

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	9,160	8,755
Long service leave	2,252	1,955
Other	192	179
	11,604	10,889
Current provisions expected to be wholly settled after 12 months		
Annual leave	902	864
Long service leave	16,767	17,015
	17,669	17,879
Total current employee provisions	29,273	28,767
Non-current		
Long service leave	2,886	2,307
Total non-current employee provisions	2,886	2,307
Aggregate carrying amount of employee provisions:		
Current	29,273	28,767
Non-current	2,886	2,307
Total aggregate carrying amount of employee provisions	32,159	31,075

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:

- discount rate	1.91% - 2.585%	1.61% - 2.49%
- inflation rate	4.86%	2.50%

	2018 \$'000	2017 \$'000
(b) Landfill restoration		
Current	447	8,933
Non-current	13,177	-
	13,624	8,933

Council is obligated to restore its landfill sites to a standard as mandated by the Environment Protection Authority. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

- discount rate	2.985% - 3.085%	7%
- estimated cost to rehabilitate	19,312	5,700

(c) Other provisions

Carbon Tax Future Liability	-	1,134
Developer Contributions Liabilities	37	-
	37	1,134

4.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2018.

Bank overdraft	5,000	5,000
Total facilities	5,000	5,000
Used facilities	-	-
Unused facilities	5,000	5,000

Notes to the Financial Report
For the Year Ended 30 June 2018

4.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2018	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Recycling	201	-	-	-	201
Facilities Maintenance	137	124	239	-	500
Open space & parks management	764	975	89	-	1,828
Consultancies	2,308	2,571	1,490	178	6,547
Cleaning contracts for council buildings	2,231	1,996	191	-	4,417
Total	5,641	5,666	2,008	178	13,494
Capital					
Buildings	28,544	1,980	-	-	30,524
Other	2,080	-	-	-	2,080
Total	30,623	1,980	-	-	32,603

2017	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Recycling	2,616	399	545	-	3,560
Facilities Maintenance	782	770	2,310	279	4,141
Open space & parks management	625	557	1,408	111	2,701
Consultancies	1,993	1,577	2,218	77	5,864
Cleaning contracts for council buildings	939	939	2,652	458	4,989
Total	6,956	4,242	9,132	925	21,255
Capital					
Buildings	20,788	3,522	-	-	24,310
Total	20,788	3,522	-	-	24,310

	2018	2017
	\$'000	\$'000

Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	3,067	2,716
Later than one year and not later than five years	7,467	8,968
Later than five years	5	29
	10,539	11,713

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Notes to the Financial Report
For the Year Ended 30 June 2018

Note 5 Assets we manage

5.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2017 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At Fair Value 30 June 2018 \$'000
Land	624,270	959	13,321	57,284	0	(5,984)	0	485	690,335
Buildings	255,148	9,106	-	2,914	(10,249)	(156)	-	2,057	258,820
Plant and equipment	26,990	5,970	-	-	(6,253)	(702)	-	77	26,072
Infrastructure	1,147,262	37,295	33,797	81,306	(42,135)	(4,856)	-	18,275	1,270,944
Work in progress	51,984	59,983	-	-	-	-	(2,355)	(26,440)	83,172
	2,105,644	113,313	47,118	141,504	(58,637)	(11,698)	(2,355)	(5,546)	2,329,343

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Buildings	8,907	20,711	(184)	(2,536)	26,898
Plant and equipment	492	48	(98)	(328)	114
Infrastructure	42,585	39,224	(2,073)	(23,576)	56,160
Total	51,984	59,983	(2,355)	(26,440)	83,172

Notes to the Financial Report
For the Year Ended 30 June 2018

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
Land & land improvements		
land		1
Buildings		
buildings	50 - 100 years	10
Plant and Equipment		
Heavy Plant and Equipment, Commercial Vehicles		
Personal Computers	10 years	1
Computer Equipment	3 years	1
Software	4-5 years	1
Light Motor Vehicles	4-5 years	1
Infrastructure	5-7 years	1
Road Spray Seal	12 years	1
Road Asphalt Seal	25 years	1
Road Pavement	80 years	1
Drainage	40 - 100 years	1
Kerbs and Channel	60 years	1
Footpaths and Bikeways	50 years	1
Recreation	7-80 years	1

Notes to the Financial Report
For the Year Ended 30 June 2018

(a) Property

	Land - specialised	Land - non specialised	Land Under Roads	Total Land & Land Improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Building improvements	Leasehold improvements	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2017	567,119	44,840	12,311	624,270	31,377	201,161	35,835	0	2,396	270,769	8,907	903,946
Accumulated depreciation at 1 July 2017	0	0	0	0	(1,519)	(9,891)	(2,860)	0	(1,331)	(15,621)	0	(15,621)
	567,119	44,840	12,311	624,270	29,858	191,270	32,955	0	1,065	255,148	8,907	888,325
Movements in fair value												
Additions	930	29	0	959	372	8,155	393	0	185	9,106	20,711	30,776
Contributions	10,653	355	2,313	13,321	0	0	0	0	0	0	0	13,321
Revaluation	49,843	5,099	2,342	57,284	(546)	(15,702)	(90)	0	0	(16,338)	0	40,946
Disposal	(2,239)	(3,745)	0	(5,984)	(9)	(149)	0	0	(31)	(189)	0	(6,173)
Write-off	0	0	0	0	0	0	0	0	0	0	(184)	(184)
Transfers	275	210	0	485	300	1,738	19	0	0	2,057	(2,536)	6
Impairment losses recognised in operating result	0	0	0	0	0	0	0	0	0	0	0	0
	59,462	1,548	4,655	66,065	117	(5,957)	322	0	154	(5,364)	17,991	78,682
Movements in accumulated depreciation												
Depreciation and amortisation	0	0	0	0	(1,085)	(6,625)	(2,322)	0	(217)	(10,249)	0	(10,249)
Accumulated depreciation of disposals	0	0	0	0	0	15	0	0	17	33	0	33
Revaluation	0	0	0	0	2,043	13,340	3,869	0	0	19,252	0	19,252
Impairment losses recognised in operating result	0	0	0	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	958	6,731	1,547	0	(200)	9,036	0	9,036
At fair value 30 June 2018	626,581	46,788	16,966	690,335	31,494	195,204	36,157	0	2,550	265,405	25,898	982,638
Accumulated depreciation at 30 June 2018	0	0	0	0	(561)	(3,150)	(1,333)	0	(1,531)	(6,585)	0	(6,585)
	626,581	46,788	16,966	690,335	30,933	192,044	34,824	0	1,019	258,820	25,898	976,053

Notes to the Financial Report
For the Year Ended 30 June 2018

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Work in Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2017	34,911	14,090	29,398	492	78,881
Accumulated depreciation at 1 July 2017	(16,860)	(10,643)	(23,907)	-	(51,410)
	18,051	3,437	5,491	492	27,471
Movements in fair value					
Additions	4,224	151	1,595	48	6,018
Contributions	0	0	0	0	0
Revaluation	0	0	0	0	0
Disposal	(3,816)	(51)	(308)	0	(4,175)
Write-off	0	0	0	(98)	(98)
Transfers	77	1	0	(328)	(250)
Impairment losses recognised in operating result	0	0	0	0	0
	485	101	1,287	(378)	1,495
Movements in accumulated depreciation					
Depreciation and amortisation	(3,531)	(564)	(2,158)	0	(6,253)
Accumulated depreciation of disposals	3,142	24	307	0	3,473
Impairment losses recognised in operating result	0	0	0	0	0
Transfers	0	0	0	0	0
	(389)	(540)	(1,851)	0	(2,780)
At fair value 30 June 2018	35,396	14,181	30,685	114	80,376
Accumulated depreciation at 30 June 2018	(17,249)	(11,183)	(25,758)	0	(54,190)
	18,147	2,998	4,927	114	26,186

Notes to the Financial Report
For the Year Ended 30 June 2018

(c) Infrastructure

	Road Seal	Road Pavement	Footpaths and cycleways	Drainage	Recreational, leisure and community	Kerb & Channel	Roads Other	Other Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2017	195,639	560,307	221,889	433,963	150,744	206,767	139,543	84,229	42,585	2,035,666
Accumulated depreciation at 1 July 2017	(92,747)	(236,538)	(114,855)	(124,043)	(51,115)	(117,702)	(60,261)	(48,558)	-	(845,819)
	102,892	323,769	107,034	309,920	99,629	89,065	79,282	35,671	42,585	1,189,847
Movements in fair value										
Additions	8,902	4,367	4,054	3,455	7,365	3,462	3,807	1,883	39,224	76,519
Contributions	3,363	9,492	3,290	13,800	0	2,611	928	0	0	33,484
Revaluation	0	0	0	120,851	0	0	0	0	0	120,851
Disposal	(6,068)	(1,839)	(1,902)	(554)	(1,167)	(773)	(1,800)	(4)	0	(14,107)
Write-off	0	0	0	0	0	0	0	0	(2,073)	(2,073)
Unrecognised Assets(Valued at WDV)	0	0	0	488	0	0	0	0	0	488
Transfers	402	650	1,662	9,214	1,810	755	3,347	435	(23,576)	(5,301)
Impairment losses recognised in operating result	0	0	0	0	0	0	0	0	0	0
	6,599	12,670	7,104	147,254	8,008	6,055	6,282	2,314	13,575	209,861
Movements in accumulated depreciation										
Depreciation and amortisation	(7,455)	(6,985)	(4,635)	(4,944)	(6,686)	(3,519)	(3,403)	(4,507)	0	(42,135)
Accumulated depreciation of disposals	4,188	842	1,515	265	545	655	1,140	1	0	9,251
Revaluation	0	0	0	(39,545)	0	0	0	0	0	(39,545)
Depreciation adjustment Contributed Assets	0	0	0	(117)	0	0	0	0	0	(117)
Unrecognised Assets(Valued at WDV)	0	0	0	(58)	0	0	0	0	0	(58)
Transfers	0	0	0	3	17	0	(20)	0	0	0
	(3,267)	(6,144)	(3,020)	(44,395)	(6,124)	(2,864)	(2,263)	(4,506)	0	(72,604)
At fair value 30 June 2018	202,238	572,977	228,993	581,217	158,752	212,822	145,825	86,543	56,160	2,245,527
Accumulated depreciation at 30 June 2018	(96,014)	(242,682)	(117,875)	(169,439)	(57,239)	(120,566)	(62,544)	(53,064)	-	(918,423)
	106,224	330,295	111,118	411,778	101,513	92,256	83,281	33,479	56,160	1,327,104

Notes to the Financial Report For the Year Ended 30 June 2018

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Land under roads

Council recognises land under roads acquired after 30 June 2008 at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10 year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a Stephen Davey of Opteon AAPI CPV Member no 63379. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Non Specialised Land	-	46,788	-	Jan-18
Specialised land	-	-	626,581	Jan-18
Land under Roads	-	-	16,966	Jan-18
Heritage Buildings	-	-	30,933	Jan-18
Specialised Buildings	-	-	192,044	Jan-18
Non Specialised Buildings	-	34,824	-	Jan-18
Leasehold Improvements	-	-	1,019	Various
Total	-	81,612	867,543	

Refer to Note 7.4 for definitions

Notes to the Financial Report For the Year Ended 30 June 2018

Valuation of infrastructure

Valuation of infrastructure assets has been undertaken by the asset management engineers.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Road Pavement	-	-	330,295	Apr-17
Road Seal	-	-	106,224	Apr-17
Road Other	-	-	83,281	Apr-13
Kerb & Channel	-	-	92,256	Mar-15
Footpaths and cycleways	-	-	111,118	Mar-15
Drainage	-	-	412,778	Apr-18
Recreation, leisure and Open Space	-	-	101,513	Var
Other infrastructure	-	-	33,479	Var
Total	-	-	1,270,944	

Refer to Note 7.4 for definitions

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1.00 and \$4,800 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$1,200 to \$2,650 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 2 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2018 \$'000	2017 \$'000
Reconciliation of specialised land		
Land under roads	16,966	12,311
Parks and reserves	626,581	567,119
Total specialised land	643,547	579,430

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
5.2 Investments in associates, joint arrangements and subsidiaries		
(a) Investments in associates		
Investments in associates accounted for by the equity method are:		
Geelong Regional Library Corporation	10,463	10,434
Geelong Regional Library Corporation		
<i>Background</i>		
Principal activity is to provide Library Services to member municipalities. Council holds 88.11% (2017 88.11%) of equity in the corporation. Council has four directors on the Board of seven. Council has the ability to influence rather than control its operations. Incorporated in Australia.		
Fair value of Council's investment in Geelong Regional Library Corporation	10,463	10,434
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	7,099	8,073
Reported surplus/(deficit) for year	29	(974)
Council's share of accumulated surplus/(deficit) at end of year	7,128	7,099
Movement in carrying value of specific investment		
Carrying value of investment at start of year	10,434	11,408
Share of surplus/(deficit) for year	29	(974)
Carrying value of investment at end of year	10,463	10,434

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Notes to the Financial Report
For the Year Ended 30 June 2018

		2018	2017
		No.	No.
Note 6 People and relationships			
6.1 Council and key management remuneration			
(a) Related Parties			
<i>Parent entity</i>			
City of Greater Geelong			
(b) Key Management Personnel			
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:			
Councillors	Cr Bruce Harwood (Mayor 14 November 2017)	1	-
	Cr Peter Murrehy (Deputy Mayor 14 November 2017)	1	-
	Cr Anthony Aitken (14 November 2017)	1	-
	Cr Stephanie Asher (14 November 2017)	1	-
	Cr Kylie Grzybek (14 November 2017)	1	-
	Cr Eddy Kontelj (14 November 2017)	1	-
	Cr Sarah Mansfield (14 November 2017)	1	-
	Cr Jim Mason (14 November 2017)	1	-
	Cr Pat Murnane (14 November 2017)	1	-
	Cr Ron Nelson (14 November 2017)	1	-
	Cr Trent Sullivan (14 November 2017)	1	-
Total Number of Councillors		11	0
Administrators	Dr Kathy Alexander (completed term 14 November 2017)	1	1
	Laurinder Gardiner (completed term 14 November 2017)	1	1
	Peter Dorling (completed term 14 November 2017)	1	1
Total Number of Administrators		3	3
Chief Executive Officer and other Key Management Personnel			
	Kelvin Spiller - CEO (Resigned 29 March 2018)	1	1
	Martin Cutter - CEO (Commenced 4 June 2018)	1	-
	Linda Quinn - Director	1	1
	William Tieppo - Director (Resigned 7 July 2017)	1	1
	Peter Bettess - Director (Resigned 21 August 2017)	1	1
	Brett Luxford - Director	1	1
	Joanne Moloney - Director (Resigned 15 August 2017)	1	1
	Dr Geoff Russell - Manager	1	1
	Rebecca Leonard - Executive Manager	1	1
	Andrew Keen - Executive Manager	1	1
	Guy Wilson-Browne - Director (Commenced 23 October 2017)	1	-
	Kelvin Walsh - Director (Commenced 4 December 2017 Resigned 27 April 2018)	1	-
	Peter Anderson - Director (Commenced 21 August 2017)	1	-
Chief Executive Officer and other Key Management Personnel		13	9
Total Key Management Personnel		27	12

Notes to the Financial Report
For the Year Ended 30 June 2018

(c) Remuneration of Key Management Personnel

	2018	2017
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,497	2433
Long-term benefits	52	46
Post Employment Benefits	177	179
Termination benefits	203	323
Total	2,929	2,981

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$20,000 - \$29,999	12	-
\$50,000 - \$59,999	2	-
\$60,000 - \$69,999	1	-
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	-	1
\$100,000 - \$109,999	2	-
\$110,000 - \$119,999	1	-
\$120,000 - \$129,999	1	-
\$140,000 - \$149,999	-	2
\$160,000 - \$169,999	1	1
\$190,000 - \$199,999	1	-
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	1	2
\$250,000 - \$259,999	-	2
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	1	-
\$370,000 - \$379,999	1	-
\$390,000 - \$399,999	-	1
\$400,000 - \$409,999	-	1
	27	13

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$145,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2018 No.	2017 No.
\$140,000 - \$149,999	1	5
\$150,000 - \$159,999	5	7
\$160,000 - \$169,999	5	4
\$170,000 - \$179,999	12	8
\$180,000 - \$189,999	2	3
\$190,000 - \$199,999	2	3
\$200,000 - \$209,999	1	-
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	-	1
\$260,000 - \$269,999	1	-
\$270,000 - \$279,999	1	-
	31	32

Total Remuneration for the reporting year for Senior Officers included above, amounted to

5,582 5,464

**Notes to the Financial Report
For the Year Ended 30 June 2018**

6.2 Related party disclosure

(a) Transactions with related parties

Contributions are paid by the City of Greater Geelong to the Geelong Regional Library Corporation.
Please refer to details in Note 5.2

(b) Outstanding balances with related parties

There are shared services paid by the City of Greater Geelong on behalf of the library, which are subsequently reimbursed. The outstanding balance as at 30th June 2018 is \$523k receivable from the Geelong Regional Library Corporation.

(c) Loans to/from related parties

There are no loans in existence with related parties

(d) Commitments to/from related parties

There are no commitments in existence with related parties.

Notes to the Financial Report
For the Year Ended 30 June 2018

Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

(a) Contingent assets

In the course of creating new subdivisions, developers construct infrastructure assets which are vested with Council when Council issues a Statement of Compliance. These assets are brought to account as revenue (Contributions - Non Monetary Assets) and capitalised.

At reporting date, developers had commenced construction of assets that will eventually be transferred to the Council issuing a Statement of Compliance.

Council cannot reliably measure the value of assets involved prior to completion.

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 80 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2018	2017
	\$'000	\$'000
Not later than one year	1,929	1,746
Later than one year and not later than five years	3,383	3,412
Later than five years	3,389	3,549
	<u>8,700</u>	<u>8,707</u>

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Guarantees

	Balance 30 June 2018	
	\$'000	\$'000
Geelong Hockey Association (guarantee cancelled)	150	0
Geelong Amateur Football & Netball Club (guarantee cancelled 3 October 2017)	112	0

7.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018-19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018-19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

Notes to the Financial Report For the Year Ended 30 June 2018

Revenue from contracts with customers (AASB 15) (applies 2019-20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019-20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019-20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019-20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

7.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 7.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Notes to the Financial Report
For the Year Ended 30 June 2018

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 7.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 4.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year-end rates of 1.5%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

7.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 7 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Notes to the Financial Report
For the Year Ended 30 June 2018

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

7.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 8 Other matters

8.1 Reserves

(a) Asset revaluation reserves

2018

Property

Land & Buildings

Buildings

Infrastructure

Roads

Bridges

Footpaths and cycleways

Drainage

Total asset revaluation reserves

2017

Property

Land & Buildings

Infrastructure

Roads

Bridges

Footpaths and cycleways

Drainage

Total asset revaluation reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
2018			
Property			
Land & Buildings	542,937	60,197	603,134
Buildings	-	-	-
	542,937	60,197	603,134
Infrastructure			
Roads	188,940	-	188,940
Bridges	-	-	-
Footpaths and cycleways	22,925	-	22,925
Drainage	94,240	81,306	175,546
	306,105	81,306	387,411
Total asset revaluation reserves	849,042	141,503	990,545
2017			
Property			
Land & Buildings	542,937	-	542,937
	542,937	-	542,937
Infrastructure			
Roads	169,144	19,796	188,940
Bridges	-	-	-
Footpaths and cycleways	22,925	-	22,925
Drainage	94,240	-	94,240
	286,309	19,796	306,105
Total asset revaluation reserves	829,246	19,796	849,042

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report
For the Year Ended 30 June 2018

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2018				
Car Parking Reserve	200	-	-	200
Public Open Space Reserve	485	1,744	717	1,512
Main Drainage Reserve	-	161	161	-
Deferred Works Reserve	82,350	47,300	82,350	47,300
Asset Development Reserve	176	-	34	142
Asset Redevelopment Reserve	434	-	90	344
DCP Reserve - Jetty Road Stage 1	1,322	706	867	1,161
DCP Reserve - Armstrong Creek East Precinct	4,796	1,444	5,861	379
DCP Reserve - Armstrong Creek West Precinct	1,115	242	925	432
DCP Reserve - Armstrong Creek HBP	103	300	915	(512)
DCP Reserve - Armstrong Creek Town Centre	(1,448)	-	2,901	(4,349)
DCP Reserve - Ocean Grove Growth Area	997	201	-	1,198
DCP Reserve - Lara West	2	88	12	78
Armstrong Creek Public Open Space	888	1,468	-	2,356
S173 - Lonsdale Golf Club	23	-	-	23
Water Quality Levy	1,512	640	534	1,618
Jetty Road Public Open Space	-	447	-	447
Total Other reserves	92,955	54,741	95,368	52,329
2017				
Car Parking Reserve	200	-	-	200
Public Open Space Reserve	-	1,671	1,186	485
Main Drainage Reserve	-	31	31	-
Deferred Works Reserve	60,200	82,350	60,200	82,350
Asset Development Reserve	225	-	49	176
Asset Redevelopment Reserve	690	-	256	434
DCP Reserve - Jetty Road Stage 1	1,313	535	526	1,322
DCP Reserve - Armstrong Creek East Precinct	2,901	2,391	496	4,796
DCP Reserve - Armstrong Creek West Precinct	795	320	-	1,115
DCP Reserve - Armstrong Creek HBP	(11)	127	13	103
DCP Reserve - Armstrong Creek Town Centre	(8)	-	1,440	(1,448)
DCP Reserve - Ocean Grove Growth Area	784	213	-	997
DCP Reserve - Lara West	(2)	26	22	2
Armstrong Creek Public Open Space	-	888	-	888
S173 - Lonsdale Golf Club	23	-	-	23
Water Quality Levy	1,732	438	658	1,512
Total Other reserves	68,842	88,990	64,877	92,955

Council maintains three statutory reserves (Car Parking, Public Open Space and Main Drainage) to record funds collected from developers under the Planning and Environment Act and Local Government Act. Council identifies, as part of the budget process, capital works relevant to these reserves and records the capital expenditure as settlement of the obligations created in collecting the levies.

Council maintains a Deferred Works Reserve to record the estimated amount of Capital Expenditure that is expected to complete the capital projects that were approved in the previous year's budget, but had not been completed at year end.

Council maintains an Asset Development Reserve to record funds provided to Council for development of coastal infrastructure.

Council has an Asset Redevelopment Reserve to record funds provided to Council for the Saleyards redevelopment.

Council maintains individual reserves to record funds for each of the Approved Developer Contribution Plans (DCP).

Notes to the Financial Report
For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
8.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	65,040	46,167
Depreciation/amortisation	58,638	54,717
Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,990	32,376
Other Non Cash Items	2,496	3,530
Contributions - Non-monetary assets	(47,117)	(47,624)
Other	(29)	974
Capital	4,753	6,514
Finance Costs	1,902	2,382
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(880)	(551)
(Increase)/Decrease in prepayments	331	-
Increase/(decrease) in refunds and deposits		230
Increase/(decrease) in trade and other payables	7,679	1,415
(Decrease)/increase in other liabilities	2,452	2,493
(Increase)/decrease in inventories	(19)	(118)
Increase/(Decrease) in provisions	4,642	(5,026)
Net cash provided by/(used in) operating activities	101,877	97,479

8.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.5% pa
Salary information 3.5% pa
Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 18 was 106%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

**Notes to the Financial Report
For the Year Ended 30 June 2018**

Employer contributions

Regular contributions

On the basis of the results of the 2017 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016-17). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2017 Triennial actuarial investigation surplus amounts

The Fund's triennial actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million; and
- A total service liability surplus of \$193.5 million.
- A discounted accrued benefits surplus of \$228.8 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. Council was notified of the 30 June 2017 VBI during August 2017.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to the investigation date.

2018 interim actuarial investigation

A interim actuarial investigation will be conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

You can view a hard copy of the annual report at any of our customer service centres or libraries.

Electronic copies are available on our website.

This document contains important information about the City.

