CITY OF GREATER GEELONG

MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 12 February 2013

Held at the
Council Conference and Reception Centre
City Hall, Little Malop Street, Geelong
commencing at 7.00pm

COUNCIL:

Cr. K. Fagg - *Mayor*	(G21 Geelong Regional Alliance, Governance Regional Cities, Women in Community Life)
Cr. T. Ansett *(Windermere)*	(Heritage, Rural Communities)
Cr. L. Ellis *(Coryule)*	(Coastal Communities, Infrastructure, Parks and Gardens)
Cr. J. Farrell *(Beangala)*	(Community Safety, Education and Youth)
Cr. K. Fisher *(Corio)*	(Community Development)
Cr. B. Harwood *(Kardinia)*	(Enterprise Geelong)
Cr. M. Heagney *(Brownbill)*	(Arts and Culture, Central Geelong)
Cr. J. Irvine *(Austin)*	(Sport and Recreation)
Cr. E. Kontelj *(Cowie)*	(Aboriginal Affairs, Multicultural Affairs)
Cr. Dr. S. Kontelj *(Kildare)*	(Finance)
Cr. R. Macdonald *(Cheetham)*	(Major Projects, Planning, Knowledge Economy)
Cr. R. Nelson *(Deakin)*	(Major Events, Tourism)
Cr. A. Richards *(Buckley)*	(Environment & Sustainability, Transport, Primary Industries)

SECTION A - PROCEDURAL MATTERS

Acknowledgements 1

Apologies 1

Confirmation of Minutes 1

Declarations of Conflicts of Interest 1

Question Time 2

Petitions 2

SECTION B – REPORTS

1. Amendment C275 Environmental Audit Overlay, Land at Princes Highway, Norlane – Consideration to Adopt 3-13
2. Economic Development Unit – Business Visit Program 14-17
3. Mt Brandon Landscape Plan Final 18-33
4. Boundary Realignment – North Geelong (Bay Section) to Rippleside 34-38
5. Environment Management Strategy Progress Update 39-44
6. Geelong Gallery Annual Report 2011-2012 45-48
7. Final Evaluation Report – Early Childhood Innovation and Development Project 49-55
8. Delegation to the CEO and Council Staff 56-63
9. Review of Delegations – Special Committees 64-67

SECTION C - COMMON SEAL REGISTER 68-74

SECTION D - ASSEMBLY OF COUNCILLORS 75

SECTION E - PLANNING DELEGATIONS 76

CLOSE OF MEETING 77

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, 12 FEBRUARY 2013 COMMENCING AT 7.00 P.M.

PRESENT: Cr K Fagg (Chair), Crs T Ansett, L Ellis, J Farrell, K Fisher, B Harwood, M Heagney, J Irvine, E Kontelj, S Kontelj, R Macdonald, R Nelson, A Richards

Also present: S Griffin (Chief Executive Officer), J Wall (General Manager Corporate Services), P Bettess (General Manager Economic Development, Planning and Tourism), G Van Driel (General Manager City Services), J McMahon (General Manager Community Services), S Bentley (Acting General Manager Projects, Recreation and Central Geelong), J Brown (Manager Administration and Governance), R Bourke (Governance Co ordinator), J Merlo (Senior Media Officer)

OPENING: The Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

The Mayor acknowledged that we are here today on the land of the Wathaurong People and we pay our respects to Aboriginal elders past and present.

APOLOGIES: Nil.

CONFIRMATION OF MINUTES:

Cr Macdonald moved, Cr Irvine seconded -

That the Minutes of the Ordinary Meeting held on 29 January 2013 be confirmed and signed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

QUESTION TIME:

Question Time is an opportunity for questions to be addressed to Council and while the minutes record the general content, they do not purport to be a transcript of what was said by individuals. Likewise Councillor or Officer verbal responses are in summary form only. Views expressed may not be the views of Council.

Council's practice is to provide a separate document on its website setting out questions and responses including any more detailed written responses which may be provided subsequent to the meeting.