If you do not understand the content or would like further information, please contact us via:

CITY OF GREATER GEELONG

PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

GEELONG WEST

Library, 153a Pakington Street

BELMONT

Library, 163 High Street

CORIO

Corio Shopping Centre, Shop 4K
83a Purnell Road

DRYSDALE

Library, 18–20 Hancock Street

OCEAN GROVE

The Grove Centre
66–70 The Avenue

WAURN PONDS

Library, 230 Pioneer Street

© City of Greater Geelong 2018

ISSN: 2209–8828

LATEST NEWS:

 [@CityofGreaterGeelong](#)

 [@GreaterGeelong](#)

 [@CityofGreaterGeelong](#)

 [CityofGreaterGeelong](#)

7. GEELONG'S ICONIC FLOATING CHRISTMAS TREE: FIVE-YEAR FUNDING

Source:	Investment & Attraction
Director:	Brett Luxford
Portfolio:	Economic Development

Purpose

To seek Council's support to tender for the installation of Geelong's Iconic Floating Christmas Tree for a further five years from 2019 to 2023 inclusive.

Background

Since the City launched the Iconic Floating Christmas Tree in November 2014, it has become the key element of the City's annual Christmas in Geelong program. This program aims to:

- help generate community pride and a spirit of festive goodwill across the entire Geelong community;
- stimulate economic activity directly in Central Geelong, and more broadly across our municipality (through external visitations, etc.);
- positively boost the public and media profile of Central Geelong, the City of Greater Geelong and our broader municipality; and
- offer a range of Christmas celebration activities, freely accessible by all surrounding communities.

In early 2016, the City commissioned an independent economic impact and cost benefit analysis that determined that Geelong's Iconic Floating Christmas Tree returned 5.4 times return-on-investment (see **Attachment 3**).

A total of 164,872 people viewed the tree during its eight week Waterfront display over the 2017-18 festive season, and the total economic output of the 2017-18 Christmas in Geelong program was \$17.3m.

Key Issues

- From 9 November 2018 to 7 January 2019 the tree will be displayed for the fifth (and final) year under its current Council approved allocation of \$400,000.
- Following an engineering assessment earlier this year, and some minor repairs, it was determined that the tree is structurally sound and could be displayed for a further five years.
- Council would need to approve total expenditure of \$2,303,990 over the five-year period (2019-23) as outlined in the table in **Attachment 1**, commencing with \$420,666 in the 2019-20 budget.

Cr Sullivan moved, Cr Nelson seconded -

That Council:

- 1) note the economic impact of the Iconic Floating Christmas Tree and its overall impact on the Christmas in Geelong program;**
- 2) support the installation of the Iconic Floating Christmas Tree for a five-year period from 2019-2023, inclusive;**
- 3) approve a total allocation of \$2,303,990 in the recurrent budgets for the period 2019-23 inclusive as detailed in this report to fund the maintenance, storage and installation of the Iconic Floating Christmas Tree;**
- 4) investigate further opportunities to modify and enhance the Iconic Floating Christmas Tree over the five-year period and consider any changes and the budget implications of any changes at a future meeting.**

Carried.

Division Requested:

For: Crs Grzybek, Kontelj, Mansfield, Murrihy, Mason, Asher, Sullivan, Nelson,
Murnane

Against: Cr Aitken

Attachment 1

Financial Implications

Council would need to approve total expenditure of \$2,303,990 over the five-year period (2019-23) as outlined in the table below, commencing with \$420,666 in the 2019-20 budget.

2017-18 Actual Costs	2018-19 Budget	2019-20	2020-21	2021-22	2022-23	2023-24
\$378,763	\$400,000	\$420,666	\$439,827	\$459,872	\$480,843	\$502,782

Note:

- The tabled figures assume the tree's cost will increase annually above CPI over the next five-year period.
- These costs assume *GeelongPort* will continue its in-kind support.
- These cost include barge hire, assembly, display and the light and sound show.
- These costs *do not* include any substantial improvements or new elements added to the tree.

In addition, officers believe the tree would significantly benefit from a further investment in years two and four for improvements and additions to ensure the tree continues to have high impact and return visitation. These improvements are yet to be determined and would be the subject of a future report to Council.

If Council commits to financially support the tree for a further five years, Council officers would investigate alternate mooring sites along the Geelong Waterfront that could:

- help reinvigorate the tree display;
- offer new opportunities for land-based support activation (for example: new Christmas displays on Steampacket Gardens); and
- allow Steampacket Quay to continue operating as a ferry berthing terminal during the busy summer holidays (noting that the quay is unusable when the tree is moored there too).

Since its launch in November 2014, the Iconic Floating Christmas Tree has cost \$1.52m (including this year's structural assessment, repairs, and check of lighting equipment).

Community Engagement

Council officers evaluated the tree's visitation figures using the following methods:

- Bluetooth and Wi-Fi data counting mobile devices in zones within central Geelong;
- Face to face and online surveys, completed for the opening weekend (250 online and face to face) and the ongoing program (290 online and face to face);
- Social media reach of 872,985 people for City accounts, and 154,860 for Central Geelong Marketing (Facebook, Twitter and Instagram);
- Independent assessment of PR value of the tree's media activity (an estimated \$2.51 million in positive media coverage through 504 separate media items).

Social Equity Considerations

Geelong's Iconic Floating Christmas Tree and the broader Christmas in Geelong program offer a range of free events to appeal to our entire community, regardless of income or any other social barrier (see **Attachment 2**).

As such, the tree and the Christmas in Geelong program help advance social inclusion and community strengthening – as advocated in *Council Plan 2018-22* and other Council documents.

Policy/Legal/Statutory Implications

The City has managed all policy, legal and statutory implications associated with this project.

The City is limited from seeking major sponsorship to help off-set the tree's cost due to Planning Scheme constraints on sponsor advertising on Corio Bay or along the Waterfront.

The City has received an estimated \$75,000 worth of in-kind sponsorship each year from *GeelongPort* to assist with the tree's storage, assembly and disassembly, and officers are negotiating with *GeelongPort* to ensure this major sponsorship continues under a new five-year funding arrangement.

Alignment to Council Plan

The Christmas in Geelong program aligns with the Community Wellbeing, Growing our Economy, and How We Do Business strategic directions of *Council Plan 2018-22*.

Conflict of Interest

No officers involved in the preparation of this report have a direct or indirect interest in matters to which it relates.

Risk Assessment

The Christmas Project Control Group (PCG) and Christmas Project Working Group (PWG) structure has managed risk, with advice from specialist Council officers.

Environmental Implications

Council officers have considered all potential environmental impacts for the Iconic Floating Christmas Tree. There are no detrimental environmental impacts that have been identified as a result of the Iconic Floating Christmas Tree. Should the tree be relocated to another location a further environmental assessment would need to be made on any proposed new location.

Christmas 2018

Floating Christmas Tree

Project Delivery
Capital Projects

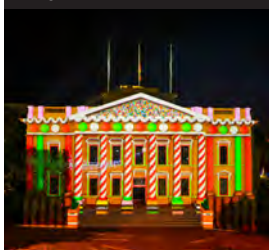
The Christmas in Geelong program is developed and implemented by a project working group, overseen by a project control group; both groups have representatives from across the City's divisions.

Street Christmas Decorations



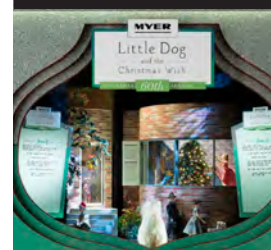
Project Delivery
Corporate Communications and Marketing

Projections



Project Delivery
Arts and Culture

Myer Windows



Project Delivery
Central Geelong Marketing; Corporate Communications and Marketing

Catenary Star Decoration



Project Delivery
Capital Projects
Asset Owner
Central Geelong and Waterfront

Christmas Trail and Activities



Project Delivery
Central Geelong Marketing; Corporate Communications and Marketing

Christmas Elves



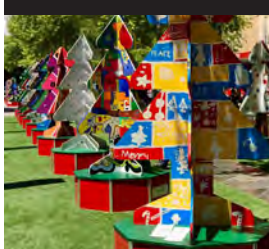
Project Delivery
Central Geelong Marketing

3D wall art



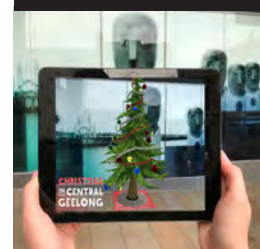
Project Delivery
Central Geelong Marketing

School Christmas tree program



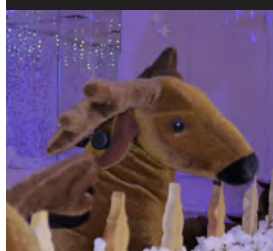
Project Delivery
Corporate Communications and Marketing

Augmented Reality



Project Delivery
Central Geelong Marketing

Christmas Program Evaluation



Project Delivery
Corporate Communications and Marketing, Central Geelong Marketing and Strategy and Program Delivery

Program operations and safety



Project Delivery
Events and Central Geelong and Waterfront

Marketing, promotion and visual identity



Project Delivery
Corporate Communications and Marketing; Central Geelong Marketing

Economic impact assessment & Cost Benefit Analysis associated with the Iconic Floating Christmas Tree in Geelong

2014 & 2015



FOCUSED EVENT THINKING

Prepared by: IER Pty Ltd
27A Stubbs St
Kensington, Victoria, 3031
Ph: (03) 9371 3000
Fax: (03) 9376 0675
W: www.ier.com.au

Date: June 2016

Job Reference: GCC16E-1

Key Findings

- The floating Christmas tree attracted in 2015 122,000 or 57% of the total visits recorded during the Christmas in Geelong Program
- The total direct spending for 2015 was \$6.09 million – which represents the amount of money spent in Geelong by everyone who visited the attraction
- The total direct in-scope expenditure was \$3.18 million – which represents that amount of money spent in Geelong by all those who indicated that the reason for their visit to the CBD was specifically to visit the Iconic Floating Christmas Tree
- The floating Christmas tree generated a gross value added contribution of \$5.2 million – which represents the total amount of economic activity supported by the event. This further supports more than 42 FTE jobs in the local region
- The floating Christmas tree generated a net value added impact of \$2.7 million – which represents the total amount of economic activity created by the event (often referred to as 'new money') – further supporting 22 FTE jobs in the local region
- A 5.4 times return on investment as modelled through a cost-benefit assessment has been realised

Background

The Iconic Floating Christmas tree was one element in a package of initiatives that made up the Christmas In Geelong program. It is, however the key attraction in the Christmas In Geelong program attracting more than 120,000 visits in 2015 and more than 160,000 visits in 2014.

The Christmas in Geelong program is delivered by various City of Greater Geelong departments and Central Geelong Marketing. The costs of the broader Christmas program is sourced from a range of department budgets across Council including Central Geelong Marketing which is a special rate levied on Central Geelong property owners.

For the purposes of this project, the report is focused only on the costs of the Iconic Floating Christmas Tree and the benefits derived from the execution of this attraction.

Scope

IER was commissioned by the City of Greater Geelong (COGG) to undertake an independent assessment of the costs, benefits and economic impacts associated with the Iconic Floating Christmas Tree for 2015 & 2014.

The objectives of this study, pertaining to both the 2015 and 2014 years, were:-

- To assess existing data to ensure that it contains all that is required for the conduct of these assessments
- To develop an economic impact estimate associated with the Iconic Floating Christmas Tree utilising existing data provided by the COGG
- To develop a cost-benefit analysis illustrating the ratio of return that the investment generated for the local community

IER also liaised closely with the COGG to discuss a number of aspects of the data that was provided for this analysis.

The economic model applied to this analysis was based on the following:-

- Attendances were not differentiated from unique visits (which is often the accepted process for event assessments)

- Spending amounts, within the attendee survey, were captured within 'ranges' rather than as an absolute value. As such, in order to determine average spend, it was necessary to make a judgement on how to handle these ranges. IER chose to take the midpoint of each range and use that as the absolute value for the purpose of spending calculations
- IER has included in the assessment an estimate of both the gross in-scope expenditure (based on all spending) as well as the net in-scope expenditure (based on expenditure only from those who identified the attraction as their main reason for visiting the City of Greater Geelong)
- In addition to the estimate of direct and in-scope expenditure associated with the event, the analysis also includes an economic impact assessment – which reviews the implications of this expenditure with respect to incomes and employment outcomes generated in the region.

The economic impact model overlays the expenditure estimates with a number of assumptions with respect to the way in which this spending is distribution to various industry sectors. In this study, this has been based on a combination of data from the survey as well as observation from other studies (which was required due to the aggregated nature of some of the data collected).

Finally, attendances were not differentiated from unique visits (which is often the accepted process for event assessments). However, in the case of an attraction such as this, where multiple visits could represent a new budget each time, this is not as considerable an issue.

The cost benefit model for the City of Greater Geelong that has been applied to this analysis was based on the following:

- The value of regional incomes created through tourism was assumed to involve no significant opportunity cost
- The value for local residents was modelled with indicative assumptions about the surplus values in time and/or financial cost
- The value of media coverage is discounted based on arguments as to relevance

Economic Impact Assessment

For the conduct of the Economic Impact Assessment, IER assessed the following (including reviewing already published outcomes):-

- Visitor origin make-up of those who visited the Iconic Floating Christmas Tree
- Profiles of visitor groups (based on origin) including their average daily spend
- Development of an economic model utilising impacts identified earlier with the aim of delivering the following:-
 - **Total Direct Spending** – Spending by all visitors to the Iconic Floating Christmas Tree irrespective of their origin
 - **Total In-Scope Spending** – Spending by only those visitors who reside outside Geelong and whose visit was motivated by a desire to see the Christmas Tree

The economic impact assessment is undertaken for both the centre of Geelong (i.e. CBD) and for the City of Greater Geelong – specifically in terms of:

- The gross impact – which is both the direct and induced impacts related to the total spend of all attendees who visit the area. This can therefore be considered the contribution of the event to the local economy. The analysis for the Geelong “CBD” assumes residents of that area would travel outside of the area for alternative events, while the analysis for the City of Greater Geelong assumes that all residents of the area would do something else within the locality if not for the Iconic Floating Christmas Tree, and as such there spend does not contribute to the economic impact.
- The net impact – which is based on the in-scope attendances for visitors to the region only

Data Sources

The economic impact of the floating Christmas tree for 2015 & 2014 was calculated using the following datasets provided by the City of Greater Geelong:

Year	Data Source
2015	Raw Data #3 - Estimated traffic counts for the core elements of the 2015 Christmas in Geelong program
2015	Raw Data #8 - Central Geelong Christmas in Geelong 2015
2015	Raw Data #9 - Iconic Floating Christmas Tree Launch 2015
2014	Raw Data #2 - Estimated traffic counts for the core elements of the 2014 Christmas in Geelong program
2014	Raw Data #5 - Central Geelong Christmas in Geelong 2014

The datasets include raw data from face to face surveys conducted in 2014 and 2015 and estimated traffic counts for both years.

Attendances

The floating Christmas tree attracted 122,870 visitors in 2015 and 162,820 visitors in 2014.

Assumptions

- Attendance figures are based on estimated traffic counts and have been provided from the event organiser and have not been audited by IER.
- Attendance figures have not been converted to individuals and therefore include the attendance at multiple nights by an individual.

Visitor Origin

The tables below provide a summary of the number and percentage of visitors to the floating Christmas tree by origin, based on extrapolation of visitor survey data.

2015

Visitor origin	No. of respondents	Percentage (%)	No. of visitors
Interstate	0	0.0%	-
Overseas	1	0.2%	242
Other Victoria	58	11.4%	14,028
City of Greater Geelong	449	88.4%	108,600
Total	508	100%	122,870

2014

Visitor origin	No. of respondents	Percentage (%)	No. of visitors
Interstate	5	3.8%	6,121
Overseas	2	1.5%	2,448
Other Victoria	38	28.6%	46,520
City of Greater Geelong	88	66.2%	107,731
Total	133	100%	162,820

In-Scope Visitors

IER has also assessed in-scope visitation generated by the Iconic Floating Christmas Tree. For the purpose of this analysis, IER has determined in-Scope visitation to reflect anyone who visited the City Centre for the primary purpose of seeing the floating Christmas tree (or in the case of out of region visitors, anyone who was already travelling to Geelong but decided to extend their stay because of the attraction). In this way we are determining the 'area of assessment', for the purpose of determining in-scope visitation, as being the Centre of the City (where the Tree is located). The rationale for this is that the strategic and economic purpose of the tree is to drive visitation and investment (spending) into Central Geelong during Christmas.

The table below show the in-scope visitor numbers for 2014 and 2015.

2015

Visitor origin	No. of respondents*	Percentage (%)	No. of visitors
Interstate		0.0%	-
Overseas		0.1%	121
Other Victoria		5.1%	6,276
City of Greater Geelong		47.2%	58,002
Total		52.4%	64,399

*The surveys in 2015 didn't ask visitors if the Christmas in Geelong program was their main reason for their visit to Geelong. The 2014 in-scope percentages for each origin group have been applied in 2015.

2014

Visitor origin	No. of respondents	Percentage (%)	No. of visitors
Interstate	1	0.8%	1,224
Overseas	1	0.8%	1,224
Other Victoria	17	12.8%	20,812
City of Greater Geelong	47	35.3%	57,538
Total	66	49.6%	80,798

Total Direct Spending

The total direct spending refers to spending by all attendees whilst in Geelong irrespective of their origin. The total direct spending for 2015 was **\$6.09 million** and **\$16.43 million** in 2014. There were two key drivers of the declining direct spending impact in 2015:-

1. Attendances, at the Iconic Floating Christmas Tree in 2015, were 25% lower than in 2014
2. Average per person spend in 2015 was 51.8% lower than in 2014

A significant proportion of this expenditure was generated in both years by visitors from Geelong. The average daily expenditures and the total direct spending of all visitors from Geelong, other Victoria, interstate and overseas are shown below.

2015

Visitor category	No. of visitors	Ave. daily spend (\$)	Total Direct Spending
Interstate	-	\$-	\$-
Overseas	242	\$70.00	\$16,931
Other Victoria	14,028	\$53.06	\$744,288
City of Greater Geelong	108,600	\$49.04	\$5,325,561
Total			\$6,086,779

2014

Visitor category	No. of visitors	Ave. daily spend (\$)	Total Direct Spending
Interstate	6,121	\$106.00	\$648,832
Overseas	2,448	\$177.50	\$434,595
Other Victoria	46,520	\$115.41	\$5,368,659
City of Greater Geelong	107,731	\$92.66	\$9,982,450
Total			\$16,434,535

Total In-Scope Spending

The total direct in-scope expenditure (or new money brought into the Geelong CBD as a result of having the attraction) was calculated as being **\$3.18 million** for 2015 and **\$6.90 million** for 2014.

2015

Visitor category	No. of visitors	Ave. daily spend (\$)	Direct In-Scope Expenditure
Interstate	-	\$-	\$ -
Overseas	121	\$70.00	\$8,465
Other Victoria	6,276	\$57.74	\$362,358
City of Greater Geelong	58,002	\$48.51	\$2,813,401
Total			\$3,184,224

2014

Visitor category	No. of visitors	Ave. daily spend (\$)	Direct In-Scope Expenditure
Interstate	1,224	\$30.00	\$36,726
Overseas	1,224	\$325.00	\$397,868
Other Victoria	20,812	\$100.63	\$2,094,165
City of Greater Geelong	57,538	\$75.93	\$4,368,618
Total			\$6,897,378

Limitations to this analysis

In considering this analysis, it is important to recognise a number of limitations that existed – primarily as a result of using previously collected attendee data:-

- The use of spending ranges rather than absolute numbers in the survey provide an increased margin of error, irrespective of whether the midpoint, lower or upper bounds are used in the generation of averages
- The sample, in 2014, was significantly below what is normally required for an analysis of this nature. Typically, a sample of at least 380 is required for an acceptable level of statistical confidence. In the case of economic studies, a sample significantly higher than this is often targeted to allow for statistical confidence within the different analysis bands (i.e. Interstate, Other Victoria etc.)
- In order to define in-scope visitors the 'area of assessment' has to be clearly defined. In-scope visitors in this assessment include everyone from the City of Geelong and doesn't exclude those who are living in the city centre
- The differential between the two years, in terms of average daily spend, appears to be too significant to be accurate. IER cannot conclusively evaluate this as it did not undertake the survey development and data collection, however it is unlikely that a differential of that magnitude (- 51.8%) would be reflective of actual spending patterns from one year to the next. It is possible that there is a sampling reason that underpins this discrepancy more than a legitimate reflection of changes in attendee spend. Another explanation for the difference in average spend could be the wording of the spending questions. In 2015 the question asks specifically for the 'per person' spend, while in 2014 the wording of the question is broader and could have been interpreted differently (Approximately how much will you spend during this visit to Central Geelong?)
- For the cost-benefit analysis, calculations and the cost benefit ratios could be refined further with the following (which were not contained within the existing data): -
 - It is probable that many of the attendances involve people bringing cars to the central area, and they would therefore pay parking fees – generating direct revenues for the Council, and offsetting the costs as applied within the model. There is no information on this, but if it was assumed that ½ of the attendance involved visits in private cars, that there was an average of 2.5 people per car, and the average parking fee was \$5 – the total parking revenue that would result would be \$163,00 in 2014 and \$123,000 in 2015.

- The estimates of value are based on what is called use-value – people who actually attend and get some benefit. Therefore, the analysis/quantification does not include other sources of value including:
 - existence value - a value placed on the event from a community perspective because it creates community pride, it is seen as enhancing the reputation of the region etc.
 - options value – a value placed on the event because the option exists to go even if one chooses not to
- Some other potentially costs not considered in the assessment, include:
 - Additional costs to the Council for security, clean up etc. relating to extra activity in the area
 - The impact of increased traffic and pedestrian congestion generated by the event

Economic Impact and Cost Benefit Analysis

Interpreting the above estimates of attendance and expenditure is often undertaken in one of two paradigms. Major events or attractions such as the Iconic Floating Christmas Tree are considered to possibly benefit the hosting community in a number of ways.

- The first is the benefit in terms of its impact on the local economy through the generation of visitor expenditure, and consequently upon jobs and incomes. Typically, an event attracts visitors who spend money (in the host region) on retail, food & beverages, accommodation, transport and entertainment. Within this study, aggregated levels of expenditure have been provided. Therefore, to undertake the economic impact assessment and particularly the implications of this expenditure in terms of incomes and employment, previous event data has been used to split this expenditure into disaggregated sectors (such as retail and transport).
- The second is through the contribution that the existence of the event makes to the recreational and cultural life of the community. The importance in this regard is reinforced by the creative economies and creative cities “movement” which emphasizes the role of the creative community in generating economic and social outcomes in a region. To some extent this can be considered to overlap under certain assumptions¹ - and the value of incomes generated also be part of this value.

The extent of the economic impact is based on the regional perspective that is taken. In the case of this study, the region of assessment could be argued to be the City of Greater Geelong, or at a more macro level, the Geelong CBD. For the purpose of this analysis, the Geelong CBD is assumed to be the primary region of assessment – driven by a possible strategic driver of bringing people and economic stimulus to the Geelong CBD during the Christmas spending season.

The analysis models the regional impact through input-output tables of the CBD area and the greater Geelong area, in terms of gross impact (*activity supported by the event*) and net impact (*activity created by the event*).