Colin Wallace asked:

1) Would Councillors note that in 2011 my wife and I asked Peter Bettess directly for copies of the half-yearly summaries mentioned in Section 7 f) of the Ropeworks Planning Permit, he was asked again indirectly through our FOI request and appeal to the CEO, and again directly through our legal representative, that through none of these requests were we were given any half-yearly summaries and that, in response to my wife Mary asking at the last Council Meeting, 29th January 2013, if Council had produced the half-yearly summaries mentioned in Section 7 f) of the Ropeworks Planning Permit, Mr Bettess said, eventually, "I don't know."?

The Mayor noted the comment.

2) Yesterday my wife and I received in our letterbox an Express Post envelope within which was a sealed, un-postmarked envelope containing a letter to us from Cr Michelle Heagney dated 8th February 2013 with no document number shown and my question is, did Cr Heagney compose this letter?

Cr Heagney responded, "Yes, I did".

Mary Wallace asked:

Would Councillors note that, at the last Council Meeting, to my question ending in ... has Council produced these half-yearly summaries, Mr Bettess's final response, "I don't know" was omitted from the Minutes?

The Mayor noted the comment.

Through the Mayor, to Peter Bettess: in 2011, when my husband and I asked for the half-yearly summaries referred to in Section 7 f) of the Ropeworks Planning Permit, had Council produced these half-yearly summaries?

Peter Bettess responded, "No".

PETITIONS:

Cr Harwood presented a petition from Oberon High School in relation to road safety on the Torquay Road between Kidman Avenue and Oberon Drive.

1. AMENDMENT C275 ENVIRONMENTAL AUDIT OVERLAY, LAND AT PRINCES HIGHWAY, NORLANE – CONSIDERATION TO ADOPT

Portfolio:	**Planning- Cr Macdonald**
Source:	**Economic Development, Planning & Tourism- Strategic Implementation**
General Manager:	**Peter Bettess**
Index Reference:	**Amendment C275 Environmental Audit Overlay Consideration to Adopt**

Summary

- This report provides a review of the formal exhibition of Amendment C275 and recommends the adoption of C275 to the Greater Geelong Planning Scheme.
- Amendment C275 is Council-initiated and will amend the Planning Scheme by applying the Environmental Audit Overlay (EAO) to the affected land at 1-3 and 5-19 Princes Highway, Norlane.
- C275 is a direct response to Amendment C253, which seeks to rezone the subject land from the Industrial 2 Zone to the Business 4 Zone to facilitate the sale of restricted retail goods at the new Bunnings Store. The store has recently opened for business.
- The purpose of the Amendment is to ensure the affected land is suitable for a sensitive use that could be permitted under the proposed Business 4 Zone. In this case, a sensitive use means a child care centre. The EAO will ensure that soil contamination is addressed before any sensitive uses are permitted on the site.
- The Minister for Planning has deferred a final decision for Amendment C253 pending the conclusion of the separate amendment process for C275.
- Under Council delegation powers, a resolution to prepare and exhibit Amendment C275 was issued on 22 August 2012.
- The Minister for Planning authorised the preparation and exhibition of C275 on 17 September 2012.
- Formal exhibition commenced on 29 October and closed on 27 November 2012.
- No submissions were received during the exhibition period.
- Amendment C275 is consistent with the objectives of planning in Victoria as outlined in the Planning and Environment Act 1987 and existing planning policy. Amendment C275 will result in a good planning outcome and will be to the betterment of any future sensitive land use that may be permitted, by way of planning permit, under the impending Business 4 Zone.
- It is recommended that C275 be adopted as shown in Appendix 1-1 and sent to the Minister for Planning seeking approval.

1. AMENDMENT C275 ENVIRONMENTAL AUDIT OVERLAY, LAND AT PRINCES HIGHWAY, NORLANE – CONSIDERATION TO ADOPT (CONT'D)

Cr Macdonald moved, Cr Fisher seconded -

That Council resolves to adopt Amendment C275 and submit the adopted Amendment together with the prescribed information to the Minister for Planning requesting approval (the Amendment to be adopted is Appendix 1-1).

Carried.

Report

Background

C275 is Council-initiated and will alter the scheme by applying the Environmental Audit Overlay to the affected land at 1-3 and 5-19 Princes Highway, Norlane.

The subject land comprises two properties, 1-3 Princes Highway and 5-19 Princes Highway, Norlane. 1-3 Princes Highway is a single lot. 5-19 Princes Highway comprises one large lot and two smaller lots.

5-19 Princes Highway is now occupied by the new Bunnings Store. 1-3 Princes Highway is occupied by the Dunlop Norlane Tyre Service Centre.

For the purposes of this Amendment, 1-3 Princes Highway forms part of the affected land. (It does not form part of the new Bunnings Store development site.)

To ensure consistency with Amendment C253, the inclusion of 1-3 Princes Highway will avoid leaving a small remnant parcel of land at the corner of Princes Highway and The Boulevard, Norlane, without an appropriate control to ensure that a future sensitive use would be suitable for the land given the anticipated environmental conditions.

In 2009, Bunnings acquired 5-19 Princes Highway, Norlane. Subsequently, Bunnings applied to the Council for a planning permit in 2009. The permit sought to allow the use and development of the site for trade supplies, the display of advertising signage, alterations of an access to a Road Zone Category 1 and a partial waiver of bicycle facilities requirements of the planning scheme. A permit was issued in April 2010.

To facilitate the use of 5-19 Princes Highway for the sale of restricted retail goods, over and above the permitted sale of trade supplies, Amendment C253 was initiated by Bunnings.

Amendment C253 seeks to:

- rezone the subject land from an Industrial 2 Zone to a Business 4 Zone; and
- remove the Development and Design overlay- Schedule 20 (DDO20) affecting the land because it would have no relevance to land in a Business 4 Zone.

1. AMENDMENT C275 ENVIRONMENTAL AUDIT OVERLAY, LAND AT PRINCES HIGHWAY, NORLANE – CONSIDERATION TO ADOPT (CONT'D)

Amendment C275 is necessary to ensure that the historical land use of the affected land (and associated potential for soil contamination) would not impact on the potential future sensitive use of the land.

The Minister for Planning authorised the preparation of the Amendment on 17 September 2012.

The Minister's authorisation letter also confirmed Council's request for reduced notice, pursuant to the Planning and Environment Act 1987. The Minister for Planning considered that compliance with the requirements of sections 19(2) and 19(3) of the Act were not warranted. The exemption referred to the requirement of the Responsible Authority to place an advert in the local newspaper and notice in the Government Gazette.

Notice of exhibition was sent to both affected landowners, Bunnings Group Ltd. and Norlane Dunlop Tyre Service Centre, and prescribed Ministers.

C275 was formally exhibited between 29 October 2012 and 27 November 2012. On 17 October 2012, notice of exhibition was sent to both affected landowners and prescribed Ministers.

Discussion

No submissions were received during the formal exhibition period of C275.

It is recommended that Council adopt Amendment C275, as exhibited on 29 October 2012 and as per Appendix 1-1 of this report.

C275 is consistent with the objectives of planning in Victoria as outlined in the Planning and Environment Act 1987 and existing planning policy.

The Amendment is consistent with the Ministerial Direction on the Form and Content of Planning Schemes under section 7(5) of the Planning and Environment Act 1987.

The Amendment is consistent with Ministerial Direction No. 1 *Potentially Contaminated Land* under section 12 of the Planning and Environment Act 1987.

The purpose of this Direction is:

- *to ensure that potentially contaminated land is suitable for a use which is proposed to be allowed under an amendment to a planning scheme and which could be significantly affected by any contamination.*
- *"potentially contaminated land" means land used or known to have been used for"*

  a) industry,
  b) mining, or
  c) the storage of chemicals, gas, wastes, or liquid fuel (if not ancillary to another use of the land).

- *"sensitive use" means a residential use, a child care centre, a pre-school centre or a primary school.*

1. AMENDMENT C275 ENVIRONMENTAL AUDIT OVERLAY, LAND AT PRINCES HIGHWAY, NORLANE – CONSIDERATION TO ADOPT (CONT'D)

The proposed overlay control will apply to former industrial land, as per sub-section a) above.

The Environmental Audit Overlay is a mechanism provided in the Victoria Planning Provisions to defer the requirements of Direction No.1 for an environmental audit until the site is to be developed for a sensitive use.

The Amendment is consistent with State Planning Policy relating to Environmental Risks (Clause 13.03-1 Use of contaminated and potentially contaminated land) and the associated objectives and strategies, which seek to adopt a best practice environmental management and risk management approach to avoid or minimise environmental degradation and hazards. Amendment C275 is consistent with State Planning Policy demonstrating support for the adoption of a precautionary principle in relation to the potential for significant adverse impact of contaminated land on sensitive land uses.