Economic Impact Outcomes

Taking a Geelong CBD perspective:

- The expenditure of all attendees to the event, regardless of origin, was estimated in 2015 as \$6.09 million, and in 2014 was \$16.4 million. If the region of interest is the Geelong CBD, and it is assumed that only a small proportion of this attendance and spend was from residents of this small area (or alternatively that these residents would have travelled out of the area) then all this expenditure is related to the event. This expenditure underpins the ‘gross impact’
- However as noted above, if the visit to the CBD area can be aligned with the existence of the Iconic Christmas Tree (in-scope visitation) then the expenditure created by the event is a much lower value of \$3.90 million in 2015 and \$6.90 in 2014. This expenditure underpins the ‘net impact’

¹ See for example Burgan, B, and Mules, T., “Reconciling cost-benefit and economic impact assessment for event tourism”, Tourism Economics, Volume 7, Number 4, 1 December 2001

Taking a City of Greater Geelong perspective:

- It is assumed that all residents of the host area would be likely spend the money associated with attending the event elsewhere in the city (if the Iconic Christmas Tree did not exist). In economic terms, their expenditure is not considered to be new expenditure but expenditure that is or is likely to be simply transferrable to other sectors within the region. The exception to this is in the case of an attraction that would, if held in another geographic location outside of the City of Greater Geelong, be likely to result in spending leaving the local economy. This expenditure underpins the 'gross impact'
- The expenditure of all out-of-region visitors to the event (excluding City of Greater Geelong residents), regardless of origin, was estimated in 2015 as \$0.76 million, and in 2014 was \$6.45 million
- However as noted above, if the visit to the CBD area can be aligned with the existence of the Iconic Christmas Tree (in-scope visitation) then the expenditure created by these out-of-region visitors is a much lower value of \$0.37 million in 2015 and \$2.53 in 2014. This expenditure underpins the 'net impact'

As outlined earlier, in order to trace impacts through the input-output model, it is commonly accepted that expenditure should be captured (or at least reported) within specific categories. In the absence of this granular data within the existing data collection, the analysis has used some indicative splits, based on other similar studies undertaken previously. The spending profile² has been characterised as follows:

	City of Greater Geelong	Other Victoria	Inter-state	Over-seas
Travel to the Region	0%	20%	20%	20%
Travel in the Region	10%	10%	10%	10%
Accommodation	0%	10%	10%	10%
General Shopping	40%	20%	20%	20%
Food and Beverages	40%	30%	30%	30%
Other	10%	10%	10%	10%
Total	100%	100%	100%	100%

These assumptions are generally consistent with the survey information about activities undertaken by attendees whilst on their trip/visit, as indicated in the following table representing the results of the 2015 Iconic Christmas Tree survey.

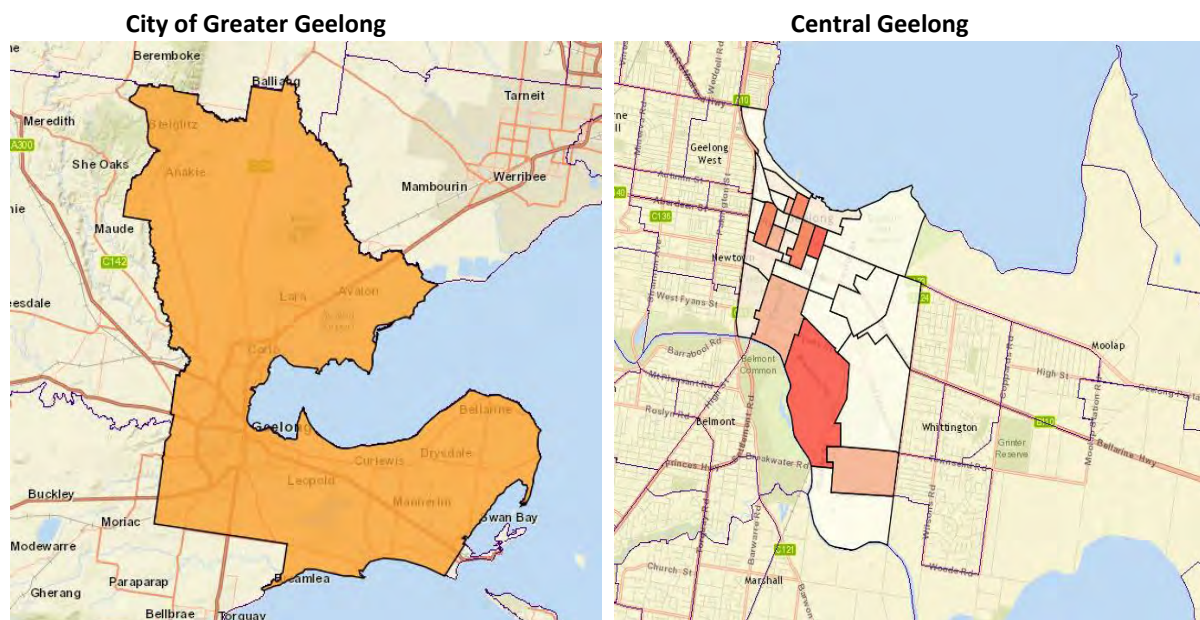
	Came in for event		
	Yes	No	Total
Shopping	49.3%	59.3%	52.3%
Appointment	1.8%	8.5%	4.1%
Entertainment	14.5%	17.8%	15.4%
Work	0.9%	0.8%	0.9%
Lunch/something to eat	37.6%	36.4%	36.9%
Pay a Bill	1.4%	1.7%	1.5%
Playground/park	21.3%	16.9%	19.8%
Other	23.5%	18.6%	21.8%
Average number of other activities	1.50	1.60	1.53

It is further assumed that 50% money spent travelling to the region for visitors from outside of Geelong would be spent in the region, with the other 50% spent outside the region. Further with respect to general shopping it is assumed that it is only the retail operations that generate an impact on the region, and the goods supplied

² The majority of surveys of event studies would ask the breakdown of expenditure, as well as the aggregate, but this is assumed in this case, and therefore is indicative only.

come from outside of the region – with the retail margin assumed to be 40%. Therefore the amount of expenditure that actually impacts in the respective regions is somewhat less than that discussed above.

In most event studies, the economic impact analysis of an event focuses not on the expenditure itself, but rather on the effect of the event in terms of the creation of regional incomes and employment. This effect arises from the value added (the proportion of the expenditure that is income) and employment generated by the primary expenditure directly associated with the event, and also from further rounds of indirect expenditure that this direct expenditure stimulates as it flows to supplying industries and into incomes and consumption. In order to estimate these impacts for small regions, the most common form of applied modelling uses input-output tables for the region – which represent an economic model (based on the national accounts structure) which indicate the connectedness between sectors of the economy. Formal versions of these models developed for state and regional governments or as analytical tools include RISE (developed by Econsearch Pty Ltd), REMPLAN, and the WISer Economic Impact Analysis Tool (as developed by the Australian Urban Infrastructure Network). In this study specific indicative input output tables have been developed for the central area of Geelong and for the City of Greater Geelong – with the areas defined as per the following maps. The tables have been developed using the location quotient method based on the 2012/13 Australian input output table, and ABS Census data for 2011 – to create indicative 2015 input output tables.



The expenditures identified above are then applied to (or used to shock) these input-output tables to generate estimates of income generated and employment created – both directly (i.e. in the industry sectors in which the expenditure occurs) and in total (i.e. including the flow on or induced impacts).

The following tables summarise the outcomes of this modelling from the perspective of both regions, in terms of gross and net impact and for 2015 and 2014.

Economic Impacts of the Iconic Floating Christmas Tree on Geelong Central (CBD) area - 2015

	Total Gross Spend	Total Net Spend	Multipliers				Gross Impact				Net Impact			
			Value Added		Employment (FTE's per \$m)		Gross Value Added Impact		Gross Employment Impact (FTE's)	Net Value Added Impact	Net Employment Impact (FTE's)		Direct	Total
			Direct	Total	Direct	Total	Direct	Total	Direct		Direct	Total		
Travel	\$684,800	\$355,505	0.448	1.048	2.76	6.29	\$306,716	\$717,610	1.9	4.3	\$159,228	\$372,537	1.0	2.2
Accommodation	\$76,122	\$37,082	0.522	1.162	6.66	10.31	\$39,705	\$88,428	0.5	0.8	\$19,342	\$43,077	0.2	0.4
General Shopping	\$912,987	\$479,810	0.592	1.266	6.91	10.70	\$540,908	\$1,156,148	6.3	9.8	\$284,268	\$607,600	3.3	5.1
Food and Beverages	\$2,358,590	\$1,236,607	0.522	1.162	6.66	10.31	\$1,230,250	\$2,739,887	15.7	24.3	\$645,019	\$1,436,521	8.2	12.7
Other	\$608,678	\$318,422	0.467	0.873	2.57	4.79	\$284,066	\$531,669	1.6	2.9	\$148,606	\$278,136	0.8	1.5
Total	\$4,641,177	\$2,427,427	0.517	1.128	5.60	9.07	\$2,401,645	\$5,233,742	26.0	42.1	\$1,256,462	\$2,737,872	13.6	22.0

Economic Impacts of the Iconic Floating Christmas Tree on Geelong Central (CBD) area - 2014

	Total Gross Spend	Total Net Spend	Multipliers				Gross Impact				Net Impact			
			Value Added		Employment (FTE's per \$m)		Gross Value Added Impact		Gross Employment Impact (FTE's)	Net Value Added Impact	Net Employment Impact (FTE's)		Direct	Total
			Direct	Total	Direct	Total	Direct	Total	Direct		Direct	Total		
Travel	\$2,288,662	\$942,614	0.448	1.048	2.82	6.41	\$1,025,073	\$2,398,315	6.5	14.7	\$422,189	\$987,775	2.7	6.0
Accommodation	\$645,209	\$252,876	0.522	1.162	6.79	10.51	\$336,543	\$749,515	4.4	6.8	\$131,901	\$293,757	1.7	2.7
General Shopping	\$2,113,359	\$901,280	0.592	1.266	7.05	10.91	\$1,252,078	\$2,676,221	14.9	23.1	\$533,971	\$1,141,322	6.4	9.8
Food and Beverages	\$5,928,606	\$2,506,075	0.522	1.162	6.79	10.51	\$3,092,384	\$6,887,042	40.3	62.3	\$1,307,178	\$2,911,215	17.0	26.3
Other	\$1,643,454	\$689,738	0.467	0.873	2.63	4.88	\$766,988	\$1,435,528	4.3	8.0	\$321,896	\$602,474	1.8	3.4
Total	\$12,619,289	\$5,292,582	0.513	1.121	5.57	9.10	\$6,473,067	\$14,146,621	70.3	114.9	\$2,717,135	\$5,936,543	29.6	48.3

In summary, the event is estimated as supporting a total or gross economic impact for the **Geelong CBD** of

- Value Added - \$5.2 million in 2015 and \$14.1 million in 2014
- Full Time Equivalent Employment (FTE) - 42 jobs in 2015 and 115 jobs in 2014. Note: many of these jobs will be casual, and short term, or result in over-time hours and as such will impact a lot more people than this absolute number

Focusing on the in-scope visitors from outside the region, the event is estimated as supporting a total or net economic impact for the **Geelong CBD** of

- Value Added - \$2.7 million in 2015 and \$5.9 million in 2014
- Full Time Equivalent Employment (FTE) - 22 jobs in 2015 and 48 jobs in 2014.

Economic Impacts of the Iconic Floating Christmas Tree on City of Greater Geelong - 2015

	Total Gross Spend	Total Net Spend	Multipliers				Gross Impact				Net Impact			
			Value Added		Employment (FTE's per \$m)		Gross Value Added Impact		Gross Employment Impact (FTE's)	Net Value Added Impact	Net Employment Impact (FTE's)		Direct	Total
			Direct	Total	Direct	Total	Direct	Total	Direct		Direct	Total		
Travel	\$152,244	\$74,165	0.448	1.039	2.76	6.37	\$68,189	\$158,242	0.4	1.0	\$33,218	\$77,087	0.2	0.5
Accommodation	\$76,122	\$37,082	0.522	1.132	6.66	10.26	\$39,705	\$86,172	0.5	0.8	\$19,342	\$41,978	0.2	0.4
General Shopping	\$60,898	\$29,666	0.592	1.218	6.91	10.57	\$36,079	\$74,200	0.4	0.6	\$17,576	\$36,146	0.2	0.3
Food and Beverages	\$228,366	\$111,247	0.522	1.132	6.66	10.26	\$119,116	\$258,515	1.5	2.3	\$58,027	\$125,934	0.7	1.1
Other	\$76,122	\$37,082	0.465	0.845	2.65	4.81	\$35,425	\$64,343	0.2	0.4	\$17,257	\$31,344	0.1	0.2
Total	\$593,751	\$289,242	0.503	1.080	5.17	8.60	\$298,515	\$641,471	3.1	5.1	\$145,420	\$312,489	1.5	2.5

Economic Impacts of the Iconic Floating Christmas Tree on City of Greater Geelong - 2014

	Total Gross Spend	Total Net Spend	Multipliers				Gross Impact				Net Impact			
			Value Added		Employment (FTE's per \$m)		Gross Value Added Impact		Gross Employment Impact (FTE's)	Net Value Added Impact	Net Employment Impact (FTE's)		Direct	Total
			Direct	Total	Direct	Total	Direct	Total	Direct		Direct	Total		
Travel	\$1,290,417	\$505,752	0.448	1.039	2.82	6.50	\$577,967	\$1,341,259	3.6	8.4	\$226,522	\$525,678	1.4	3.3
Accommodation	\$645,209	\$252,876	0.522	1.132	6.79	10.47	\$336,543	\$730,391	4.4	6.8	\$131,901	\$286,261	1.7	2.6
General Shopping	\$516,167	\$202,301	0.592	1.218	7.05	10.78	\$305,808	\$628,914	3.6	5.6	\$119,855	\$246,490	1.4	2.2
Food and Beverages	\$1,935,626	\$758,628	0.522	1.132	6.79	10.47	\$1,009,630	\$2,191,174	13.1	20.3	\$395,703	\$858,784	5.2	7.9
Other	\$645,209	\$252,876	0.465	0.845	2.71	4.91	\$300,263	\$545,368	1.7	3.2	\$117,682	\$213,746	0.7	1.2
Total	\$5,032,627	\$1,972,432	0.503	1.080	5.28	8.77	\$2,530,211	\$5,437,106	26.6	44.1	\$991,663	\$2,130,959	10.4	17.3

From a City of Greater Geelong perspective (which only considers the expenditure by visitors to the region), the event is estimated as supporting a total or gross economic impact of

- Value Added - \$0.6 million in 2015 and \$5.4 million in 2014
- Full Time Equivalent Employment (FTE) - 5 jobs in 2015 and 44 jobs in 2014. Note: many of these jobs will be casual, and short term, or result in over-time hours and as such will impact a lot more people than this absolute number

Focusing on the in-scope visitors from outside the region, the event is estimated as supporting a total or net economic impact for the **Geelong CBD** of

- Value Added - \$0.3 million in 2015 and \$2.1 million in 2014
- Full Time Equivalent Employment (FTE) - 3 jobs in 2015 and 17 jobs in 2014.

Cost-Benefit Analysis Outcomes

The alternative methodology for assessing the benefit of an event or activity to economic impact is to conduct a cost benefit analysis. As the Christmas tree event is funded by the City of Greater Geelong, this also has a regional context. The benefits must be considered in the context of the objectives of the Christmas tree project, which are stated as being *“To provide an iconic Christmas installation” ...*

- To serve as a major tourism draw-card for Greater Geelong
- To excite and entertain the community

The first objective is quantified in the tables relating to the economic impact with respect to Greater Geelong as above

- The Christmas tree program attracted 14,270 out-of-region visitors to the City of Greater Geelong in 2015, 6,397 of whom visited the city centre because of the event – and so the Christmas Tree event has impacted on their visit, and as such the spend associated with their attendance can be considered in-scope. These visits involved an expenditure of \$371,000, and created directly and through induced impacts \$312,500 of incomes, and 2.5 jobs (FTE’s.)
- The outcomes for 2014 are much higher with an estimated 55,089 out-of-region visitors to the City of Greater Geelong, 23,260 of whom visited the city centre because of the event. The in-scope visits created new expenditure estimated at \$2.53 million, and generated directly and through induced impacts \$2.13 million of incomes, and 17.3 jobs.

Some studies suggest that only a proportion of the incomes created should be considered a benefit, and that these estimates should be discounted to allow for the opportunity costs of working. For this study it is argued that such discounting would be marginal, in that there is significant underemployment nationally and in the Geelong areas (6.3% unemployment in Geelong in April 2016) and generally people create extra income opportunities around Christmas time. Therefore, it is considered that the \$312,500 in 2015 and \$2.13 million in 2014 of incomes created can be fully considered a valid measure of benefit to the region.

However, the incomes supported by the event that are linked to attendance of local residents is considered to be transferred from other opportunities, and therefore not part of the above estimate. But the event does provide recreational and entertainment opportunities for locals and so creates value in this way. More than 108,600 Geelong residents are estimated to have attended in 2015, and 107,731 in 2014. In the 2015 survey, 78% of respondents rated the event as excellent, while 14% rated it as good (or 92% in total). 90% of respondents said the event should continue.

There is limited information to provide quantification of the value created by the event. For indicative³ purposes the following approaches are used to provide an assessment:

- Putting a net value on the time locals spend in attending the event. It is assumed that on average people spend a total of 1 ½ hours in attending the event (travel time to the event, time at the event). It is assumed that they achieve a “premium” or surplus over the opportunity cost of their time in attending of 50%. The opportunity cost of their time is assumed to be on average \$20 per hour (or a discounted rate on average weekly earnings, as attendances would include children, retirees etc.). With these

assumptions, the value of attendance for locals is estimated at \$1.9 million in 2015, and \$1.6 million in 2014.

- An alternative approach would be to place a premium on what locals actually spend in attending the event (as indicated above). Locals were estimated as spending an average of \$49 per attendance in 2015 and \$94 in 2014. If it is estimated there is a surplus premium of 30% (i.e. the experiential value that they get over and above what they spend) the net value of attending the event would be \$1.9 million in 2015 and \$3.0 million in 2014 (a higher value because of the higher estimated spend in that year).

Therefore, the value of total benefits in terms of excitement and community value for locals, and income creating opportunities generated through new tourism are indicatively estimated as around \$1.9 - \$2.0 million in 2015 and between \$3.8 - \$5.1 million in 2014 (note this larger amount is a result of both the higher tourism outcomes, and the higher estimate of average local spend). If, as indicated, the annual cost for the installation, dismantle, maintenance and storage of the Iconic Floating Christmas Tree is around \$400,000 per annum (\$340,000 in 2015, \$496,000 in 2014) – using a base of \$400,000 would suggest a cost benefit ratio of 4 to 1 in 2015, and as high as 10 to 1 in 2014.

Many event studies ascribe a value to media coverage of the event – including a PR value based on advertising equivalent value. The basic approach is to convert media coverage (inches for print media, time for other media), and multiply by a price for equivalent advertising coverage (allowing for location/time of coverage etc.) ultimately calculating the cost of this advertising at market rates. This is then converted into a PR value by arguing the position that the benefit of this advertising is greater than what is paid for the space (multiple of 3). Using this measure – the Media Measure Pty Ltd report for the City of Greater Geelong indicates that the Floating Christmas Tree generated 81 stories in the period November 2015 – January 2016 (Table 8) with 70.4% favourable, 22.2% neutral and 7.4% unfavourable. Using as an indicator the average PR per media item for the period on all issues of \$6,628, this amounts to \$537,000 of PR value for that three-month period. The media coverage for the Floating Christmas tree for the period August 2015 to January 2016 was 126 items, with 52.4% favourable – and if the three-month rate for the period August- October was assumed to apply to the period Feb-July 2015 – this would imply an annual value of \$1.4 million⁴. While this method is used widely, it is also heavily (and increasingly) criticised⁵ even as a measure of PR value. Its application in a benefit cost analysis is even more fraught, as a BCA is attempting to measure community value, whereas this measures value from an organisational context. An alternative and more conservative approach would be to apply the equivalent advertising value component (i.e. one third of the PR) as an avoided cost and then discount it by (say) 50% to reflect the criticisms that such articles do not always buy effective advertising (especially the unfavourable coverage), in which case an estimate of the media value would be \$238,600.

Including this estimate of media value would increase the total benefit to \$2.16 million in 2015, with a benefit to cost ratio of 5.4 – and \$4.57 million in 2014 with a benefit to cost ratio of 11.7

Conclusion

The Iconic Floating Christmas Tree attracted 122,000 visitors in 2015 or 57% of the total visits recorded during the Christmas in Geelong program. The economic impacts associated with the Iconic Floating Christmas Tree, as outlined in this study, are: -

- A total direct spending impact of \$6.09 million – which represents the amount of money spent in Geelong by everyone who visited the attraction
- An in-scope spending impact of \$3.18 million – which represents that amount of money spent in Geelong by all those who indicated that they reason for their visit to the CBD was specifically to visit the Iconic Floating Christmas Tree

⁴ The Agenda for the March 2016 Council Meeting dated 15 March 2016 claims that “the Iconic Floating Christmas Tree on its own delivered a \$5.3 million Public Relations value”. This does not seem to be consistent with the information in the given media reports, unless there was significant value in the period Feb-July 2016. If this was the case, it would still need to be discounted as discussed above for inclusion in a benefit cost calculation.

⁵ See for example Macnamara J, “Advertising Values to Measure PR: Why They Are Invalid” (2007) and Paine, K. “What’s wrong with ad value equivalency,” Measures for Success (2003).

It is important to note that this analysis is based on the isolation of the Iconic Floating Christmas Tree as a single attraction and that consumer behaviour is not always driven the same way. Often, the sum of the parts is greater than the individual parts. In this way, it is possible that the without the Iconic Floating Christmas Tree, the reduction in impacts could be greater than the stated amount due to the role it plays as one of the more visible components of the Christmas program. Furthermore, programs such as this often need a mixture of anchor attractions and multiple activities in order to both drive visitation and also to leverage longer visit times and spends.

When modelled within an input-output framework, it is estimated that the Iconic Floating Christmas Tree generated in 2015: -

- A gross value added contribution of \$5.2 million – which represents the total amount of economic activity supported by the event. This further supports more than 42 FTE jobs in the local region
- A net value added impact of \$2.7 million – which represents the total amount of economic activity created by the event (often referred to as ‘new money’) – further supporting 22 FTE jobs in the local region

Finally, from a cost-benefit perspective, it is estimated that in 2015 the Iconic Floating Christmas Tree generated a cost-benefit return of 5.4 times investment.

8. RURAL COUNCILS TRANSFORMATION PROGRAM

Source:	Office of the Chief Executive Officer
Chief Executive Officer:	Martin Cutter
Portfolio:	Leadership and Governance

Purpose

To seek Council's approval to join with its neighbouring G21 Councils to submit a joint expression of interest to the Local Government Victoria Rural Councils Transformation Program.

Background

In August 2018 Local Government Victoria (LGV) launched its Rural Councils Transformation Fund (Fund). The Fund aims to support large scale proposals by rural and regional councils to transform existing council functions and improve service to the community.

Groups of councils from across the state are encouraged to work together to identify opportunities to create efficiencies from shared service models and apply for funding to develop a business case and to implement shared service initiatives. The Fund has a total of \$20 million to be allocated towards 4-5 transformational projects across the state.

Key Issues

- The five G21 Councils – City of Greater Geelong, Surf Coast Shire, Colac Otway Shire, Golden Plains Shire and the Borough of Queenscliffe (Councils) – have agreed in principle to explore opportunities for transformational shared services with a view to submitting a joint expression of interest to the Fund. Areas currently being considered by the Councils for a shared service model include customer-facing, corporate support and strategic areas of the Councils.
- LGV requires participating council Chief Executive Officers to sign a Memorandum of Understanding (MOU) in support of the submission of the expression of interest, confirming their respective Council's commitment to apply to the Fund. Expressions of interest close in November 2018.
- If the expression of interest is successful, the Councils will be invited to develop a detailed business case for their proposed shared service and the cost of preparing a detailed business case would be fully funded by the Fund. The detailed business case must be completed and submitted by 31 March 2019. A formal Council resolution is required to support the submission of the business Case submission.
- An announcement of the successful shared service proposals is expected in May 2019.
- Information distributed by LGV about the Fund is included in **Attachment 2** and **Attachment 3**.

Cr Mason moved, Cr Grzybek seconded -

That Council endorses its participation in an application to the Victorian Government's Rural Councils Transformation Program, noting the following:

- 1) This is a joint application of the five local government authorities within the G21 region;**
- 2) The program aims to improve the efficiency and financial sustainability of rural and regional Councils;**
- 3) The application proposes increased collaboration amongst councils, including the potential for a shared operational delivery model;**
- 4) Each Council would retain autonomy for setting its strategy, service levels and policies in relation to the included services; and**
- 5) The application requires each Council's Chief Executive Officer to sign a Memorandum of Understanding affirming the Council's willingness to participate.**

Carried.