The Amendment will result in a good planning outcome and will ensure that any soil contamination risks are addressed before a future sensitive land use could be permitted under the Business 4 Zone, as proposed by C253.

Environmental Implications

Amendment C275 will ensure that on site environmental conditions are suitable for sensitive land uses. No adverse environmental impacts are expected as a result of the Amendment as it seeks to impose a control rather than a rezoning.

Financial Implications

It is not expected that the proposed amendment will result in any financial implications for Council, other than those associated with the usual processing of a planning scheme amendment.

Policy/Legal/Statutory Implications

The strategic application of the EAO on the affected land is consistent with current policy.

The Amendment will result in a good planning outcome.

Officer Direct or Indirect Interest

In accordance with Sec 80(c) of the Local Government Act Peter Bettess, General Manager, Economic Development, Planning & Tourism declares an indirect financial interest in that he owns Woolworths and Wesfarmers shares.

No other Council Officers involved in this report have any direct or indirect interest, in accordance with Section 80(c) of the Local Government Act.

1. AMENDMENT C275 ENVIRONMENTAL AUDIT OVERLAY, LAND AT PRINCES HIGHWAY, NORLANE – CONSIDERATION TO ADOPT (CONT'D)

Risk Assessment

The Environmental Audit Overlay requires the Responsible Authority to satisfy itself that there will be no detrimental impact on the sensitive use of land. The Environmental Audit Overlay applies a control to land that requires either the issue of a certificate of environmental audit or the appointment of an environmental auditor to identify the environmental quality of the land and any detriment to the beneficial uses of the land.

Potential for soil contamination is the area of concern in relation to the subject land. Given land at 5-19 Princes Highway now contains the new Bunnings Store, the potential contamination risk on a future sensitive use of the site is considered low.

The preparation of the planning scheme amendment is in accordance with the requirements of Ministerial Direction No.1 Potentially Contaminated Land and Ministerial Direction on The Form and Content of Planning Schemes.

Social Considerations

There will be no adverse impacts on surrounding land uses as a consequence of the Amendment.

Communication

The Amendment was exhibited in accordance with the provisions of the Planning and Environment Act 1987 for a period of one month. The affected landowners were sent a notice of exhibition and will be advised of the final decision of the Minister for Planning.

Appendix 1-1 Amendment Documentation

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C275

INSTRUCTION SHEET

The planning authority for this amendment is Greater Geelong City Council.

The Greater Geelong Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 1 attached map:

Overlay Maps

1. Insert new Planning Scheme Map No. 33EAO in the manner shown on the attached map marked "Greater Geelong Planning Scheme, Amendment C275".

Planning Scheme Ordinance

The Planning Scheme Ordinance is amended as follows:

2. In General Provisions – Clause 61.03, replace the schedule with a new schedule in the form of the attached document.

End of document

C04

Amendment C-275
List of changes to the Greater Geelong Planning Scheme

Clause / Map Numbers	Change	Comment
PLANNING SCHEME MAP CHANGES		
Map No 33EAO	Insert new Planning Scheme Map in the manner shown on the attached map marked "Greater Geelong Planning Scheme, Amendment C275."	Amends the planning scheme maps.
GENERAL PROVISIONS		
Clause 61.03 Schedule	Insert new Planning Scheme Map No.: 33EAO	Updates the Schedule to Clause 61.03 to insert 1 new planning scheme map from the Greater Geelong Planning Scheme.
LIST OF AMENDMENTS (Information to accompany amendment)		
List of Amendments	Insert: Amendment number "**C275**", In operation from, [DATE TO BE INSERTED BY DPCD], Brief description: "To apply the Environmental Audit Overlay (EAO) to the affected land at 1-3 and 5-19 Princes Highway, Norlane ."	Updates list of amendments in the Greater Geelong Planning Scheme