Attachment 1

Financial Implications

Shared service initiatives between councils create opportunities to consider alternative ways and means for Councils to service its community more efficiently and effectively.

Community Engagement

At this early stage of this application process, there is no need to undertake consultation. As the shared service models become more defined, appropriate consultation will be undertaken.

Social Equity Considerations

Any agreed shared service model will take into account the Council's social equity principles.

Policy/Legal/Statutory Implications

The Fund is administered by LGV and applications will need to comply with any applicable state guidelines.

Alignment to Council Plan

A shared service model which delivers Council services more efficiently aligns with Council Plan – Leadership and Governance.

Conflict of Interest

No officer involved in the preparation of this report has any direct or indirect interest in the substance of this report.

Risk Assessment

A shared service model which delivers efficiencies for Council contributes to mitigating the risks associated with financial sustainability and its ability to deliver community services. Any specific risks associated with a more defined shared service model will be considered as part of the business case.

Environmental Implications

The application will take into account any relevant environmental implications for Council and the community.

Rural Councils Transformation Program

Program Summary



What is the Rural Councils Transformation Program?

The \$20 million Rural Council Transformation Program (RCTP) funded in the 2018-19 State Budget aims to support large scale proposals by rural and regional councils to transform existing council functions. This will help improve the financial sustainability of councils which would not otherwise be able to invest in these large-scale transformations.

The RCTP is designed to seed fund transformative projects requiring approximately \$2 million to \$5 million in funding and comprising three or more rural or regional councils.

Potential funded projects could include shared engineering and building services, corporatising fleet management, asset management for multiple rural councils, and / or combining the back office corporate functions of finance, human resources, IT, procurement and payroll.

Activities to be considered for funding under the RCTP include but are not limited to:

- Establishment of governance arrangements
- Digital transformation, harmonisation or system development
- IT hardware and software – both new and upgrades
- Staffing – management and administration
- Related consultancy advice – legal and finance
- Buildings (leased only) and fixtures and furniture – leased and owned
- Vehicles and office equipment.

Program Timelines

Applications by council groups will be subject to assessment against the Program criteria and councils will be offered additional support within the RCTP to develop a project business case.

Key milestones:

1. RCTP Expressions of Interest period commences on 14 August 2018 with the release of Program guidelines and accompanying information by the Minister for Local Government.
2. Regional information sessions for rural and regional councils across Victoria (see communication and engagement below).
3. Expressions of Interest proposals for RCTP funding close on 15 November 2018. Applications must include a commitment from the applicant councils' CEOs in the form of a Memorandum of Understanding.
4. Final applications, including a detailed business case close on 31 March 2019. Council resolutions of commitment from each participating council must accompany the application.
5. Assessment of applications from April-May 2019.
6. Final project funding allocation decisions and announcements in May 2019.

Communication & Engagement

The transformative requirements of RCTP proposals, coupled with a single year budget allocation in 2018/19, require supporting communication and engagement.

Rural Councils Transformation Program

Local Government Victoria (LGV) has information sessions in rural and regional locations for councils and interested stakeholders in August 2018 at the following locations:

LOCATION	DATE
• Benalla	22 August 2018
• Bendigo	22 August 2018
• Swan Hill	23 August 2018
• Horsham	23 August 2018
• Warrnambool	24 August 2018
• Geelong	31 August 2018

LGV staff can also assist rural and regional councils in the scoping of potential projects and the development of proposals.

How does RCTP build on existing programs?

The Victorian Government has provided support to rural and regional councils to develop shared services for almost a decade. These efforts have focussed on developing the evidence base and local government confidence to move forward. Current programs such as the Collaborative Councils – Sustainability Fund Partnership and the Finance and Accounting Support Team have funded business cases and feasibility studies for rural and regional council shared services. Other efforts have focussed on joint procurement of goods and services.

There are limited examples of shared services currently in place. Many of these examples are small scale, specific to a particular service and involve small numbers of staff. The local government sector has experienced challenges in the past with initiating shared services at a larger and transformative scale without Victorian government support.

In 2017-18, the Victorian Government invested in research and consultation to identify the main obstacles and paths to improved financial sustainability for rural and regional local governments. KPMG were engaged

to undertake this project, which proposed a suite of reforms and investments encompassing operational transformation, stronger local governance and a state-local government alliance to support sustainable service delivery. This project resulted in a State budget allocation of \$20 million in 2018-19 for the Rural Councils Transformation Program.

Contacts and Further Information

Further information regarding the program is located at

<https://www.localgovernment.vic.gov.au/grants/rural-and-regional-councils-sustainability-reform>

To discuss the program please contact:

Gerry Smith

Director, Sector Innovation, Performance and Resilience
DELWP
Email: gerry.smith@delwp.vic.gov.au
Phone: 03 9948 8505

Leighton Vivian

A/Senior Manager, Innovation and Performance
DELWP
Email: leighton.vivian@delwp.vic.gov.au
Phone: 03 9948 8533

Andrew Hagland

Program Manager, Rural Councils Transformation Program
DELWP
Email: andrew.hagland@delwp.vic.gov.au
Phone: 03 9948 8524

© The State of Victoria Department of Environment, Land, Water and Planning 2018



This work is licensed under a Creative Commons Attribution 4.0 International licence. You are free to re-use the work under that licence, on the condition that you credit the State of Victoria as author. The licence does not apply to any images, photographs or branding, including the Victorian Coat of Arms, the Victorian Government logo and the Department of Environment, Land, Water and Planning (DELWP) logo. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/> Disclaimer

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

Accessibility

If you would like to receive this publication in an alternative format, please telephone the DELWP Customer Service Centre on 136186, email customer.service@delwp.vic.gov.au, or via the National Relay Service on 133 677 www.relayservice.com.au. This document is also available on the internet at www.delwp.vic.gov.au.

Rural Councils Transformation Program

FAQ Sheet



What is the Rural Councils Transformation Program (RCTP)?

The RCTP is a program to incentivise and support rural and regional councils to implement large-scale, transformative projects on a regional level, such as joined-up service delivery, corporate services, procurement and asset management.

The RCTP is designed to improve the financial sustainability of councils, by providing them with initial financial assistance to invest in these transformations.

The Victorian Government is committing \$20 million in the 2018-19 financial year towards the Rural Councils Transformation Program.

Why is the Rural Councils Transformation Program needed?

Rural councils often have a restricted ability to affordably invest and deliver services and infrastructure, in part due to their dispersed populations and larger geographic areas they need to service.

Compared to metropolitan councils, rural councils tend to face greater barriers to sustainability: meaning they are less likely to have the capacity to meet the agreed service and infrastructure needs of their community and absorb foreseeable changes and unexpected shocks into the future.

This can lead to poorer outcomes for the community, with measures of health and wellbeing in many rural communities being recorded at lower levels than those of their metropolitan counterparts.

It can also result in a reduction in service levels, declining breadth and scope of available services, and deterioration in infrastructure performance.

Regional service delivery models can help to achieve greater service benefits for rural and regional communities, through increased collaboration across councils and the delivery of greater efficiencies.

How can the RCTP benefit councils and communities?

The RCTP aims to:

- improve the financial sustainability of rural and regional councils by achieving economies of scale including through regional service delivery or collaborative procurement;
- promote more efficient and improved service delivery through collaboration and innovation;
- facilitate benefits for rural and regional communities, with priority given to those for rural communities; and
- demonstrate potential efficiencies to be gained through regional service delivery.

What types of activities will be considered for funding?

The RCTP aims to fund regional scale proposals that will implement transformation of existing council functions such as direct service delivery, corporate services, procurement or asset management.

Who will be eligible to apply for this program?

Councils, as defined by the **Local Government Act 1989**, from rural and regional Victoria are eligible to submit an application under this fund.

Rural and regional Victoria is defined as the 48 local government areas set out in Schedule 1 of the **Regional Infrastructure Development Fund Act 1999**.

Rural Councils Transformation Program

How do councils apply for the program?

To request funding under the RCTP, applicants will need to submit an Expression of Interest (EOI), which will be assessed and considered for approval to progress to a full application that includes development of a business case. Both the EOI and the full application will be submitted via Grants Online. Details are contained in the RCTP Funding Guidelines.

What commitment is required for an EOI to proceed to a full application?

Applications will only be considered where there is an arrangement governed by a Memorandum of Understanding (MOU) or similar between three or more eligible councils. The arrangement is expected to include a majority of rural councils, and may also include regional councils. The inclusion of relevant public-sector agencies in the arrangement will be considered on a case by case basis.

What commitment is required for a full application to be assessed for funding?

Parties to the MOU must pass and submit relevant council resolutions to implement a successful business case. Successful applicants will be invited to enter a funding agreement with the Department of Environment, Land, Water and Planning.

Is this program paving the way for future council amalgamations?

No. This program is not a step toward council amalgamations. It is intended to support the sustainability of rural and regional councils by helping address issues associated with revenue raising constraints, absence of economies of scale and human resource limitations.

It is essential that rural councils retain their autonomy and local decision-making ability, while being able to deliver high quality, efficient services to their community.

Does this mean councils will start cutting jobs if they share services?

It is possible that through combined services, councils may propose to reduce positions in some areas, and increase investment in other areas leading to new recruitment.

Sharing services means reconfiguring staffing and resources, not simply cutting costs. Retaining high quality staff and skills can be another benefit of collaboration, along with attracting new skills.

The RCTP offers a range of support to councils beyond staffing. This support includes digital transformation or system development, IT hardware and software, and related consultancy advice (such as legal and finance).

These types of support can help councils to achieve greater service benefits for rural and regional communities, through increased collaboration and the delivery of greater efficiencies.

Were councils involved or consulted in the development of this program?

Councils were extensively consulted in 2017-18 as part of the Rural and Regional Councils Sustainability Reform Program. This Program identified the key challenges to financial sustainability and developed options for councils, and the Victorian Government.

This work directly contributed to the development of the RCTP.

How will it work in terms of community consultation? Will communities be notified of council applications?

Councils are not required to consult with communities as part of the application process, however individual councils may choose to conduct community consultation as part of their process if they deem it necessary.

© The State of Victoria Department of Environment, Land, Water and Planning 2018



This work is licensed under a Creative Commons Attribution 4.0 International licence. You are free to re-use the work under that licence, on the condition that you credit the State of Victoria as author. The licence does not apply to any images, photographs or branding, including the Victorian Coat of Arms, the Victorian Government logo and the Department of Environment, Land, Water and Planning (DELWP) logo. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>

Printed by Department of Environment, Land, Water and Planning

Disclaimer

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

Accessibility

If you would like to receive this publication in an alternative format, please telephone the DELWP Customer Service Centre on 136186, email customer.service@delwp.vic.gov.au, or via the National Relay Service on 133 677 www.relayservice.com.au. This document is also available on the internet at www.delwp.vic.gov.au.

9. DELEGATIONS REVIEW - COUNCIL TO STAFF

Source: Governance & Legal Services - Governance
Executive Manager: Rebecca Leonard
Portfolio: Leadership and Governance

Purpose

To review and update the Greater Geelong City Council (Council) instrument of delegation to members of Council staff.

Background

The *Local Government Act 1989* (the Act) provides for the delegation of Council's powers, duties and functions under that Act or any other Act.

Council delegates its powers, duties and functions, subject to some exceptions and limitations, to the members of Council staff where they cannot be delegated through the CEO.

Council last reviewed the delegation to members of Council staff on 27 September 2016. The approved Council instrument of delegation to members of Council staff was executed on 11 October 2016.

Key Issues

- The powers conferred on the Council under some legislative instruments cannot be delegated through the CEO, and must be delegated by resolution directly to Council officers.
- It is important to ensure that Council has properly delegated powers, duties and functions, in order to avoid any issues arising regarding the legality of a decision or an action purportedly made or taken on behalf of the council.
- The schedule to the instrument of delegation has been updated to reflect various legislative changes. The following changes have been made:
 - Minor amendments to provisions of the *Road Management Act 2004* relating to bus stopping points and infrastructure resulting in no changes to delegations
 - The *Planning and Environment (Fees) Regulations 2016* replaced the *Planning and Environment Regulations (Fees) Interim Regulations 2015* resulting in no changes to delegations
 - The Victorian Planning Authority replaces the Growth Areas Authority in some sections of the *Planning and Environment Act 1987* resulting in no changes to delegations
 - Inserted s.19(3) of the *Food Act 1984* to provide for expedient closure of temporary food premises or mobile food premises. This delegated power is proposed to be limited to senior environmental health staff
 - Inserted s.173(1A) of the *Planning and Environment Act 1987* which enables a responsible authority to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing. This delegation is proposed to be limited to the Director Planning & Development consistent with the existing s.173 delegation

- The conditions and limitations column for s.41A(1) in the *Domestic Animals Act 1994* has been updated to reflect new authorised officer terminology and resulting in no changes to delegations
- The *Heritage Act 1995* has been replaced by the *Heritage Act 2017* and the relevant provision for councils has now changed from s 84(2) to s 116. It is proposed that this power continues to be 'not delegated'
- Part 3AB of the *Planning and Environment Act 1987* has been extensively amended to introduce a land contribution for the infrastructure contributions plan scheme. This was done to enable land or funding for land required for public purposes to be provided as part of an infrastructure contribution when land is developed. The proposed delegations are consistent with the previous delegation settings for the former part 3AB which provided for funding for land only.
- The *Planning and Environment Act 1987* has been extensively amended to provide for the declaration of distinctive areas and landscapes and the preparation and implementation of a Statement of Planning Policy for a declared area to ensure coordinated decision-making by public entities in relation to declared areas. It is proposed to limit related delegated powers, duties and functions to:
 - senior Planning and Development managers for the function of being consulted;
 - the Director Planning & Development for the power to endorse the draft Statement of Planning Policy;
 - professional planning officers for the duty not to prepare an amendment that is inconsistent with a Statement of Planning Policy for the declared area or act inconsistently with any provision of the Statement of Planning Policy.
- Delegated officer titles have been updated to reflect council's current organisational structure.
- The Act requires that Council reviews delegations to members of Council staff that are in force by 28 October 2018.
- The proposed Council instrument of delegation to members of Council staff reflects legislative and organisational changes, and the powers, duties and functions so delegated are reasonable to effectively manage the day-to-day operations of the Council. Refer to **Attachment 2**.

Cr Grzybek moved, Cr Sullivan seconded -

In the exercise of the powers conferred by section 98(1) of the *Local Government Act 1989* (the Act) and the other legislation referred to in the attached instrument of delegation, the Greater Geelong City Council (Council) RESOLVES THAT:

- 1) There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument (Attachment 2);**
- 2) The instrument comes into force immediately the common seal of Council is affixed to the instrument;**

- 3) **On the coming into force of the instrument all previous delegations from Council to members of Council staff (other than the Chief Executive Officer) are revoked; and**
- 4) **The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.**

Carried.

Attachment 1

Financial Implications

There are no financial issues arising from the subject of this report.

Consultation

The attached instrument of delegation to members of Council staff has been prepared to reflect consultation with relevant Council officers.

Social Equity Considerations

There are no social equity issues arising from the subject of this report.

Policy/Legal/Statutory Implications

Power to delegate

Section 98(1) of the Act allows Council, by instrument of delegation, to delegate to a member of its staff certain powers, duties or functions under the Act or any other Act, other than:

- (a) this power of delegation; and
- (b) the power to declare a rate or charge; and
- (c) the power to borrow money; and
- (d) the power to approve any expenditure not contained in a budget approved by the Council; and
- (e) any power, duty or function of the Council under section 223 of the Act; and
- (f) any prescribed power.

The powers conferred on the Council under some legislative instruments cannot be delegated through the CEO, and must be delegated by resolution directly to Council officers. The Acts and Regulations referred to in **Attachment 2** are among those which require direct delegation.

Legislative changes

The legislative changes reflected in the updated instrument of delegation include:

1. Minor amendments have been made in relation to provisions of the *Road Management Act 2004* relating to bus stopping points and infrastructure
 - (a) s.48M(3) amended - for "Secretary" substitute "relevant authority" - function of consulting with the Secretary relevant authority for purposes of developing guidelines under section 48M [relating to bus stopping points and bus stop infrastructure]
 - (b) s.48N amended - for "Secretary" substitute "relevant authority" – duty to notify the Secretary relevant authority of the location of the bus stopping point and the action taken by council
 - (c) no changes are proposed to any delegations

2. The *Planning and Environment (Fees) Regulations 2016* replaced the *Planning and Environment Regulations (Fees) Interim Regulations 2015*
 - (a) r.16 - becomes r.20 - power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme
 - (b) r.17 - becomes r.19 - power to waive or rebate a fee relating to an amendment of a planning scheme
 - (c) r.18 - becomes r.21 and references to r.16 and r.17 are changed to r.19 and r.20 respectively - duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.16 r.19 or r.17 r.20
 - (d) no changes are proposed to any delegations
3. Under the *Victorian Planning Authority Act 2017* the Victorian Planning Authority replaces the Growth Areas Authority in the following sections of the Planning and Environment Act 1987:
 - (a) s.46AS(ac)
 - (b) s.201UAB(1)
 - (c) s.201UAB(2)
 - (d) s.224(8)
 - (e) no changes are proposed to any delegations
4. Inserted s.19(3) of the *Food Act 1984* - to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process. This power is subject to the following conditions and limitations:
 - (a) If the relevant authority is satisfied from the report of an authorised officer that—
 - (i) a food premises is in an unclean or unsanitary condition or in a state of disrepair; or
 - (ii) food being prepared, sold or otherwise handled at a food premises is unsafe or unsuitable; or
 - (iii) food is prepared, sold or otherwise handled at a food premises in a manner that makes it likely the food is unsafe or unsuitable.
 - (b) Only in relation to temporary food premises or mobile food premises
 - (c) This delegated power is proposed to be limited to senior environmental health staff, including the Manager Health & Local Laws, the Co-ordinator Environmental Health and the Team Leaders Environmental Health.
5. Inserted a new subsection (1A) into section 173 of the *Planning and Environment Act 1987* which enables a responsible authority to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing. An agreement entered into pursuant to subsection (1A) will be an agreement for the purposes of section 173 of the *Planning and Environment Act 1987*.

Accordingly, Division 2 of Part 9 of that Act will apply to agreements relating to affordable housing - Without limiting subsection (1), a responsible authority may enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing. - Delegation proposed to be limited to the Director Planning & Development consistent with the existing s.173 delegation.

6. The conditions and limitations column for s.41A(1) in the Domestic Animals Act 1994 has been updated to reflect the new language in the amended section 41A(4) of the Domestic Animals Act 1994 where the reference to "an authorised officer" has been replaced with "a Council authorised officer" - no changes to delegations proposed.
7. *The Heritage Act 1995 has been replaced by the Heritage Act 2017* and the relevant provision for councils has now changed from s 84(2) to s 116 - it is proposed that this power continues to be 'not delegated'.
8. The *Planning and Environment Act 1987* has been extensively amended to introduce a land contribution for the infrastructure contributions plan scheme. This was done to enable land or funding for land required for public purposes to be provided as part of an infrastructure contribution when land is developed. Specific amendments include:
 - (a) substitutes Part 3AB in its entirety to introduce a land contribution model for the infrastructure contributions plan scheme resulting in:
 - (i) removal of s.46GF to s.46GI(5), s.46GL and s.46GM.
 - (ii) insertion of s.46GI(2)(b)(i) to s.46LB(3), which are provisions conferring powers, and functions, and imposing duties, on Council acting in one or more of the following capacities:
 - I. collecting authority;
 - II. development authority;
 - III. municipal council;
 - IV. planning authority;
 - (b) amendment of s.62(5)(a) and s.62(6)(a) to include reference to an approved infrastructure contributions plan and the addition of referenced sections s.46N(1) and 46GV(7), respectively;
 - (c) the proposed delegations are consistent with the previous delegation settings for the former part 3AB which provided only for monetary contributions to fund the provision of infrastructure in relation to the development of land.
9. The *Planning and Environment Act 1987* has been extensively amended to provide for the declaration of distinctive areas and landscapes and the preparation and implementation of a Statement of Planning Policy for a declared area to ensure coordinated decision-making by public entities in relation to declared areas. Specific amendments include:
 - (a) Insertion of s.46AW - function of being consulted by the Minister where Council is a responsible public entity - Delegation proposed to be limited to the Director Planning & Development, Manager City Development and Manager Planning Strategy & Urban Growth;

- (b) Insertion of s.46AX - function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy and power to endorse the draft Statement of Planning Policy where Council is a responsible public entity - Delegation proposed to be limited to the Director Planning & Development;
- (c) Insertion of s.46AZC(2) - duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity where Council is a responsible public entity – Delegation proposed to be made to professional planning officers;
- (d) Insertion of s.46AZK - duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area where Council is a responsible public entity - Delegation proposed to be made to professional planning officers.

The subject matter does not raise any issues in respect of the Charter of Human Rights and Responsibilities.

Alignment to Council Plan

The recommendation furthers the Council Plan 2018-22 strategic priority of organisational leadership, strategy and governance by supporting the key priority of making our processes more effective and efficient.

There are many Acts and Regulations, which confer a responsibility on councils to take action or determine matters. It is not practical for Council alone to exercise the many statutory powers, duties and functions bestowed on the Council.

Given the extensive variety of services provided by local government it would be practically impossible for the council to make all decisions. Local government everywhere use delegations to senior officers to provide an appropriate level of service within acceptable time frames.

Conflict of Interest

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

There are no high or extreme risks associated with the subject of this report.

Environmental Implications

There are no environmental implications identified for the subject of this report.

Greater Geelong City Council

Instrument of Delegation

to

Members of Council Staff

Instrument of Delegation

In exercise of the power conferred by section 98(1) of the *Local Government Act* 1989 and the other legislation referred to in the attached Schedule, the Greater Geelong City Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. declares that:
 - 2.1 this Instrument of Delegation is authorised by a resolution of Council passed on 23 October 2018; and
 - 2.2 the delegation:
 - 2.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2.2 remains in force until varied or revoked;
 - 2.2.3 is subject to any conditions and limitations set out in sub-paragraph 2.3, and the Schedule; and
 - 2.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.3 the delegate must not determine the issue, take the action or do the act or thing:
 - 2.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council; or
 - 2.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - (a) policy; or
 - (b) strategyadopted by Council; or
 - 2.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
 - 2.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

SCHEDULE

INDEX

DOMESTIC ANIMALS ACT 1994.....	1
ENVIRONMENT PROTECTION ACT 1970.....	2
FOOD ACT 1984.....	3
HERITAGE ACT 2017.....	10
LOCAL GOVERNMENT ACT 1989.....	11
PLANNING AND ENVIRONMENT ACT 1987.....	12
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006.....	76
RESIDENTIAL TENANCIES ACT 1997.....	78
ROAD MANAGEMENT ACT 2004.....	80
PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016.....	91
PLANNING AND ENVIRONMENT REGULATIONS 2015.....	92
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010.....	94
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016.....	99
ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015.....	101

DOMESTIC ANIMALS ACT 1994

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
DOMESTIC ANIMALS ACT 1994	s.41A(1)	power to declare a dog to be a menacing dog	Manager Health & Local Laws. Co-ordinator Parking & Animal Compliance Co-ordinator Amenity Protection.	Council may delegate this power to a Council authorised officer

ENVIRONMENT PROTECTION ACT 1970

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ENVIRONMENT PROTECTION ACT 1970	s.53M(3)	power to require further information	Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	Not applicable
ENVIRONMENT PROTECTION ACT 1970	s.53M(4)	duty to advise applicant that application is not to be dealt with	Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	
ENVIRONMENT PROTECTION ACT 1970	s.53M(5)	duty to approve plans, issue permit or refuse permit	Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	
ENVIRONMENT PROTECTION ACT 1970	s.53M(6)	power to refuse to issue septic tank permit	Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	refusal must be ratified by Council or it is of no effect
ENVIRONMENT PROTECTION ACT 1970	s.53M(7)	duty to refuse to issue a permit in circumstances in (a)-(c)	Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	

FOOD ACT 1984

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
FOOD ACT 1984	s.19(2)(a)	power to direct by written order that the food premises be put into a clean and sanitary condition	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	If section 19(1) applies
FOOD ACT 1984	s.19(2)(b)	power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	If section 19(1) applies
FOOD ACT 1984	s.19(3)	power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health.	If section 19(1) applies Only in relation to temporary food premises or mobile food premises
FOOD ACT 1984	s.19(4)(a)	power to direct that an order made under section 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	Manager Health & Local Laws. Co-ordinator Environmental Health.	If section 19(1) applies
FOOD ACT 1984	s.19(6)(a)	duty to revoke any order under section 19 if satisfied that an order has been complied with	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	If section 19(1) applies

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
FOOD ACT 1984	s.19(6)(b)	duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	If section 19(1) applies
FOOD ACT 1984	s.19AA(2)	power to direct, by written order, that a person must take any of the actions described in (a)-(c).	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority
FOOD ACT 1984	s.19AA(4)(c)	power to direct, in an order made under s.19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	Note: the power to direct the matters under s.19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution
FOOD ACT 1984	s.19AA(7)	duty to revoke order issued under s.19AA and give written notice of revocation, if satisfied that that order has been complied with	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Food Safety Assessment Officer. Food Safety Officer .	where council is the registration authority
FOOD ACT 1984	s.19CB(4)(b)	power to request copy of records	Manager Health & Local Laws. Co-ordinator Environmental Health.	where council is the registration authority
FOOD ACT 1984	s.19E(1)(d)	power to request a copy of the food safety program	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer .	where council is the registration authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
FOOD ACT 1984	s.19GB	power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority
FOOD ACT 1984	s.19M(4)(a) & (5)	power to conduct a food safety audit and take actions where deficiencies are identified	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.19NA(1)	power to request food safety audit reports	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority
FOOD ACT 1984	s.19U(3)	power to waive and vary the costs of a food safety audit if there are special circumstances	Manager Health & Local Laws. Co-ordinator Environmental Health.	
FOOD ACT 1984	s.19UA	power to charge fees for conducting a food safety assessment or inspection	Manager Health & Local Laws. Co-ordinator Environmental Health.	except for an assessment required by a declaration under section 19C or an inspection under sections 38B(1)(c) or 39.
FOOD ACT 1984	s.19W	power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority
FOOD ACT 1984	s.19W(3)(a)	power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
FOOD ACT 1984	s.19W(3)(b)	power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	---	power to register, renew or transfer registration	Manager Health & Local Laws. Co-ordinator Environmental Health.	where council is the registration authority refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see section 58A(2))
FOOD ACT 1984	s.38AA(5)	power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.38AB(4)	power to fix a fee for the receipt of a notification under section 38AA in accordance with a declaration under subsection (1)	Manager Health & Local Laws. Co-ordinator Environmental Health.	where council is the registration authority
FOOD ACT 1984	s.38A(4)	power to request a copy of a completed food safety program template	Manager Health & Local Laws. Co-ordinator Environmental Health.	where council is the registration authority
FOOD ACT 1984	s.38B(1)(a)	duty to assess the application and determine which class of food premises under section 19C the food premises belongs	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.38B(1)(b)	duty to ensure proprietor has complied with requirements of section 38A	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
FOOD ACT 1984	s.38B(2)	duty to be satisfied of the matters in section 38B(2)(a)-(b)	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority
FOOD ACT 1984	s.38D(1)	duty to ensure compliance with the applicable provisions of section 38C and inspect the premises if required by section 39	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.38D(2)	duty to be satisfied of the matters in section 38D(2)(a)-(d)	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.38D(3)	power to request copies of any audit reports	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.38E(2)	power to register the food premises on a conditional basis	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority not exceeding the prescribed time limit defined under subsection (5).
FOOD ACT 1984	s.38E(4)	duty to register the food premises when conditions are satisfied	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.38F(3)(b)	power to require proprietor to comply with requirements of this Act	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Environmental Health Technical Officer. Food Safety Assessment Officer. Food Safety Officer.	where council is the registration authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
FOOD ACT 1984	s.39A	power to register, renew or transfer food premises despite minor defects	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health.	where council is the registration authority only if satisfied of matters in subsections (2)(a)-(c)
FOOD ACT 1984	s.40(2)	power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health.	
FOOD ACT 1984	s.40C(2)	power to grant or renew the registration of food premises for a period of less than 1 year	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer. Food Safety Officer. Food Safety Assessment Officer.	where council is the registration authority
FOOD ACT 1984	s.40D(1)	power to suspend or revoke the registration of food premises	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health. Environmental Health Officer.	where council is the registration authority
FOOD ACT 1984	s.43F(6)	duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health.	where council is the registration authority
FOOD ACT 1984	s.43F(7)	power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health.	where council is the registration authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
FOOD ACT 1984	s.46(5)	power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	Manager Health & Local Laws. Co-ordinator Environmental Health. Team Leader Environmental Health.	where council is the registration authority

HERITAGE ACT 2017

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
HERITAGE ACT 2017	s.116	power to sub-delegate Executive Director's functions, duties or powers	Not Delegated.	must first obtain Executive Director's written consent Council can only sub-delegate if the instrument of delegation from the Executive Director authorises sub-delegation

LOCAL GOVERNMENT ACT 1989

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
LOCAL GOVERNMENT ACT 1989	s.181H	power to enter into an environmental upgrade agreement on behalf of Council and declare and levy an environmental upgrade charge	Director Finance & Strategy. Manager Financial Services.	

PLANNING AND ENVIRONMENT ACT 1987

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.4B	power to prepare an amendment to the Victoria Planning Provisions	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	if authorised by the Minister
PLANNING AND ENVIRONMENT ACT 1987	s.4G	function of receiving prescribed documents and a copy of the Victoria Planning Provisions from the Minister	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.4H	duty to make amendment to Victoria Planning Provisions available	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.4I	duty to keep Victorian Planning Provisions and other documents available	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Strategic Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.8A(2)	power to prepare amendment to the planning scheme where the Minister has given consent under s.8A	Manager City Development. Co-ordinator Strategic Implementation. Senior Strategic Planner. Senior Strategic Planner (cas). Strategic Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.8A(3)	power to apply to Minister to prepare an amendment to the planning scheme	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.8A(5)	function of receiving notice of the Minister's decision	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.8A(7)	power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	Director Planning & Development. Manager City Development. Co-ordinator Strategic Implementation. Senior Strategic Planner. Senior Strategic Planner (cas). Strategic Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.8B(2)	power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	Director Planning & Development. Manager City Development. Co-ordinator Strategic Implementation. Senior Strategic Planner. Senior Strategic Planner (cas). Strategic Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.12(3)	power to carry out studies and do things to ensure proper use of land in which Council is the planning authority and consult with other persons to ensure co-ordination of planning scheme with these persons	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer. Project Manager Northern and Western Geelong Growth Areas. Senior Strategic Planner. Senior Strategic Planner (cas). Strategic Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.12A(1)	duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s 19 of the Planning and Environment (Planning Schemes) Act 1996)	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.12A(1)	duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under section 19 of the Planning and Environment (Planning Schemes) Act 1996)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Statutory Planning Project Co-ordinator. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Strategic Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.12B(1)	duty to review planning scheme	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.12B(2)	Duty to review planning scheme at direction of Minister	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.14	duties of a Responsible Authority as set out in subsections (a) to (d)	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.17(1)	duty of giving copy amendment to the planning scheme	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.17(2)	duty of giving copy s.173 agreement	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.17(3)	duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	Manager City Development. Co-ordinator Strategic Implementation. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.18	duty to make amendment etc. available	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Subdivision Officer. Town Planner. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.19	power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under section 19 to a planning scheme	Manager Planning Strategy & Urban Growth. Manager City Development. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.19	function of receiving notice of preparation of an amendment to a planning scheme	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning.	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.
PLANNING AND ENVIRONMENT ACT 1987	s.20(1)	power to apply to Minister for exemption from the requirements of section 19	Director Planning & Development. Manager Planning Strategy & Urban Growth. Manager City Development. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.21(2)	duty to make submissions available	Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.21A(4)	duty to publish notice in accordance with section	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Co-ordinator Planning Strategy. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.22	duty to consider all submissions	Director Planning & Development. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	except submissions which request a change to the items in s.22(5)(a) and (b)
PLANNING AND ENVIRONMENT ACT 1987	s.23(1)(b)	duty to refer submissions which request a change to the amendment to a panel	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.23(2)	power to refer to a panel submissions which do not require a change to the amendment	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.24	function to represent council and present a submission at a panel hearing (including a hearing referred to in section 96D)	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.26(1)	power to make report available for inspection	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.26(2)	duty to keep report of panel available for inspection	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.27(2)	power to apply for exemption if panel's report not received	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Town Planner. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.28	duty to notify the Minister if abandoning an amendment	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.30(4)(a)	duty to say if amendment has lapsed	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.30(4)(b)	duty to provide information in writing upon request	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.32(2)	duty to give more notice if required	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.33(1)	duty to give more notice of changes to an amendment	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.36(2)	duty to give notice of approval of amendment	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.38(5)	duty to give notice of revocation of an amendment	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.39	function of being a party to a proceeding commenced under s.39 and duty to comply with determination by VCAT	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.40(1)	function of lodging copy of approved amendment	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.41	duty to make approved amendment available	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46AS(ac)	power to request the Victorian Planning Authority to provide advice on any matter relating to land in Victoria or an objective of planning in Victoria	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.46AW	function of being consulted by the Minister	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth.	where Council is a responsible public entity
PLANNING AND ENVIRONMENT ACT 1987	s.46AX	function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy power to endorse the draft Statement of Planning Policy	Director Planning & Development.	where Council is a responsible public entity

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46AZC(2)	duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Co-ordinator Strategic Implementation. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	where Council is a responsible public entity
PLANNING AND ENVIRONMENT ACT 1987	s.46AZK	duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	where Council is a responsible public entity
PLANNING AND ENVIRONMENT ACT 1987	s.46GI(2)(b)(i)	power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning.	where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GJ(1)	function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GK	duty to comply with a Minister's direction that applies to Council as the planning authority	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Co-ordinator Planning Strategy. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GN(1)	duty to arrange for estimates of values of inner public purpose land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Co-ordinator Strategic Implementation. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GO(1)	duty to give notice to owners of certain inner public purpose land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GP	function of receiving a notice under s.46GO	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Customer Service Town Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	where Council is the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GQ	function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GR(1)	duty to consider every submission that is made by the closing date for submissions included in the notice under s.46GO	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GR(2)	power to consider a late submission duty to consider a late submission if directed to do so by the Minister	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GS(1)	power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s.46GQ	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GS(2)	duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GT(2)	duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GT(4)	function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GT(6)	function of receiving, from the valuer-general, written notice of a determination under s.46GT(5)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GU	duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s.46GU(1)(a) and (b) are met	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46GV(3)	function of receiving the monetary component and any land equalisation amount of the infrastructure contribution power to specify the manner in which the payment is to be made	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GV(3)(b)	power to enter into an agreement with the applicant	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GV(4)(a)	power to enter into an agreement with the applicant	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	where Council is the development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GV(4)(b)	power to enter into an agreement with the applicant	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GV(7)	duty to impose the requirements set out in s.46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GV(9)	power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GX(1)	power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GX(2)	duty, before accepting the provision of works, services or facilities by an applicant under s.46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GY(1)	duty to keep proper and separate accounts and records	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GY(2)	duty to keep the accounts and records in accordance with the Local Government Act 1989	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(2)(a)	duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is that planning authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(2)(a)	function of receiving the monetary component	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where the Council is the planning authority this duty does not apply where Council is also the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(2)(b)	duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan this provision does not apply where Council is also the relevant development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(2)(b)	function of receiving the monetary component	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the development agency under an approved infrastructure contributions plan this provision does not apply where Council is also the collecting agency

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(4)	duty to use any land equalisation amounts to pay land credit amounts under s.46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s.46GZ(5)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(5)	duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan this provision does not apply where Council is also the relevant development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(5)	function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the development agency specified in the approved infrastructure contributions plan this provision does not apply where Council is also the collecting agency

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(7)	duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s.46GW	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(9)	duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	if any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s.46GV(4) where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is also the development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZ(9)	function of receiving the fee simple in the land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the development agency under an approved infrastructure contributions plan this duty does not apply where Council is also the collecting agency

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZA(1)	duty to keep proper and separate accounts and records	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is a development agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZA(2)	duty to keep the accounts and records in accordance with the Local Government Act 1989	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is a development agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZB(3)	duty to follow the steps set out in s.46GZB(3)(a) & (c)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is a development agency under an approved infrastructure contributions plan

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZB(4)	duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	if the VPA is the collecting agency under an approved infrastructure contributions plan where Council is a development agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZD(2)	duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s.46GZD(2)(a) and (b)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the development agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZD(3)	duty to follow the steps set out in s.46GZD(3)(a) and (b)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZD(5)	duty to make payments under s.46GZD(3) in accordance with ss.46GZD(5)(a) and 46GZD(5)(b)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZE(2)	duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the development agency under an approved infrastructure contributions plan this duty does not apply where Council is also the collecting agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZE(2)	function of receiving the unexpended land equalisation amount	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan this duty does not apply where Council is also the development agency

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZE(3)	duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s.46GZE(3)(a) and (b)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZF(2)	duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the development agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZF(3)	duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the development agency under an approved infrastructure contributions plan

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZF(3)	s.46GZF(3)(a) function of receiving proceeds of sale	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collection agency under an approved infrastructure contributions plan this provision does not apply where Council is also the development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZF(4)	duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s.46GZF(5)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZF(6)	duty to make the payments under s.46GZF(4) in accordance with s.46GZF(6)(a) and (b)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is the collecting agency under an approved infrastructure contributions plan

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46GZH	power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Urban Growth Area Planning. Co-ordinator Statutory Planning.	where Council is the collecting agency under an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.46GZI	duty to prepare and give a report to the Minister at the times required by the Minister	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Strategic Planner. Senior Strategic Planner (cas). Snr Strategic Planner/Project Officer. Strategic Planner. Project Engineer - Development Contributions. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Customer Service Town Planner. Subdivision Officer.	where Council is a collecting agency or development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46GZK	power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Urban Growth Area Planning. Co-ordinator Statutory Planning.	where Council is a collecting agency or development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46LB(3)	duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s.46LB (2)	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46N(1)	duty to include condition in permit regarding payment of development infrastructure levy	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46N(2)(c)	function of determining time and manner for receipt of development contributions levy	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Customer Service Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46N(2)(d)	power to enter into an agreement with the applicant regarding payment of development infrastructure levy	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner. Senior Strategic Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46O(1)(a) & (2)(a)	power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner. Senior Strategic Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46O(1)(d) & (2)(d)	power to enter into agreement with the applicant regarding payment of community infrastructure levy	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Senior Strategic Planner. Town Planner. Customer Service Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46P(1)	power to require payment of amount of levy under section 46N or section 46O to be satisfactorily secured	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.46P(2)	power to accept provision of land, works, services or facilities in part or full payment of levy payable	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Statutory Planning. Town Planner. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.46Q(1)	duty to keep proper accounts of levies paid	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46Q(1A)	duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency or plan preparation costs incurred by a development agency	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46Q(2)	duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc.	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.46Q(3)	power to refund any amount of levy paid if it is satisfied the development is not to proceed	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning.	only applies when levy is paid to Council as a 'development agency'
PLANNING AND ENVIRONMENT ACT 1987	s.46Q(4)(c)	duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the council or for the provision by the council of works, services or facilities in an area under s.46Q(4)(a)	Director Planning & Development. Manager City Development. Manager Financial Services. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning.	must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
PLANNING AND ENVIRONMENT ACT 1987	s.46Q(4)(d)	duty to submit to the Minister an amendment to the approved development contributions plan	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	must be done in accordance with Part 3

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46Q(4)(e)	duty to expend that amount on other works etc.	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	with the consent of, and in the manner approved by, the Minister
PLANNING AND ENVIRONMENT ACT 1987	s.46QC	power to recover any amount of levy payable under Part 3B	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.46QD	duty to prepare report and give a report to the Minister	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	where council is a collecting agency or development agency
PLANNING AND ENVIRONMENT ACT 1987	s.46V(3)	duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.46Y	duty to carry out works in conformity with the approved strategy plan	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.47	power to decide that an application for a planning permit does not comply with that Act	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.49(1)	duty to keep a register of all applications for permits and determinations relating to permits	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.49(2)	duty to make register available for inspection	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.50(4)	duty to amend application	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.50(5)	power to refuse to amend application	Manager City Development. Co-ordinator Statutory Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.50(6)	duty to make note of amendment to application in register	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.50A(1)	power to make amendment to application	Manager City Development. Co-ordinator Statutory Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.50A(3)	power to require applicant to notify owner and make a declaration that notice has been given	Manager City Development. Co-ordinator Statutory Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.50A(4)	duty to note amendment to application in register	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.51	duty to make copy of application available for inspection	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.52(1)(a)	duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.52(1)(b)	duty to give notice of the application to other municipal councils where appropriate	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.52(1)(c)	duty to give notice of the application to all persons required by the planning scheme	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.52(1)(ca)	duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.52(1)(cb)	duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.52(1)(d)	duty to give notice of the application to other persons who may be detrimentally effected	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.52(1AA)	duty to give notice of an application to remove or vary a registered restrictive covenant	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.52(3)	power to give any further notice of an application where appropriate	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.53(1)	power to require the applicant to give notice under section 52(1) to persons specified by it	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.53(1A)	power to require the applicant to give the notice under section 52(1AA)	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.54(1)	power to require the applicant to provide more information	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.54(1A)	duty to give notice in writing of information required under section 54(1)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.54(1B)	duty to specify the lapse date for an application	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.54A(3)	power to decide to extend time or refuse to extend time to give required information	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.54A(4)	duty to give written notice of decision to extend or refuse to extend time under section 54A(3)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Senior Statutory Planner. Subdivision Officer. Team Leader Senior Statutory Planner. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.55(1)	duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.57(2A)	power to reject objections considered made primarily for commercial advantage for the objector	Not Delegated.	
PLANNING AND ENVIRONMENT ACT 1987	s.57(3)	function of receiving name and address of persons to whom notice of decision is to go	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.57(5)	duty to make available for inspection copy of all objections	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.57A(4)	duty to amend application in accordance with applicant's request, subject to s.57A(5)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.57A(5)	power to refuse to amend application	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.57A(6)	duty to note amendments to application in register	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.57B(1)	duty to determine whether and to whom notice should be given	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.57B(2)	duty to consider certain matters in determining whether notice should be given	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.57C(1)	duty to give copy of amended application to referral authority	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.58	duty to consider every application for a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.58A	power to request advice from the Planning Application Committee	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.60	duty to consider certain matters	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.60(1A)	duty to consider certain matters before deciding on application	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.60(1B)	duty to consider number of objectors in considering whether use or development may have significant social effect	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.61(1)	power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	Note that this does not delegate the power to refuse a permit application “to accord with Council’s intention that refusals only be issued in accordance with Terms of Reference for the Development Hearings Panel and Planning Committee or by Council resolution. The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage At 2006
PLANNING AND ENVIRONMENT ACT 1987	s.61(2)	duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	Not Delegated.	
PLANNING AND ENVIRONMENT ACT 1987	s.61(2A)	power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	Not Delegated.	
PLANNING AND ENVIRONMENT ACT 1987	s.61(3)(a)	duty not to decide to grant a permit to use coastal Crown land without Minister's consent	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.61(3)(b)	duty to refuse to grant the permit without the Minister's consent	Not Delegated.	
PLANNING AND ENVIRONMENT ACT 1987	s.61(4)	duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	Not Delegated.	
PLANNING AND ENVIRONMENT ACT 1987	s.62(1)	duty to include certain conditions in deciding to grant a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.62(2)	power to include other conditions	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.62(4)	duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.62(5)(a)	power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.62(5)(b)	power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.62(5)(c)	power to include a permit condition that specified works be provided or paid for by the applicant	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.62(6)(a)	duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with section 62(5) or section 46N	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.62(6)(b)	duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in section 62(1)(a)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.63	duty to issue the permit where made a decision in favour of the application (if no one has objected)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.64(1)	duty to give notice of decision to grant a permit to applicant and objectors	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner.	Subject to advising all Councillors prior to any delegated decision being made in respect of applications with 5 or less objections with the right for any Councillor to refer an application to a Development Hearings Panel , such referral to be in writing to the Manager City Development or Coordinator Statutory Planning. Note that formal consultation meetings will be held for all applications with 5 or less objections to enable objectors and the applicant an opportunity to resolve issues associated with the application. If the applicant does not attend the consultation meeting, the application will automatically default back to the Development Hearings Panel for a decision.
PLANNING AND ENVIRONMENT ACT 1987	s.64(3)	duty not to issue a permit until after the specified period	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	This provision applies also to a decision to grant an amendment to a permit - see section 75
PLANNING AND ENVIRONMENT ACT 1987	s.64(5)	duty to give each objector a copy of an exempt decision	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.64A	duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	this provision applies also to a decision to grant an amendment to a permit - see section 75A

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.65(1)	duty to give notice of refusal to grant permit to applicant and person who objected under section 57	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.66(1)	duty to give notice under section 64 or section 65 and copy permit to relevant determining referral authorities	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.66(2)	duty to give a recommending referral authority notice of its decision to grant a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	if the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
PLANNING AND ENVIRONMENT ACT 1987	s.66(4)	duty to give a recommending referral authority notice of its decision to refuse a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	if the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
PLANNING AND ENVIRONMENT ACT 1987	s.66(6)	duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under section 64 or 65	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	if the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
PLANNING AND ENVIRONMENT ACT 1987	s.69(1)	function of receiving application for extension of time of permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.69(1A)	function of receiving application for extension of time to complete development	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.69(2)	power to extend time	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.70	duty to make copy permit available for inspection	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.71(1)	power to correct certain mistakes	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.71(2)	duty to note corrections in register	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Senior Statutory Planner. Team Leader Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.73	power to decide to grant amendment subject to conditions	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.74	duty to issue amended permit to applicant if no objectors	Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.76	duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.76A(1)	duty to give relevant determining referral authorities copy of amended permit and copy of notice	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.76A(2)	duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	if the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
PLANNING AND ENVIRONMENT ACT 1987	s.76A(4)	duty to give a recommending referral authority notice of its decision to refuse a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Senior Statutory Planner. Subdivision Officer. Town Planner.	if the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
PLANNING AND ENVIRONMENT ACT 1987	s.76A(6)	duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under section 64 or 76	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	if the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
PLANNING AND ENVIRONMENT ACT 1987	s.76D	duty to comply with direction of Minister to issue amended permit	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.83	function of being respondent to an appeal	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.83B	duty to give or publish notice of application for review	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.84(1)	power to decide on an application at any time after an appeal is lodged against failure to grant a permit	Manager City Development. Co-ordinator Statutory Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.84(2)	duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.84(3)	duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.84(6)	duty to issue permit on receipt of advice within 3 working days	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.84AB	power to agree to confining a review by the Tribunal	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Urban Growth Area Planning. Co-ordinator Statutory Planning.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.86	duty to issue a permit at order of Tribunal within 3 working days	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.87(3)	power to apply to VCAT for the cancellation or amendment of a permit	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.90(1)	function of being heard at hearing of request for cancellation or amendment of a permit	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.91(2)	duty to comply with the directions of the VCAT	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.91(2A)	Duty to issue amended permit to owner if Tribunal so directs	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.92	duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under section 90	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.93(2)	duty to give notice of VCAT order to stop development	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.95(3)	function of referring certain applications to the Minister	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.95(4)	duty to comply with an order or direction	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.96(1)	duty to obtain a permit from the Minister to use and develop its land	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.96(2)	function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.96A(2)	power to agree to consider an application for permit concurrently with preparation of proposed amendment	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.96C	power to give notice, to decide not to give notice, to publish notice and to exercise any other power under section 96C	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.96F	duty to consider the panel's report under section 96E	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.96G(1)	power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under section 23 of the Planning and Environment (Planning Schemes) Act 1996)	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.96H(3)	power to give notice in compliance with Minister's direction	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.96J	power to issue permit as directed by the Minister	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.96K	duty to comply with direction of the Minister to give notice of refusal	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.96Z	duty to keep levy certificates given to it under ss. 47 or 96A for no less than 5 years from receipt of the certificate	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.97C	power to request Minister to decide the application	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation.	
PLANNING AND ENVIRONMENT ACT 1987	s.97D(1)	duty to comply with directions of Minister to supply any document or assistance relating to application	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97G(3)	function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97G(6)	duty to make a copy of permits issued under section 97F available for inspection	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97L	duty to include Ministerial decisions in a register kept under section 49	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97MH	duty to provide information or assistance to the Planning Application Committee	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97MI	duty to contribute to the costs of the Planning Application Committee or subcommittee	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.97O	duty to consider application and issue or refuse to issue certificate of compliance	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97P(3)	duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97Q(2)	function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Planning Investigations Officer. Senior Planning Investigations Officer. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97Q(4)	duty to comply with directions of VCAT	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Planning Investigations Officer. Senior Planning Investigations Officer. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.97R	duty to keep register of all applications for certificate of compliance and related decisions	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Planning Investigations Officer. Senior Planning Investigations Officer. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.98(1)&(2)	function of receiving claim for compensation in certain circumstances	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.98(4)	duty to inform any person of the name of the person from whom compensation can be claimed	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.101	function of receiving claim for expenses in conjunction with claim	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.103	power to reject a claim for compensation in certain circumstances	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth.	
PLANNING AND ENVIRONMENT ACT 1987	s.107(1)	function of receiving claim for compensation	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.107(3)	power to agree to extend time for making claim	Manager City Development. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.114(1)	power to apply to the VCAT for an enforcement order	Manager City Development. Co-ordinator Statutory Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.117(1)(a)	function of making a submission to the VCAT where objections are received	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Planning Investigations Officer. Senior Planning Investigations Officer. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.120(1)	power to apply for an interim enforcement order where section 114 application has been made	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.123(1)	power to carry out work required by enforcement order and recover costs	Manager City Development. Co-ordinator Statutory Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.123(2)	power to sell buildings, materials, etc salvaged in carrying out work under section 123(1)	Manager City Development. Manager Financial Services. Co-ordinator Statutory Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	except Crown Land
PLANNING AND ENVIRONMENT ACT 1987	s.129	function of recovering penalties	Manager City Development. Manager Financial Services. Co-ordinator Statutory Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.130(5)	power to allow person served with an infringement notice further time	Manager City Development. Co-ordinator Statutory Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.149A(1)	power to refer a matter to the VCAT for determination	Manager City Development. Co-ordinator Statutory Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.156	duty to pay fees and allowances (including a payment to the Crown under subsection (2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under subsection (2B) power to ask for contribution under subsection (3) power to abandon amendment or part of it under subsection (4)	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Senior Statutory Planner. Senior Strategic Planner. Senior Strategic Planner (cas). Statutory Planning Project Co-ordinator. Strategic Planner. Subdivision Officer. Team Leader Senior Statutory Planner. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.171(2)(f)	power to carry out studies and commission reports	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.171(2)(g)	power to grant and reserve easements	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.172C	power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning.	where Council is a development agency specified in an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.172D(1)	power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s.46GV(4)	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.172D(2)	power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s.46GV(4)	Director Planning & Development. Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning.	where Council is the development agency specified in an approved infrastructure contributions plan
PLANNING AND ENVIRONMENT ACT 1987	s.173(1)	power to enter into agreement covering matters set out in section 174	Director Planning & Development.	
PLANNING AND ENVIRONMENT ACT 1987	s.173(1A)	power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	Director Planning & Development.	where council is the relevant responsible authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987		power to decide whether something is to the satisfaction of Council, where an agreement made under section 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Planning Investigations Officer. Senior Planning Investigations Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987		power to give consent on behalf of Council, where an agreement made under section 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Planning Investigations Officer. Senior Planning Investigations Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.177(2)	power to end a section 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Statutory Planning. Co-ordinator Urban Growth Area Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.178	power to amend a s.173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	Director Planning & Development.	
PLANNING AND ENVIRONMENT ACT 1987	s.178A(1)	function of receiving application to amend or end an agreement	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.178A(3)	function of notifying the owner as to whether it agrees in principle to the proposal under s.178A(1)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.178A(4)	function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.178A(5)	power to propose to amend or end an agreement	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.178B(1)	duty to consider certain matters when considering proposal to amend an agreement	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.178B(2)	duty to consider certain matters when considering proposal to end an agreement	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.178C(2)	duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.178C(4)	function of determining how to give notice under s.178C(2)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.178E(2)(a)	power to amend or end the agreement in accordance with the proposal	Director Planning & Development.	If no objections are made under s.178D Must consider matters in s.178B
PLANNING AND ENVIRONMENT ACT 1987	s.178E(2)(b)	power to amend or end the agreement in a manner that is not substantively different from the proposal	Director Planning & Development.	If no objections are made under s.178D Must consider matters in s.178B
PLANNING AND ENVIRONMENT ACT 1987	s.178E(2)(c)	power to refuse to amend or end the agreement	Director Planning & Development.	If no objections are made under s.178D Must consider matters in s.178B
PLANNING AND ENVIRONMENT ACT 1987	s.178E(3)(a)	power to amend or end the agreement in accordance with the proposal	Director Planning & Development.	After considering objections, submissions and matters in s.178B
PLANNING AND ENVIRONMENT ACT 1987	s.178E(3)(b)	power to amend or end the agreement in a manner that is not substantively different from the proposal	Director Planning & Development.	After considering objections, submissions and matters in s.178B
PLANNING AND ENVIRONMENT ACT 1987	s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	Director Planning & Development.	After considering objections, submissions and matters in s.178B
PLANNING AND ENVIRONMENT ACT 1987	s.178E(3)(d)	power to refuse to amend or end the agreement	Director Planning & Development.	After considering objections, submissions and matters in s.178B
PLANNING AND ENVIRONMENT ACT 1987	s.178F(1)	duty to give notice of its decision under s.178E(3)(a) or (b)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.178F(2)	duty to give notice of its decision under s.178E(2)(c) or (3)(d)	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Senior Statutory Planner. Subdivision Officer. Team Leader Senior Statutory Planner. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.178G	duty to sign amended agreement and give copy to each other party to the agreement	Director Planning & Development.	
PLANNING AND ENVIRONMENT ACT 1987	s.178H	power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.178I(3)	duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.181	duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.181(1A)(a)	power to apply to the Registrar of Titles to record the agreement	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.181(1A)(b)	duty to apply to the Registrar of Titles, without delay, to record the agreement	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.182	power to enforce an agreement	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Planning Investigations Officer. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Senior Planning Investigations Officer. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.183	duty to tell Registrar of Titles of ending/amendment of agreement	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.184F(1)	power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	Director Planning & Development.	
PLANNING AND ENVIRONMENT ACT 1987	s.184F(2)	duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.184F(3)	duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.184F(5)	function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.184G(2)	duty to comply with a direction of the Tribunal	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.184G(3)	duty to give notice as directed by the Tribunal	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.198(1)	function to receive application for planning certificate	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	s.199(1)	duty to give planning certificate to applicant	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Senior Statutory Planner. Subdivision Officer. Team Leader Senior Statutory Planner. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.201(1)	function of receiving application for declaration of underlying zoning	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Senior Statutory Planner. Subdivision Officer. Team Leader Senior Statutory Planner. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987	s.201(3)	duty to make declaration	Manager City Development. Co-ordinator Statutory Planning. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987		power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Co-ordinator Planning Strategy. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Planning Investigations Officer. Senior Planning Investigations Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987		power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning. Co-ordinator Planning Strategy. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Planning Investigations Officer. Senior Planning Investigations Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987		power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Co-ordinator Development Planning. Senior Statutory Planner. Team Leader Senior Statutory Planner. Customer Service Town Planner. Principal Development Engineer . Senior Development Engineer. Principal Planning Engineer. Development Engineer. Team Leader Recreation & Open Space Planning. Senior Recreation & Open Space Planner. Parks Planning Officer. Subdivision Officer. Development Engineer. Senior Development Engineer. Senior Development Engineer. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT ACT 1987		power to give written authorisation in accordance with a provision of a planning scheme	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT ACT 1987	s.201UAB(1)	function of providing the Victoria Planning Authority with information relating to any land within municipal district	Director Planning & Development. Manager City Development Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning.	
PLANNING AND ENVIRONMENT ACT 1987	s.201UAB(2)	duty to provide the Victoria Planning Authority with information requested under subsection (1) as soon as possible	Director Planning & Development. Manager City Development. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	
PLANNING AND ENVIRONMENT ACT 1987	-----	power to determine whether or not a document or series of documents constitute a Development Plan for the purposes of the Greater Geelong Planning Scheme is to the satisfaction of the Responsible Authority	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning.	
PLANNING AND ENVIRONMENT ACT 1987		exercise all the powers, duties and functions of a referral authority under the Planning and Environment Act	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	

RAIL SAFETY (LOCAL OPERATIONS) ACT 2006

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34C(2)	function of entering into safety interface agreements with rail infrastructure manager	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34D(1)	function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34D(2)	function of receiving written notice of opinion	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34D(4)	function of entering into safety interface agreement with infrastructure manager	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34E(1)(a)	duty to identify and assess risks to safety	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34E(1)(b)	duty to determine measures to manage any risks identified and assessed having regard to items set out in section 34E(2)(a)-(c)	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34E(3)	duty to seek to enter into a safety interface agreement with rail infrastructure manager	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34F(1)(a)	duty to identify and assess risks to safety, if written notice has been received under section 34D(2)(a)	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34F(1)(b)	duty to determine measures to manage any risks identified and assessed, if written notice has been received under section 34D(2)(a)	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34F(2)	duty to seek to enter into a safety interface agreement with rail infrastructure manager	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34H	power to identify and assess risks to safety as required under sections 34B, 34C, 34D, 34E or 34F in accordance with subsections (a)-(c)	Manager Engineering Services. Co-ordinator Transport. Co-ordinator Infrastructure Planning.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34I	function of entering into safety interface agreements	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34J(2)	function of receiving notice from Safety Director	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34J(7)	duty to comply with a direction of the Safety Director given under section 34J(5)	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority
RAIL SAFETY (LOCAL OPERATIONS) ACT 2006	s.34K(2)	duty to maintain a register of items set out in subsections (a)-(b)	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the relevant road authority

RESIDENTIAL TENANCIES ACT 1997

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RESIDENTIAL TENANCIES ACT 1997	s.142G(1)	duty to enter required information in Rooming House Register for each rooming house in municipal district	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	
RESIDENTIAL TENANCIES ACT 1997	s.142G(2)	power to enter certain information in the Rooming House Register	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	
RESIDENTIAL TENANCIES ACT 1997	s.142I(2)	power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	
RESIDENTIAL TENANCIES ACT 1997	s.252	power to give tenant a notice to vacate rented premises if subsection (1) applies	Not Delegated.	where council is the landlord
RESIDENTIAL TENANCIES ACT 1997	s.262(1)	power to give tenant a notice to vacate rented premises	Not Delegated.	where council is the landlord
RESIDENTIAL TENANCIES ACT 1997	s.262(3)	power to publish its criteria for eligibility for the provision of housing by council	Not Delegated.	
RESIDENTIAL TENANCIES ACT 1997	s.518F	power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	
RESIDENTIAL TENANCIES ACT 1997	s.522(1)	power to give a compliance notice to a person	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	Not applicable
RESIDENTIAL TENANCIES ACT 1997	s.525(2)	power to authorise an officer to exercise powers in section 526 (either generally or in a particular case)	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RESIDENTIAL TENANCIES ACT 1997	s.525(4)	duty to issue identity card to authorised officers	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	
RESIDENTIAL TENANCIES ACT 1997	s.526(5)	duty to keep record of entry by authorised officer under section 526	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	
RESIDENTIAL TENANCIES ACT 1997	s.526A(3)	function of receiving report of inspection	Manager City Development. Co-ordinator Building Services (Municipal Building Surveyor).	
RESIDENTIAL TENANCIES ACT 1997	s.527	power to authorise a person to institute proceedings (either generally or in a particular case)	Director Planning & Development. Manager City Development. Manager Health & Local Laws. Co-ordinator Building Services (Municipal Building Surveyor).	

ROAD MANAGEMENT ACT 2004

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.11(1)	power to declare a road by publishing a notice in the Government Gazette	Manager Financial Services. Manager Engineering Services. Co-ordinator Revenue Property & Valuations.	obtain consent in circumstances specified in section 11(2)
ROAD MANAGEMENT ACT 2004	s.11(8)	power to name a road or change the name of a road by publishing notice in Government Gazette	Manager Engineering Services. Property & Valuations Supervisor.	Not applicable
ROAD MANAGEMENT ACT 2004	s.11(9)(b)	duty to advise Registrar	Manager Engineering Services. Property & Valuations Supervisor.	
ROAD MANAGEMENT ACT 2004	s.11(10)	duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	Manager Engineering Services. Co-ordinator Revenue Property & Valuations.	clause subject to section 11(10A)
ROAD MANAGEMENT ACT 2004	s.11(10A)	duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	Manager Engineering Services.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.12(2)	power to discontinue road or part of a road	Not Delegated.	were council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.12(4)	power to publish, and provide copy, notice of proposed discontinuance	Manager Property & Procurement. Manager Engineering Services.	power of coordinating road authority where it is the discontinuing body unless subsection (11) applies
ROAD MANAGEMENT ACT 2004	s.12(5)	duty to consider written submissions received within 28 days of notice	Manager Engineering Services. Manager Property & Procurement.	power of coordinating road authority where it is the discontinuing body unless subsection (11) applies
ROAD MANAGEMENT ACT 2004	s.12(6)	function of hearing a person in support of their written submission	Manager Engineering Services. Manager Property & Procurement.	power of coordinating road authority where it is the discontinuing body unless subsection (11) applies
ROAD MANAGEMENT ACT 2004	s.12(7)	duty to fix day, time and place of meeting under subsection (6) and to give notice	Manager Engineering Services. Manager Property & Procurement.	power of coordinating road authority where it is the discontinuing body unless subsection (11) applies

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.12(10)	duty to notify of decision made	Manager Engineering Services. Manager Property & Procurement.	duty of coordinating road authority where it is the discontinuing body does not apply where an exemption is specified by the regulations or given by the Minister
ROAD MANAGEMENT ACT 2004	s.13(1)	power to fix a boundary of a road by publishing notice in Government Gazette	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	power of coordinating road authority and obtain consent under section 13(3) and section 13(4) as appropriate
ROAD MANAGEMENT ACT 2004	s.14(4)	function of receiving notice from VicRoads	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.14(7)	power to appeal against decision of VicRoads	Manager Engineering Services.	Not applicable
ROAD MANAGEMENT ACT 2004	s.15(1)	power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	Co-ordinator Development Planning. Co-ordinator Design & Services. Co-ordinator Infrastructure Planning.	Not applicable
ROAD MANAGEMENT ACT 2004	s.15(1A)	power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	Co-ordinator Development Planning. Co-ordinator Design & Services. Co-ordinator Infrastructure Planning.	Not applicable
ROAD MANAGEMENT ACT 2004	s.15(2)	duty to include details of arrangement in public roads register	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.16(7)	power to enter into an arrangement under section 15	Manager Engineering Services.	Not applicable
ROAD MANAGEMENT ACT 2004	s.16(8)	duty to enter details of determination in public roads register	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Development Planning. Co-ordinator Transport.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.17(2)	duty to register public road in public roads register	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.17(3)	power to decide that a road is reasonably required for general public use	Not Delegated.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.17(3)	duty to register a road reasonably required for general public use in public roads register	Not Delegated.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.17(4)	power to decide that a road is no longer reasonably required for general public use	Co-ordinator Development Planning. Co-ordinator Transport. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.17(4)	duty to remove road no longer reasonably required for general public use from public roads register	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Development Planning. Co-ordinator Transport.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.18(1)	power to designate ancillary area	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority, and obtain consent in circumstances specified in section 18(2)
ROAD MANAGEMENT ACT 2004	s.18(3)	duty to record designation in public roads register	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.19(1)	duty to keep register of public roads in respect of which it is the coordinating road authority	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.19(4)	duty to specify details of discontinuance in public roads register	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Development Planning. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.19(5)	duty to ensure public roads register is available for public inspection	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.21	function of replying to request for information or advice	Manager Engineering Services. Co-ordinator Design & Services. Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	obtain consent in circumstances specified in section 11(2)
ROAD MANAGEMENT ACT 2004	s.22(2)	function of commenting on proposed direction	Manager Engineering Services. Co-ordinator Design & Services. Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Co-ordinator Program Delivery. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.22(4)	duty to publish a copy or summary of any direction made under section 22 by the Minister in its annual report	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.22(5)	duty to give effect to a direction under this section.	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.40(1)	duty to inspect, maintain and repair a public road.	Manager Engineering Services. Co-ordinator Design & Services. Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Co-ordinator Program Delivery. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.40(5)	power to inspect, maintain and repair a road which is not a public road	Co-ordinator Development Planning. Co-ordinator Program Delivery. Co-ordinator Design & Services. Co-ordinator Transport. Co-ordinator Infrastructure Planning.	Not applicable
ROAD MANAGEMENT ACT 2004	s.41(1)	power to determine the standard of construction, inspection, maintenance and repair	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.42(1)	power to declare a public road as a controlled access road	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	power of coordinating road authority and Schedule 2 also applies
ROAD MANAGEMENT ACT 2004	s.42(2)	power to amend or revoke declaration by notice published in Government Gazette	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	power of coordinating road authority and Schedule 2 also applies
ROAD MANAGEMENT ACT 2004	s.42A(3)	duty to consult with VicRoads before road is specified	Manager Engineering Services.	where council is the coordinating road authority if road is a municipal road or part thereof

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.42A(4)	power to approve Minister's decision to specify a road as a specified freight road	Manager Engineering Services.	where council is the coordinating road authority if road is a municipal road or part thereof and where road is to be specified a freight road
ROAD MANAGEMENT ACT 2004	s.48M(3)	function of consulting with the relevant authority for purposes of developing guidelines under section 48M	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.49	power to develop and publish a road management plan	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.51	power to determine standards by incorporating the standards in a road management plan	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.53(2)	power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	Co-ordinator Transport. Co-ordinator Infrastructure Planning.	Not applicable
ROAD MANAGEMENT ACT 2004	s.54(2)	duty to give notice of proposal to make a road management plan	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.54(5)	duty to conduct a review of road management plan at prescribed intervals	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.54(6)	power to amend road management plan	Co-ordinator Transport. Co-ordinator Infrastructure Planning.	Not applicable
ROAD MANAGEMENT ACT 2004	s.54(7)	duty to incorporate the amendments into the road management plan	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.55(1)	duty to cause notice of road management plan to be published in Government Gazette and newspaper	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.63(1)	power to consent to conduct of works on road	Manager City Works.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.63(2)(e)	power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	Manager City Works.	where council is the infrastructure manager
ROAD MANAGEMENT ACT 2004	s.64(1)	duty to comply with clause 13 of Schedule 7	Manager City Works.	where council is the infrastructure manager or works manager
ROAD MANAGEMENT ACT 2004	s.66(1)	power to consent to structure etc	Manager Health & Local Laws. Co-ordinator Development Planning. Co-ordinator Amenity Protection. Co-ordinator Parking & Animal Compliance. Co-ordinator Infrastructure Planning. Legal Support & Prosecutions Officer. Health & Amenity Officer. Team Leader Parking & Information Services. Parking Information Services Officer. Team Leader Animal & Information Services. Parking & Information Services Lead Officer. Animal & Information Services Officer. Animal Registration & Patrol Officer. Animal Patrol and Safety Officer (pt). Animal Management Officer. Project Support & Engagement Officer. Parking Information Services Officer. Principal Infrastructure Engineer.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.67(2)	function of receiving the name & address of the person responsible for distributing the sign or bill	Manager Engineering Services. Co-ordinator Development Planning.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.67(3)	power to request information	Manager Health & Local Laws. Co-ordinator Development Planning. Co-ordinator Design & Services. Co-ordinator Amenity Protection. Co-ordinator Parking & Animal Compliance. Co-ordinator Infrastructure Planning. Co-ordinator Transport. Legal Support & Prosecutions Officer. Team Leader Parking & Information Services. Health & Amenity Officer. Parking Information Services Officer. Parking & Information Services Lead Officer. Animal & Information Services Officer. Animal Registration & Patrol Officer. Team Leader Animal & Information Services. Animal Patrol and Safety Officer (pt). Animal Management Officer. Project Support & Engagement Officer. Principal Infrastructure Engineer.	where council is the coordinating road authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.68(2)	power to request information	Co-ordinator Development Planning. Co-ordinator Design & Services. Co-ordinator Transport. Co-ordinator Infrastructure Planning. Principal Infrastructure Engineer.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	s.71(3)	power to appoint an authorised officer	Manager Engineering Services.	Not applicable
ROAD MANAGEMENT ACT 2004	s.72	duty to issue an identity card to each authorised officer	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.85	function of receiving report from authorised officer	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.86	duty to keep register re section 85 matters	Manager Engineering Services. Co-ordinator Development Planning.	
ROAD MANAGEMENT ACT 2004	s.87(1)	function of receiving complaints	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.87(2)	duty to investigate complaint and provide report	Manager Engineering Services. Co-ordinator Design & Services. Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	
ROAD MANAGEMENT ACT 2004	s.112(2)	power to recover damages in court	Manager Engineering Services.	Not applicable
ROAD MANAGEMENT ACT 2004	s.116	power to cause or carry out inspection	Co-ordinator Transport. Co-ordinator Infrastructure Planning. Principal Asset Management Engineer. Principal Infrastructure Engineer.	Not applicable
ROAD MANAGEMENT ACT 2004	s.119(2)	function of consulting with VicRoads	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.120(1)	power to exercise road management functions on an arterial road (with the consent of VicRoads)	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	s.120(2)	duty to seek consent of VicRoads to exercise road management functions before exercising power in section 120(1)	Manager Engineering Services. Co-ordinator Design & Services. Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	s.121(1)	power to enter into an agreement in respect of works	Co-ordinator Development Planning. Co-ordinator Program Delivery. Co-ordinator Design & Services. Co-ordinator Infrastructure Planning.	Not applicable
ROAD MANAGEMENT ACT 2004	s.122(1)	power to charge and recover fees	Manager Engineering Services.	Not applicable
ROAD MANAGEMENT ACT 2004	s.123(1)	power to charge for any service	Manager Engineering Services.	Not applicable
ROAD MANAGEMENT ACT 2004	Schedule 2 Clause 2(1)	power to make a decision in respect of controlled access roads	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	Not applicable
ROAD MANAGEMENT ACT 2004	Schedule 2 Clause 3(1)	duty to make policy about controlled access roads	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	Schedule 2 Clause 3(2)	power to amend, revoke or substitute policy about controlled access roads	Manager Engineering Services.	Not applicable
ROAD MANAGEMENT ACT 2004	Schedule 2 Clause 4	function of receiving details of proposal from VicRoads	Manager Engineering Services. Co-ordinator Development Planning.	
ROAD MANAGEMENT ACT 2004	Schedule 2 Clause 5	duty to publish notice of declaration	Manager Engineering Services.	
ROAD MANAGEMENT ACT 2004	Schedule 7, Clause 7(1)	duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	Manager Engineering Services.	where council is the infrastructure manager or works manager
ROAD MANAGEMENT ACT 2004	Schedule 7, Clause 8(1)	duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	Manager Engineering Services.	where council is the infrastructure manager or works manager

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	Schedule 7, Clause 9(1)	duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	Manager Engineering Services.	where council is the infrastructure manager or works manager responsible for non-road infrastructure
ROAD MANAGEMENT ACT 2004	Schedule 7, Clause 9(2)	duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	Manager Engineering Services.	where council is the infrastructure manager or works manager
ROAD MANAGEMENT ACT 2004	Schedule 7, Clause 10(2)	where Schedule 7 Clause 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	Manager Engineering Services.	where council is the infrastructure manager or works manager
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 12(2)	power to direct infrastructure manager or works manager to conduct reinstatement works	Manager Engineering Services.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 12(3)	power to take measures to ensure reinstatement works are completed	Manager Engineering Services.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 12(4)	duty to ensure that works are conducted by an appropriately qualified person	Manager Engineering Services.	where council is the coordinating road authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 12(5)	power to recover costs	Manager Engineering Services.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 13(1)	duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to Schedule 7, Clause 13(2)	Manager Engineering Services.	where council is the works manager
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 13(2)	power to vary notice period	Manager Engineering Services.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7, Clause 13(3)	duty to ensure works manager has complied with obligation to give notice under Schedule 7, Clause 13(1)	Manager Engineering Services.	where council is the infrastructure manager
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 16(1)	power to consent to proposed works	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 16(4)	duty to consult	Manager Engineering Services. Co-ordinator Development Planning.	where council is the coordinating road authority, responsible authority or infrastructure manager
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 16(5)	power to consent to proposed works	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Principal Infrastructure Engineer.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 16(6)	power to set reasonable conditions on consent	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Principal Infrastructure Engineer.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 16(8)	power to include consents and conditions	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Principal Infrastructure Engineer.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 17(2)	power to refuse to give consent and duty to give reasons for refusal	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 18(1)	power to enter into an agreement	Co-ordinator Development Planning.	where council is the coordinating road authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 19(1)	power to give notice requiring rectification of works	Co-ordinator Development Planning. Co-ordinator Program Delivery. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 19(2) & (3)	power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	Co-ordinator Development Planning. Co-ordinator Program Delivery. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7 Clause 20(1)	power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	Co-ordinator Development Planning. Co-ordinator Program Delivery. Co-ordinator Design & Services. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT ACT 2004	Schedule 7A Clause 2	power to cause street lights to be installed on roads	Manager Engineering Services.	power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
ROAD MANAGEMENT ACT 2004	Schedule 7A Clause 3(1)(d)	duty to pay installation and operation costs of street lighting - where road is not an arterial road	Manager Engineering Services.	where council is the responsible road authority
ROAD MANAGEMENT ACT 2004	Schedule 7A Clause 3(1)(e)	duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	Manager Engineering Services.	where council is the responsible road authority
ROAD MANAGEMENT ACT 2004	Schedule 7A Clause 3(1)(f)	duty to pay installation and percentage of operation costs of street lighting - where road is an arterial road in accordance with clauses 3(2) and 4	Manager Engineering Services.	duty of council as responsible road authority that installed the light (re: installation costs) and where council is relevant municipal council (re: operating costs)

PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016	r.19	power to waive or rebate a fee relating to an amendment of a planning scheme	Director Planning & Development. Manager City Development. Co-ordinator Strategic Implementation.	
PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016	r.20	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation.	
PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2016	r.21	duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.19 or 20	Director Planning & Development. Manager City Development. Co-ordinator Strategic Implementation.	

PLANNING AND ENVIRONMENT REGULATIONS 2015

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
PLANNING AND ENVIRONMENT REGULATIONS 2015	r.6	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Planning Strategy. Co-ordinator Strategic Implementation. Co-ordinator Urban Growth Area Planning.	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority
PLANNING AND ENVIRONMENT REGULATIONS 2015	r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Team Leader Senior Statutory Planner. Senior Statutory Planner. Customer Service Town Planner. Subdivision Officer. Town Planner.	
PLANNING AND ENVIRONMENT REGULATIONS 2015	r.25(a)	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge	Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	where Council is the responsible authority
PLANNING AND ENVIRONMENT REGULATIONS 2015	r.25(b)	function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	Director Planning & Development. Manager City Development. Co-ordinator Statutory Planning. Co-ordinator Strategic Implementation. Customer Service Town Planner. Team Leader Senior Statutory Planner. Senior Statutory Planner. Town Planner. Subdivision Officer.	where Council is not the responsible authority but the relevant land is within Council's municipal district
PLANNING AND ENVIRONMENT REGULATIONS 2015	r.42	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	Manager City Development. Manager Planning Strategy & Urban Growth. Co-ordinator Strategic Implementation. Co-ordinator Planning Strategy. Co-ordinator Urban Growth Area Planning.	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.

RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.7	function of entering into a written agreement with a caravan park owner	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.11	function of receiving applications for registration	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.13(1)	duty to grant the registration if satisfied that the caravan park complies with these regulations	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.13(2)	power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.13(2)	duty to renew the registration if satisfied that the caravan park complies with these regulations	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.13(4) & (5)	duty to issue certificate of registration	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.15(1)	function of receiving notice of transfer of ownership	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.15(3)	power to determine where notice of transfer is displayed	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.16(1)	duty to transfer registration to new caravan park owner	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.16(2)	duty to issue a certificate of transfer of registration	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.17(1)	power to determine the fee to accompany applications for registration or applications for renewal of registration	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.18	duty to keep register of caravan parks	Co-ordinator Building Services (Municipal Building Surveyor). Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer. Assistant Building Surveyor. Building Surveyor.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.19(4)	power to determine where the emergency contact person's details are displayed	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.19(6)	power to determine where certain information is displayed	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.22A(1)	duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	Co-ordinator Building Services (Municipal Building Surveyor). Assistant Building Surveyor. Building Surveyor. Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.22A(2)	duty to consult with relevant emergency services agencies	Co-ordinator Building Services (Municipal Building Surveyor). Assistant Building Surveyor. Building Surveyor. Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.23	power to determine places in which caravan park owner must display a copy of emergency procedures	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.24	power to determine places in which caravan park owner must display copy of public emergency warnings	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.25(3)	duty to consult with relevant floodplain management authority	Co-ordinator Building Services (Municipal Building Surveyor). Assistant Building Surveyor. Building Surveyor. Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.26	duty to have regard to any report of the relevant fire authority	Co-ordinator Building Services (Municipal Building Surveyor). Assistant Building Surveyor. Building Surveyor. Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.28(c)	power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.39	function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	Co-ordinator Building Services (Municipal Building Surveyor). Assistant Building Surveyor. Building Surveyor. Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer.	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.39(b)	power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.40(4)	function of receiving installation certificate	Co-ordinator Building Services (Municipal Building Surveyor). Assistant Building Surveyor. Building Surveyor. Team Leader Senior Building Surveyor (Governance). Team Leader Senior Building Surveyor/Permits. Technical Officer.	

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	r.42	power to approve use of a non-habitable structure as a dwelling or part of a dwelling	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	
RESIDENTIAL TENANCIES (CARAVAN PARKS AND MOVABLE DWELLINGS REGISTRATION AND STANDARDS) REGULATIONS 2010	Schedule 3 clause 4(3)	power to approve the removal of wheels and axles from unregistrable movable dwelling	Co-ordinator Building Services (Municipal Building Surveyor). Building Surveyor. Assistant Building Surveyor. Technical Officer. Team Leader Senior Building Surveyor/Permits. Team Leader Senior Building Surveyor (Governance).	

ROAD MANAGEMENT (GENERAL) REGULATIONS 2016

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.8(1)	duty to conduct reviews of road management plan	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Program Delivery. Co-ordinator Transport.	
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.9(2)	duty to produce written report of review of road management plan and make report available	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Program Delivery. Co-ordinator Transport.	
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	where council is the coordinating road authority
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.10	duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under section 41 of the Act	Manager Engineering Services. Co-ordinator Development Planning. Co-ordinator Program Delivery.	
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.13(1)	duty to publish notice of amendments to road management plan	Manager Engineering Services. Co-ordinator Development Planning.	where council is the coordinating road authority
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.13(3)	duty to record on road management plan the substance and date of effect of amendment	Manager Engineering Services. Co-ordinator Infrastructure Planning. Co-ordinator Transport.	
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.16(3)	power to issue permit	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Principal Infrastructure Engineer.	where council is the coordinating road authority
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.18(1)	power to give written consent re damage to road	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning. Principal Infrastructure Engineer.	where council is the coordinating road authority

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.23(2)	power to make submission to Tribunal	Manager Engineering Services.	where council is the coordinating road authority
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.23(4)	power to charge a fee for application under section 66(1) Road Management Act	Co-ordinator Development Planning. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.25(1)	power to remove objects, refuse, rubbish or other material deposited or left on road	Co-ordinator Development Planning. Co-ordinator Program Delivery. Co-ordinator Infrastructure Planning.	where council is the coordinating road authority
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.25(2)	power to sell or dispose of things removed from road or part of road (after first complying with r.25(3))	Manager Engineering Services.	where council is the coordinating road authority
ROAD MANAGEMENT (GENERAL) REGULATIONS 2016	r.25(5)	power to recover in the Magistrates' Court, expenses from person responsible	Manager Engineering Services.	

ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015

Column 1		Column 2	Column 3	Column 4
Statute or Source	Provision	Matter delegated	Delegate by Position	Conditions and Limitations
ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015	r.15	power to exempt a person from requirement under clause 13(1) of Schedule 7 of the Act to give notice as to the completion of those works	Manager Engineering Services.	where council is the coordinating road authority and where consent given under section 63(1) of the Act
ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2015	r.22(2)	power to waive whole or part of fee in certain circumstances	Manager Engineering Services.	where council is the coordinating road authority

10. DELEGATIONS REVIEW - COUNCIL TO CEO

Source: Governance & Legal Services - Governance
Executive Manager: Rebecca Leonard
Portfolio: Leadership and Governance

Purpose

To review and update the Greater Geelong City Council (Council) instrument of delegation to the Chief Executive Officer (CEO).

Background

The *Local Government Act 1989* (the Act) provides for the delegation of Council's powers, duties and functions under that Act or any other Act.

Council delegates its powers, duties and functions, subject to some exceptions and limitations, to the CEO.

Council last reviewed the delegation to the CEO on 27 September 2016. The approved Council instrument of delegation to the CEO was executed on 11 October 2016.

Key Issues

- The attached instrument of delegation relates to the powers, duties and functions that need to be exercised by the CEO to effectively facilitate Council business.
- The instrument provides for the sub-delegation by the CEO to council officers for the efficient administration of council powers, duties and functions. The advantage for Council in conferring on the CEO the power of sub-delegation is that it need not concern itself with the many details of Council administration so that decisions can be made at the appropriate level within the City in line with an officer's level of responsibility. Note that a number of other Acts do not permit any sub-delegation and these instead are delegated direct from Council to staff, for instance, delegations under the *Planning and Environment Act 1987* and the *Environment Protection Act 1970*.
- There have been no legislative changes that require a change to the current instrument of delegation.
- The Act requires that Council reviews delegations to the CEO that are in force by 28 October 2018.
- No changes are proposed to the current Council instrument of delegation to the CEO, and the powers, duties and functions so delegated are reasonable to effectively manage the day-to-day operations of the Council. Refer **Attachment 2**.

Cr Grzybek moved, Cr Sullivan seconded -

In the exercise of the powers conferred by section 98(1) of the *Local Government Act 1989* (the Act) and the other legislation referred to in the attached instrument of delegation, Greater Geelong City Council (Council) RESOLVES THAT:

- 1) **There be delegated to the person holding the position, acting in or performing the duties of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument (Attachment 2);**

- 2) The instrument comes into force immediately the common seal of Council is affixed to the instrument;**
- 3) On the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked;**
- 4) The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt;**
- 5) It is noted that the instrument includes a power of delegation to members of Council staff, in accordance with section 98(3) of the Act.**

Carried.

Attachment 1

Financial Implications

Industry benchmarking and the exercise of this delegation in the recent past have shown that the financial delegations and associated conditions and limitations in the current instrument are set at appropriate levels.

Consultation

No public consultation is required for the Council to delegate its powers.

Social Equity Considerations

There are no social equity issues arising from the subject of this report.

Policy/Legal/Statutory Implications

Section 98(1) of the Act allows Council, by instrument of delegation, to delegate to a member of its staff certain powers, duties or functions under the Act or any other Act, other than:

- (g) this power of delegation; and
- (h) the power to declare a rate or charge; and
- (i) the power to borrow money; and
- (j) the power to approve any expenditure not contained in a budget approved by the Council; and
- (k) any power, duty or function of the Council under section 223 of the Act; and
- (l) any prescribed power.

The instrument of delegation to the CEO has been prepared to reflect the requirements of the Act.

The subject matter does not raise any issues in respect of the Charter of Human Rights and Responsibilities.

Alignment to Council Plan

The recommendation furthers the Council Plan 2018-22 strategic priority of organisational leadership, strategy and governance by supporting the key priority of making our processes more effective and efficient.

There are many Acts and Regulations, which confer a responsibility on councils to take action or determine matters. It is not practical for Council alone to exercise the many statutory powers, duties and functions bestowed on the Council.

Conflict of Interest

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

There delegated powers, duties and functions of the Council to the CEO are reasonably required to manage operational risk.

Environmental Implications

There are no environmental implications identified for the subject of this report.

Greater Geelong City Council

Instrument of Delegation

to

The Chief Executive Officer

Instrument of Delegation

In exercise of the power conferred by section 98(1) of the *Local Government Act 1989* (**the Act**) and all other powers enabling it, the Greater Geelong City Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 23 October 2018;
2. the delegation
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 is subject to any conditions and limitations set out in the Schedule;
 - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.4 remains in force until Council resolves to vary or revoke it.
3. The member of Council staff occupying the position or title of or acting in the position of Chief Executive Officer may delegate to a member of Council staff any of the powers (other than the power of delegation conferred by section 98(3) of the Act or any other powers not capable of sub-delegation) which this Instrument of Delegation delegates to him or her.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

SCHEDULE

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves
 - 1.1 awarding a contract exceeding the value of \$2,000,000 (excluding GST), or exceeding \$1,000,000 (excluding GST) where it is proposed not to accept the lowest tender;
 - 1.2 making a local law under Part 5 of the Act;
 - 1.3 approval of the Council Plan under s.125 of the Act;
 - 1.4 adoption of the Strategic Resource Plan under s.126 of the Act;
 - 1.5 preparation or adoption of the Budget or a Revised Budget under Part 6 of the Act;
 - 1.6 adoption of the Auditor's report, Annual Financial Statements, Standard Statements and Performance Statement under Part 6 of the Act;
 - 1.7 determining pursuant to s.37 of the Act that an extraordinary vacancy on Council not be filled;
 - 1.8 exempting a member of a special committee who is not a Councillor from submitting a return under s.81 of the Act;
 - 1.9 appointment of councillor or community delegates or representatives to external organisations; or
 - 1.10 the return of the general valuation and any supplementary valuations;
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
3. if the issue, action, act or thing is an issue, action, act or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - 4.1 policy; or
 - 4.2 strategy

adopted by Council; or

5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

11. DELEGATIONS REVIEW - COUNCIL TO SPECIAL COMMITTEES

Source: Governance & Legal Services - Governance
Executive Manager: Rebecca Leonard
Portfolio: Leadership and Governance

Purpose

To review and update the Greater Geelong City Council (Council) instruments of delegation to special committees.

Background

The *Local Government Act 1989* (the Act) allows Council to establish special committees of the Council. Council may also delegate powers functions or duties to a special committee by instrument of delegation.

Special committees can only act under delegation when sitting in a formally constituted meeting. Meetings are subject to the provisions of the Act and Council's Meeting Procedure Local Law.

The following Committees have been established as special committees:

- Geelong Major Events
- Central Geelong Marketing
- Bellarine Multi Arts Facility (Potato Shed) Committee of Management
- CEO Employment Matters Committee
- Planning Committee
- Development Hearings Panel.

Each committee has an instrument of delegation that delegates relevant powers, duties and functions to effectively facilitate the delivery of Council business.

Key Issues

- The Act requires that Council reviews delegations to special committees that are in force by 28 October 2018. The date of last review of the delegations and action required for each existing committee are as follows:

Committee	Last Reviewed	Action Required
Geelong Major Events Committee	10 May 2016	Review with no change recommended
Central Geelong Marketing Committee	26 July 2016	Review with no change recommended
Bellarine Multi Arts Facility (Potato Shed) Committee of Management	12 February 2013	Review with no change recommended

Committee	Last Reviewed	Action Required
CEO Employment Matters Committee	28 November 2017	Adopted by current Council and not subject to this review
Planning Committee	12 February 2013	Review with no change recommended
Development Hearings Panel	12 February 2013	Review with no change recommended

- The CEO Employment Matters Committee instrument of delegation does not require review as it was established by the current Council.
- **Attachments 3, 4 and 5** relate to the Geelong Major Events Committee, Central Geelong Marketing Committee and the Bellarine Multi Arts Facility (Potato Shed) Committee of Management respectively. No changes are proposed to the current Council delegations to these committees.
- **Attachments 6 and 7** relate to the Planning Committee and Development Hearings Panel respectively. No changes are proposed to the current Council delegations to these committees.

Cr Grzybek moved, Cr Sullivan seconded -

In exercise of the powers conferred by sections 86 and 87 of the *Local Government Act 1989* (the Act), and by section 188 of the *Planning and Environment Act 1987*, as the case may be, Council resolves that:

- 1) From the date of this resolution, there continue to be established as special committees the Geelong Major Events Committee, Central Geelong Marketing Committee, the Bellarine Multi Arts Facility (Potato Shed) Committee of Management, the Planning Committee and the Development Hearings Panel;**
- 2) The purposes of the committees are those set out in the schedules to each of the instruments of delegation and associated incorporated terms of reference;**
- 3) The committees are required to report to Council at the intervals specified in the schedules to each of the instruments of delegation and associated incorporated terms of reference;**
- 4) The members of the Geelong Major Events Committee and Central Geelong Marketing Committee who are not Councillors are not exempted from being required to submit a primary return or ordinary return, pursuant to section 81(2A) of the Act;**
- 5) The members of the Bellarine Multi Arts Facility (Potato Shed) Committee of Management who are not Councillors are exempted from being required to submit a primary return or ordinary return, pursuant to section 81(2A) of the Act;**
- 6) All members of the Geelong Major Events Committee, Central Geelong Marketing Committee, the Bellarine Multi Arts Facility (Potato Shed) Committee of Management, the Planning Committee and the Development Hearings Panel have voting rights on their respective committee;**

- 7) **There be delegated to the Geelong Major Events Committee, Central Geelong Marketing Committee, the Bellarine Multi Arts Facility (Potato Shed) Committee of Management, the Planning Committee and the Development Hearings Panel the powers, duties and functions set out in the attached Instruments of Delegation (the Instruments – Attachment 3, Attachment 4, Attachment 5, Attachment 6 and Attachment 7, respectively);**
- 8) **The Instruments:**
 - (a) **come into force immediately the common seal of Council is affixed to the Instruments; and**
 - (b) **remain in force until Council determines to vary or revoke them.**
- 9) **The powers, duties and functions conferred on the committees by the Instruments must be exercised in accordance with any guidelines or policies Council may from time to time adopt; and**
- 10) **The Instruments be sealed.**

Carried.

Attachment 1

Financial Implications

There are no financial implications relating to this report.

Consultation

The attached instruments of delegation to special committees have been prepared to reflect consultation with relevant Council officers.

Social Equity Considerations

There are no social equity issues arising from the subject of this report.

Policy/Legal/Statutory Implications

Section 86 of the Act allows Council, by instrument of delegation, to delegate to a special committee certain powers, duties or functions under the Act or any other Act, other than:

- a) this power of delegation; and
- b) the power to declare a rate or charge; and
- c) the power to borrow money; and
- d) the power to enter into contracts for an amount exceeding an amount previously determined by the Council; and
- e) the power to incur any expenditure exceeding an amount previously determined by the Council; and
- f) any prescribed power.

The instruments of delegation to special committees have been prepared to reflect the requirements of the relevant Acts.

The subject matter does not raise any issues in respect of the Charter of Human Rights and Responsibilities.

Alignment to Council Plan

The recommendation furthers the Council Plan 2018-22 strategic priority of organisational leadership, strategy and governance by supporting the key priority of making our processes more effective and efficient.

There are many Acts and Regulations, which confer a responsibility on councils to take action or determine matters. It is not practical for Council alone to exercise the many statutory powers, duties and functions bestowed on the Council.

Conflict of Interest

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

There are no high or extreme risks associated with the subject of this report.

By adopting and reviewing the terms of reference and delegations of the special committees any perceived risk is minimised and ensure adherence to regulatory requirements. The operations of the committees in this report are designed to offer transparency and to ensure good governance procedures are in place.

Environmental Implications

There are no environmental implications identified for the subject of this report.

Attachment 2

Discussion

Geelong Major Events Committee (GME)

Geelong Major Events (GME) was established as a Council Advisory Committee in 1998 and formalised as a special committee under section 86 of the Act in October 1999.

GME terms of reference have been reviewed on a number of occasions to ensure that the overall objectives, scope and constituency of the committee remain appropriate.

The instrument of delegation is consistent with the committee's terms of reference and no changes are recommended.

Central Geelong Marketing Committee

Previously named Central Geelong City Management Committee, the Central Geelong Marketing Committee was established in 2001.

Originally established to revitalise the City Centre, the committee was responsible for the management of funds collected from commercial properties via a special rate.

The committee's role has evolved into promoting and marketing the image of the City in partnership with Central Geelong businesses and the community.

The instrument of delegation is consistent with the committee's terms of reference and no changes are recommended.

Bellarine Multi Arts Facility (Potato Shed) Committee of Management

The Potato Shed is a joint venture by the City of Greater Geelong, Bellarine Secondary College and St Ignatius College Geelong (formerly Catholic Regional College) with the State Government providing additional funding from the Community Support Fund.

Council established a section 86 Committee of Management to oversee the establishment of the Potato Shed as required by the signed Development and Joint Use Agreement. The venue opened on 15 March 2001.

The instrument of delegation is consistent with the Development and Joint Use Agreement and no changes are recommended.

A requirement for special committee members to complete primary and ordinary interest returns is flexible in relation to those members of the committee who are not Councillors. Section 81 (2A) of the Act enables Council to exempt non-councillors from completing these returns.

Given that the non-Councillors on this committee are nominees of the two schools and voluntary community representatives, Council has previously resolved to exempt them of this requirement. It is proposed that this exemption continue.

CEO Employment Matters Committee

This committee was established to assist Council in fulfilling its responsibilities relating to CEO employment and performance matters.

The committee's role involves recruitment of the CEO, determining the CEO's Performance Plan, assessing the CEO's performance against that plan and determining the remuneration of the CEO.

The instrument of delegation was adopted by the current Council and consequently, does not require review at this point in time.

Planning Committee

This committee has been formed to consider and determine upon town planning or development approval applications which a Councillor has “called in” following consultation with the Ward and Portfolio Councillor/s based on written justification.

There are no implications arising from the review of the terms of reference of this committee.

No changes to the instrument of delegation are recommended.

Development Hearings Panel

This committee was formed to consider and determine upon town planning or development approval applications where there are six or more objectors, or a matter has been referred by either a Councillor or Planning officer or is recommended for refusal.

There are no implications arising from the review of the terms of reference of this committee.

No changes to the instrument of delegation are recommended.

**Greater Geelong City Council
Instrument of Delegation
Geelong Major Events Committee**

Greater Geelong City Council (**Council**) delegates to the special committee established by resolution of Council passed on 23 October 2018 and known as the Geelong Major Events Committee (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 23 October 2018;
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 remains in force until Council resolves to vary or revoke it; and
 - 2.3 is to be exercised in accordance with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights on the Committee.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor _____

Chief Executive Officer

Date: / /

SCHEDULE

Definitions

The following definitions apply:

1. **"the budget"** means the statement of anticipated receipts and proposed expenditure for the support of events for which a budget is set and approved at least annually by the Council.
2. **"the Committee"** means the Special Committee of the Council established pursuant to Section 86 of the Local Government Act 1989, known as Geelong Major Events, as it may be constituted from time to time during the period of operation of this Instrument and Authority.
3. **"the Council"** means Greater Geelong City Council.
4. **"event"** – an occasion where people gather with a common purpose that aims to enhance community life through participation of residents, measurable economic benefits, and potential to market Geelong outside the municipality. Within the context of the operation of the Geelong Major Events Committee an event shall include Geelong signature events, hallmark major events, annual major events, developing major events and special major events as defined by the Geelong Major Events Terms of Reference.
5. **"strategy"** means a planned approach that outlines initiatives, intended outcomes and performance measures for a set period of time.
6. **"matrix of events"** is a framework for classifying the wide range of events held in the City of Greater Geelong. The matrix is a guide to those events that fall within the scope of GME (Geelong signature, hallmark major, annual major, developing major, and special major events) and those Community Events which are not within the scope of GME but still may receive advisory and regulatory support from Council, and may be eligible for financial support through the other programs such as the Community Arts & Festival Grants Program or the Councillor Community Grants Program.

Powers and functions

To exercise Council's functions and powers to perform Council's duties in relation to the conduct and support of events in the City, and for those purposes:

1. to develop the Geelong Major Events Strategy and Annual Business Plan in accordance with the terms of reference;
2. to maintain a funding submissions and evaluation process;
3. to develop and attract new events;
4. to continuously improve current events;
5. to facilitate state, federal government and private sector funding wherever possible;
6. to make recommendations to Council regarding event infrastructure needs;
7. to allocate funds from the budget or make recommendations to the Chief Executive Officer or Council for funding of proposals that have satisfied the criteria and are in accord with the strategy;
8. to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

1. exercise its functions, duties and powers outside the financial parameters set out in the budget;
2. enter into any contracts requiring the expenditure of funds unless such expenditure is provided for in the budget;
3. make recommendations for any funding outside of the current budget year to the Chief Executive Officer (under financial delegation) or refer to Council;
4. enter into any contracts, including leases, licences and like contracts which provide for the receipt of funds if the sum to be received falls short of (without necessarily having to be set out as a separate item in) the statement of anticipated income forming part of the budget;
5. exercise the powers which, by force of section 86 of the Act, cannot be delegated.

The Committee acknowledges that Council's Chief Executive Officer and staff are authorised to approve and/or incur expenditure or income or enter contracts or contract variations in relation to GME, up to a value as defined from time to time by "Council's Delegations – CEO to Staff".

The Committee shall, where pursuant to the provisions of any Act, there are conditions precedent to the exercise by Council of any of its functions, duties and powers, satisfy those conditions precedent prior to the exercise of its functions, duties and powers.

The Committee shall, in carrying out its functions, duties and responsibilities have appropriate regard to policies adopted by the Council or the Chief Executive as it relates to the administrative function of Council.

Greater Geelong City Council Instrument of Delegation Central Geelong Marketing Committee

Greater Geelong City Council (**Council**) delegates to the special committee established by resolution of Council passed on 23 October 2018 and known as the Central Geelong Marketing Committee (**the Committee**), the powers and functions set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 23 October 2018;
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 remains in force until Council resolves to vary or revoke it; and
 - 2.3 is to be exercised in accordance with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee will have voting rights on the Committee.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

SCHEDULE

Powers and functions

To exercise Council's functions and powers to perform Council's duties in relation to the administration of the special rate scheme declared by Council:

1. for the purposes of defraying expenses incurred by Council in relation to the operation and administration of the Central Geelong Marketing Committee including marketing and promotion, provision of business information, training and networking, loyalty program and miscellaneous administrative activities;
2. for the area constituted by all those properties bounded by McKillop Street, Bellerine Street, the Waterfront, Fenwick and Cavendish Street as shown on the attached plan marked Attachment 1;
3. in relation to the land within the above area this is rateable other than properties used solely for private, residential purposes; and
4. for a period of five years.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument:

1. to enter into contracts or incur expenditure:
 - 1.1 unless solely in advertising of Council's central activities area, promotion of Council's central activities area, business development programs (including training, advice and guidance for businesses located in Council's central activities area), engaging or employing a person to implement advertising, promotion and business development activities and promoting and encouraging access to and movement around Council's central activities district by the public;
 - 1.2 for an amount which, in conjunction with other expenditure incurred during a financial year, would exceed the revenue raised by:
 - 1.2.1 the special rate for that financial year; and
 - 1.2.2 any additional revenue received for that financial year whether by way of fundraising, sponsorship, grants or other means.
- 1.3 to undertake activities in a manner which does not benefit the whole of Council's central activities area;
2. to exercise the powers or functions which, by force of section 86(4) of the Act cannot be delegated; or
3. determine an issue, take an action or do a thing which is already the subject of exclusive delegation to another Committee.

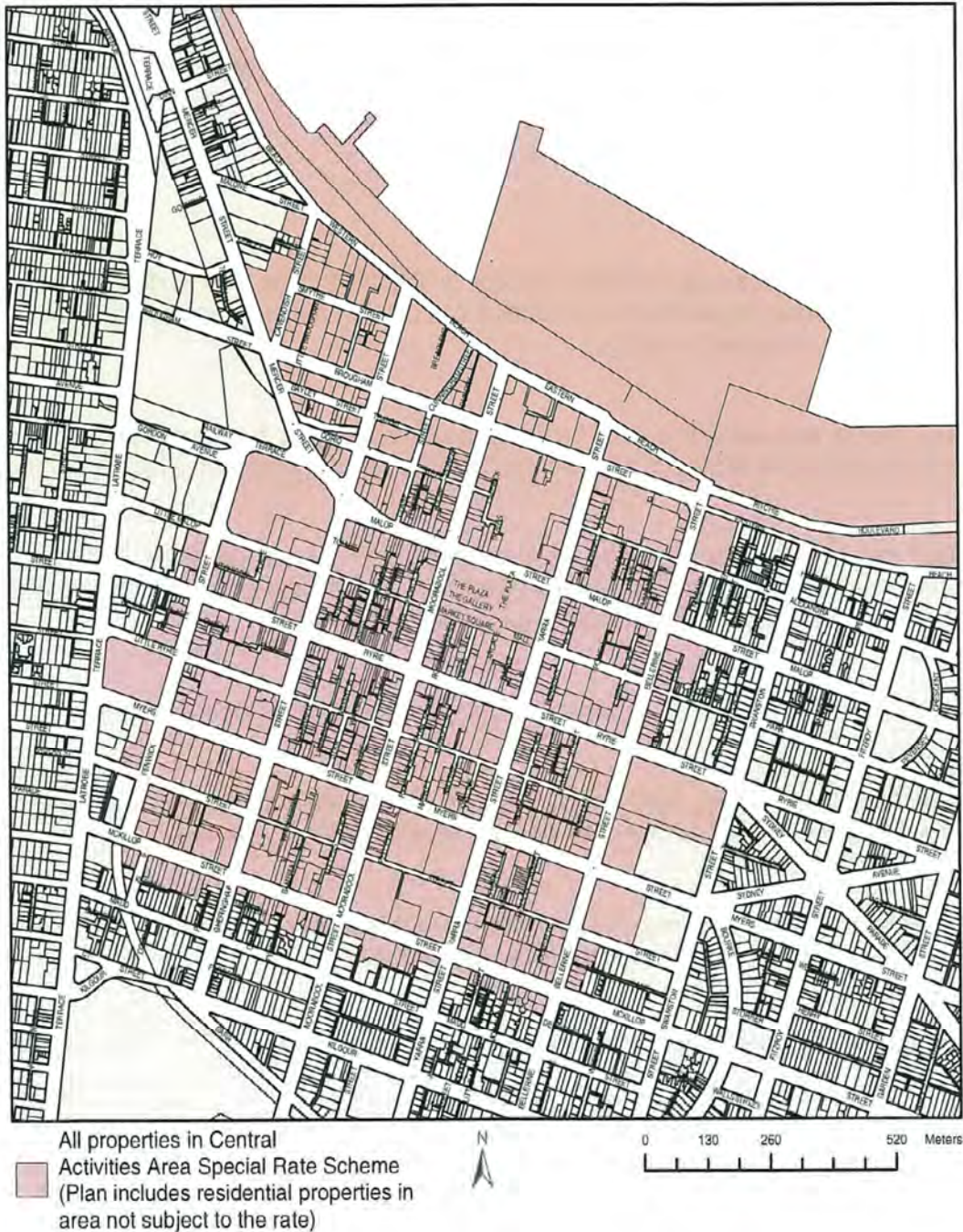
Guidelines

1. The powers, duties and functions set out in the Instrument are delegated to the Committee. This means that the Committee can only act under delegation when sitting in a formally constituted meeting.

2. This means that a meeting must be called and conducted in a manner that complies with the provisions of the Act and with the Council's meeting procedures local law.
3. This Committee cannot exercise its delegated powers when gathered outside the formal meeting structure as described above. For example, an informal coming together of members could not resolve to act under delegation.
4. Similarly the delegations do not extend to individual members of the Committee.
5. The Committee must not exercise its delegated powers unless it has first been the item of business on an agenda for transaction at a meeting of the Committee.
6. All delegations must be read in conjunction with this document and any policies and guidelines that may be adopted by the Council from time to time.
7. The Committee must report to Council in writing at least annually.

Attachment 1.

PLAN



**Greater Geelong City Council
Instrument of Delegation
Bellarine Multi Arts Facility (Potato Shed) Committee of
Management**

Greater Geelong City Council (**Council**) delegates to the committee established by resolution of Council dated 24 May 2000 and known as the "Bellarine Multi Arts Facility (Potato Shed) Committee of Management" (**the Committee**), the powers, discretions and authorities set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 23 October 2018
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 remains in force until Council resolves to vary or revoke it; and
 - 2.3 is to be exercised in accordance with the exceptions, conditions and limitations set out in the Schedule and with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee have voting rights.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

SCHEDULE

Purpose

To exercise Council's powers and functions that are necessary for the Committee to perform its duties under the Development and Joint Use Agreement dated 28 March 2000 relating to the Bellarine Multi Arts Facility, and to do all things necessary or convenient to be done for or in connection with the performance of those duties.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

1. Operate outside the terms of the Development and Joint Use Agreement dated 28 March 2000 relating to the Bellarine Multi Arts Facility.
2. Exercise the powers which, under section 86(4)(a) to (f) of the *Local Government Act 1989*, cannot be delegated to the Committee, and
3. Exercise any other power, duty or function which by law cannot be so delegated.

Greater Geelong City Council Instrument of Delegation Planning Committee

Greater Geelong City Council (**Council**) delegates to the committee established by resolution of Council passed on 23 October 2018 and known as the "Planning Committee " (**the Committee**), the powers, discretions and authorities set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 23 October 2018
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 remains in force until Council resolves to vary or revoke it; and
 - 2.3 is to be exercised in accordance with the exceptions, conditions and limitations set out in the Schedule and with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee have voting rights.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

SCHEDULE

Purpose

To exercise Council's powers, discretions and authorities to perform Council's functions under the *Planning and Environment Act 1987*, the *Subdivision Act 1988* together with any other Act or Regulation where Council may exercise the powers of a Responsible Authority, in accordance with relevant policies and guidelines of the Council and to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

1. Operate outside the Planning Committee Terms of Reference.
2. Exercise the powers which, under section 86(4)(a) to (f) of the *Local Government Act 1989* or section 188(2) of the *Planning and Environment Act 1987*, cannot be delegated to the Committee, and
3. Any other power, duty or function which by law cannot be so delegated.

Greater Geelong City Council Instrument of Delegation Development Hearings Panel

Greater Geelong City Council (**Council**) delegates to the committee established by resolution of Council passed on 23 October 2018 and known as the " Development Hearings Panel " (**the Committee**), the powers, discretions and authorities set out in the Schedule, and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 23 October 2018
2. the delegation:
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 remains in force until Council resolves to vary or revoke it; and
 - 2.3 is to be exercised in accordance with the exceptions, conditions and limitations set out in the Schedule and with the guidelines or policies which Council from time to time adopts; and
3. all members of the Committee have voting rights.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

SCHEDULE

Purpose

To exercise Council's powers, discretions and authorities to perform Council's functions under the *Planning and Environment Act 1987*, the *Subdivision Act 1988* together with any other Act or Regulation where Council may exercise the powers of a Responsible Authority, in accordance with relevant policies and guidelines of the Council and to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers.

Exceptions, conditions and limitations

The Committee is not authorised by this Instrument to:

1. Operate outside the Terms of Reference – Development Hearings Panel.
2. Exercise the powers which, under section 86(4)(a) to (f) of the *Local Government Act 1989* or section 188(2) of the *Planning and Environment Act 1987*, cannot be delegated to the Committee, and
3. Any other power, duty or function which by law cannot be so delegated.

NOTICE OF MOTION – Cr Mansfield

LEGAL REPRESENTATION AT THE VICTORIAN COMMISSION FOR GAMING AND LIQUOR REGULATION HEARING REGARDING THE GEELONG RSL SUB-BRANCH APPLICATION TO INCREASE ELECTRONIC GAMING MACHINES

Background

This motion seeks to ensure legal representation to present the City's case at the forthcoming Victorian Commission for Gaming and Liquor Regulation (**VCGLR**) hearing regarding the Geelong RSL Sub-Branch application to increase Electronic Gaming Machines (**EGMs**) at its venue at 50 Barwon Heads Road, Belmont.

At its Ordinary Council Meeting on 25 September 2018, Council resolved to endorse a response to the VCGLR that did not support an increase to the number of EGMs at the RSL Geelong Sub-Branch. This response has been forwarded to the VCGLR as a submission against the application in accordance with the *Gambling Regulation Act 2003*.

Council's submission is based on a detailed analysis that demonstrated a high likelihood of net social and economic harm to our community. That analysis and a description of the harms can be found as part of the report that was endorsed by Council at the 25 September meeting.

Historically, a review of VCGLR decisions shows that the Tribunal gives a higher weight to applications by local Councils when they are available for cross-examination and legal representation will ensure that Council's argument is presented in the best possible light in the context of such cross-examination. Success has either been in the form of the VCGLR rejecting the application altogether, or a reduction in the proposed number of EGMs sought by an applicant or other reductions of other potential harms to the community (such as requirements for gaming room design).

In the case at hand, there is a high likelihood of net community harm, and our community is strongly opposed to an increase, therefore increasing our chances of success if we are to also provide legal representation at the hearing.

Council taking a more active role to minimise the harms from gambling is consistent with our Council Plan 2018-2022 strategic priority area 1 – Improved Health and Safety of Our Community; our municipal Health and Wellbeing Plan (particularly the focus on improving mental health), the Clever and Creative Future vision priority of being an inclusive, diverse, health and socially connected community and the Electronic Gaming Policy adopted by Council on 23 May, 2017.

Council also has an obligation to be fiscally responsible, and the measures outlined in this motion are intended to ensure adequate legal representation while keeping costs to a minimum. It also serves to enhance our in-house legal team's capacity to undertake such work, and provide for the development of a strategic response to decisions around legal representation at future hearings.

Cr Mansfield moved, Cr Aitken seconded -

That Council:

- 1) agree to engage appropriately qualified legal representation to present the City's submission at the VCGLR hearing opposing the Geelong RSL Sub-Branch application for an increase in EGMs;**
- 2) authorise the expenditure of up to \$8,000.00 for the appointment of a suitability qualified legal representative;**
- 3) delegate to the Chief Executive Officer the authority to provide further instructions as to the management of the matter, provided those instructions are not inconsistent with Council's resolution dated 25 September, 2018 not to support the proposed increase in EGMs by the RSL Geelong's Sub-Branch. Geelong RSL; and**
- 4) request officers report back to Council:**
 - a) on the outcome of the application at the VCGLR; and**
 - b) regarding possible criteria to automatically trigger the provision of legal representation at future VCGLR hearings together with any associated resource implications related to the establishment of that criteria.**

Carried.

Division Requested:

For: Crs Mansfield, Aitken, Asher, Murrihy, Mason, Murnane
Against: Crs Nelson, Sullivan, Kontelj, Grzybek

ASSEMBLY OF COUNCILLORS RECORD

Source: Governance and Legal Services
Chief Executive Officer: Martin Cutter
Portfolio: Leadership & Governance

Summary

- Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Councillors be reported to the next practicable Ordinary Meeting of Council.
- A record of Assembly of Councillor meeting(s) is attached as an Appendix to this report.

Cr Kontelj moved, Cr Grzybek seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCIL
(Council Meeting 23 October 2018)

Assembly Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Building Better Bike Connections 10 October 2018	Crs Harwood, Murrihy, Mansfield, Mason, Murnane, Nelson, Sullivan	L Quinn (DIR) J Van Slageren (A/DIR) V Shelton (MGR) R Thomas (MGR) J Malone (CO ORD) J Brown (CO ORD) L Raimondo (Advisor Mayor & CEO) C Francis (OFF)	Overview of Bike Strategy	Nil.
Council Briefing 16 October 2018	Crs Aitken, Asher, Grzybek, Kontelj, Mansfield, Mason, Murrihy, Murnane, Nelson, Sullivan	M Cutter (CEO) L Quinn (DIR) B Luxford (DIR) J Van Slageren (A/DIR) P Anderson (DIR) G Wilson-Browne (DIR) G Russell (MGR) L Barton (A/EXEC MGR) S Broadbent (MGR) M Kuhn (MGR) F Reidy (MGR) I Hicks (MGR) T Raven (CO ORD) J Wager (CO ORD) J Brown (CO ORD) K Aquilina (PROJ MGR) K Ivens (SNR ADVISOR TO MAYOR & CEO) M Mitchell (CLR LIAISON OFFICER) M Macgugan (COMM OFFICER)	- Multicultural Action Plan - Municipal Public Health and Wellbeing Plan - Geelong's Iconic Floating Christmas Tree : Five Year Funding 2017-2018 Annual Report - Amendment C376 – Consideration of Submissions and Adoption - G21 Draft Hockey Strategy - G21 Draft Cricket Strategy - Delegations Review - Council to Staff - Delegations Review - Council to CEO - Review of Special Committees Delegations - Rural Councils Transformation Program	Nil

PLANNING DELEGATIONS – SEPTEMBER 2018

Source: Planning & Development - City Development
Act/Director: Joanne van Slageren
Portfolio: Sustainable Development

Summary

- Section 98 of the Local Government Act 1989 and section 188 of the Planning and Environment Act 1987 empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
- Council may also delegate to committees comprising Councillors and staff or a combination of both, pursuant to sections 86 and 87 of the Local Government Act and section 188 of the Planning and Environment Act.
- At its meeting on 13 March 2007 Council established a Planning Committee and a Development Hearings Panel with delegated powers to determine upon any development applications which have been the subject of an objection or in circumstances where officers have recommended refusal of the application.
- At its meeting on 23 September 2008 Council adopted a recommendation to allow Officers (restricted to Manager, Coordinator and Team Leader level) the ability to consider and approve applications with five or less objections.
- The Appendix to this report contains a schedule of all applications determined under these delegations.

Cr Mason moved, Cr Asher seconded -

That the information be received.

Carried.

CLOSE OF MEETING

As there was no further business the meeting closed at 8.50pm. Tuesday, 23 October 2018.

Signed: _____
Cr Peter Murrihy (Deputy Mayor)

Date of Confirmation: _____.

Planning Decisions Report - September 2018

App Number	Location	Application Type	Decision Date	Description	Authprity Description/ Number of Objectors
PP-108-2018	58 Summit Avenue, BELMONT VIC 3216	Alterations to Existing Dwelling & Buildings and Works for the Construction of a Second Dwelling and Two (2) Lot Subdivision	7/9/2018	Refusal to Grant a Planning Permit	Development Hearings Panel
PP-1379-2017	481-519 Founds Road, DRYSDALE VIC 3222	Two (2) Lot Subdivision	7/9/2018	Refusal to Grant a Planning Permit	Development Hearings Panel
PP-1391-2017	47 Helms Street, NEWCOMB VIC 3219	Construction of Eight (8) Dwellings and Eight (8) Lot Subdivision	4/9/2018	No Appeal Lodged Permit Issued	Development Hearings Panel
PP-1533-2016/A	25-33 Sun Street, MOOLAP VIC 3224	Use and Development of a Materials Recycling Facility (Concrete Reclamation Facility)	18/9/2018	Grant a Amended Planning Permit-	Delegated Authority
PP-262-2018	51 The Esplanade, DRUMCONDRA VIC 3215	Demolition of Existing Outbuildings and Pool, Construction of a Second Dwelling Including a Two (2) Lot Subdivision	5/9/2018	No Appeal Lodged Permit Issued	Development Hearings Panel
PP-502-2018	213 Melbourne Road, RIPPLESIDE VIC 3215	Construction of Four (4) Dwellings and Four (4) Lot Subdivision	21/9/2018	NOD - Planning Permit	Development Hearings Panel
PP-531-2018	45 Wattle Bird Crescent, BARWON HEADS VIC 3227	Construction of Three (3) Dwellings and a Three (3) Lot Subdivision	3/9/2018	Delegate - No Appeal Lodged	Delegated Authority
PP-1096-2017	95 The Avenue, OCEAN GROVE VIC 3226	Development of the Land for Three Dwellings and Three (3) Lot Subdivision	7-Sep-2018	NOD - Delegate	1
PP-110-2018	44 Wyndham Street, DRYSDALE VIC 3222	Use and Development of an Indoor Swimming Pool (Swim School) Including Construction of a Second Dwelling and Two (2) Lot Subdivision	11-Sep-2018	NOD - Delegate	5
PP-1330-2017	52 The Terrace, OCEAN GROVE VIC 3226	Construction of Two (2) Dwellings above 7.5m in Height and Two (2) Lot Subdivision	18-Sep-2018	NOD - Delegate	4

PP-1355-2017	1/251 Noble Street, NEWTOWN VIC 3220	Construction of a Dwelling Extension on a Lot less than 300 square metres and on Common Property (Owners Corporation Registered Plan 18346)	20-Sep-2018	NOD - Delegate	1
PP-241-2018	16 Belcher Street, HAMLYN HEIGHTS VIC 3215	Construction of three (3) double storey dwellings and a three (3) lot subdivision	14-Sep-2018	NOD - Delegate	3
PP-281-2018	66 The Esplanade, PORTARLINGTON VIC 3223	Buildings and Works Associated with the Construction of Two Dwellings and a Two Lot Subdivision	11-Sep-2018	NOD - Delegate	1
PP-371-2018	1 Jasmine Street, BELL PARK VIC 3215	Construction of Two (2) Dwellings	11-Sep-2018	NOD - Delegate	2
PP-393-2018	18 Langdon Street, PORTARLINGTON VIC 3223	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	17-Sep-2018	NOD - Delegate	2
PP-419-2018	21 Neil Street, BELL POST HILL VIC 3215	Buildings and Works for the Construction of Three (3) Dwellings and a Three (3) Lot Subdivision	17-Sep-2018	NOD - Delegate	1
PP-509-2018	1 Spruhan Avenue, NORLANE VIC 3214	Buildings and Works Associated with the Construction of Two Additional Dwellings	4-Sep-2018	NOD - Delegate	1
PP-549-2018	7 Mont Street, NEWTOWN VIC 3220	Buildings and Works for the Construction of Two (2) Dwellings and Two (2) Lot Subdivision	27-Sep-2018	NOD - Delegate	2
PP-601-2018	22 Pavo Street, BELMONT VIC 3216	Construction of Two (2) Dwellings and a Two (2) Lot Subdivision	27-Sep-2018	NOD - Delegate	1
PP-611-2018	10 Holyrood Avenue, NEWTOWN VIC 3220	Buildings and Works for the Construction of Two (2) Dwellings and Two (2) Lot Subdivision	17-Sep-2018	NOD - Delegate	1
PP-669-2018	41 McKillop Street, GEELONG VIC 3220	Change of Use to an Office, Partial Demolition, Associated Buildings and Works and a Reduction of the Carparking Requirements and Display of Business Identification Signage	3-Sep-2018	NOD - Delegate	1

PP-732-2018	13 Bourke Crescent, GEELONG VIC 3220	Partial Demolition and Buildings and Works for an Extension to Dwelling in Heritage Overlay	19-Sep- 2018	NOD - Delegate	1
PP-750-2018	28 Bourke Crescent, GEELONG VIC 3220	Partial Demolition and Extension to Existing Dwelling in a Heritage Overlay	14-Sep- 2018	NOD - Delegate	2
PP-818-2018	7 Queens Road, NEWTOWN VIC 3220	Partial Demolition to Existing Dwelling and Construction of Two Storey Dwelling in a Heritage Overlay	11-Sep- 2018	NOD - Delegate	1