-/-/—
C275

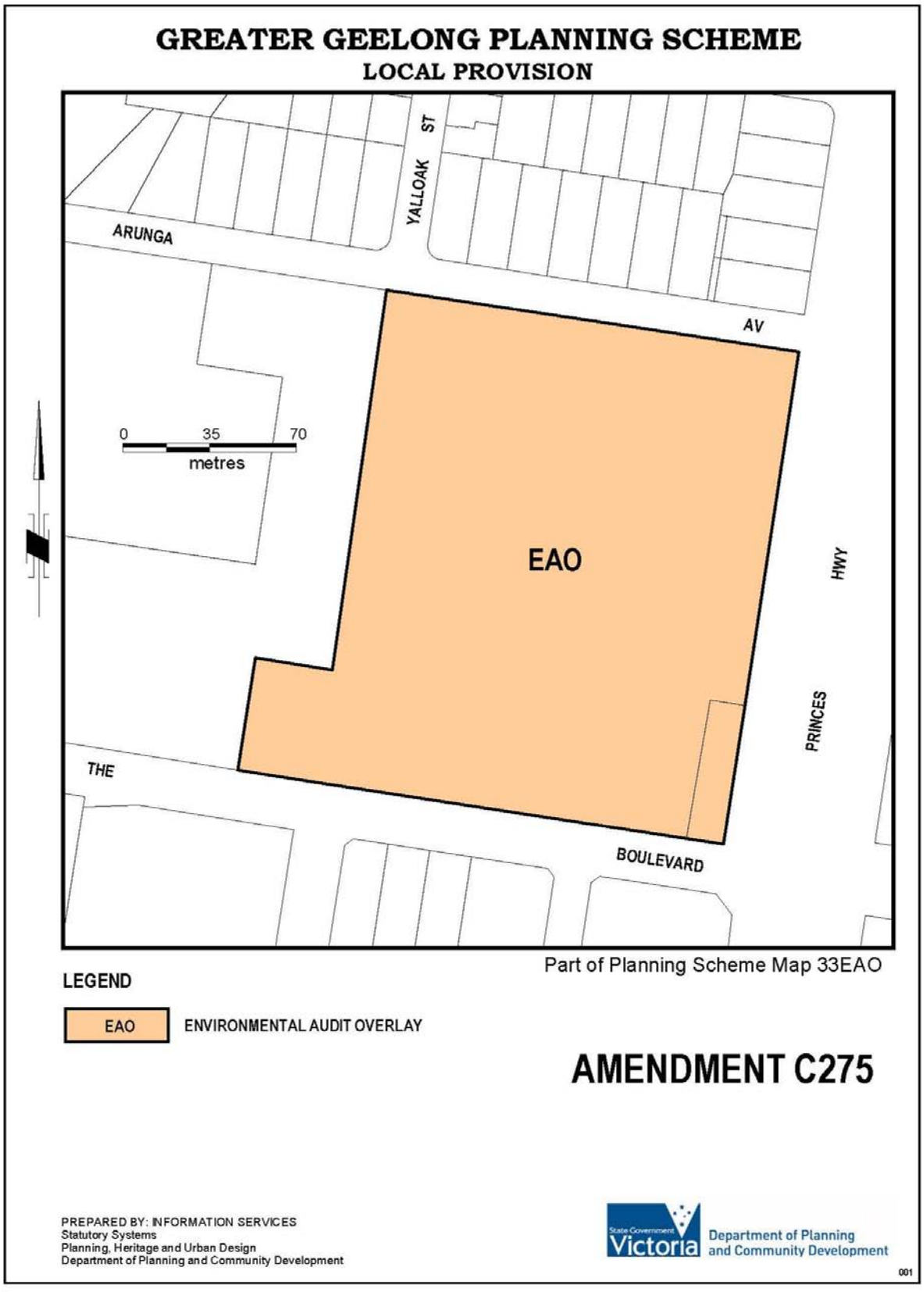
SCHEDULE TO CLAUSE 61.03

Maps comprising part of this scheme:

- 1, 1VPO, 1SLO, 1WMO
- 2, 2ESO, 2VPO, 2SLO, 2HO, 2WMO
- 3, 3ESO, 3VPO, 3HO, 3LSIO-FO, 3PAO
- 4, 4ESO, 4HO, 4PAO
- 5, 5ESO, 5VPO, 5SLO, 5HO, 5WMO
- 6, 6ESO, 6VPO, 6SLO, 6HO, 6LSIO-FO
- 7, 7ESO, 7VPO, 7SLO, 7HO, 7LSIO-FO, 7PAO, 7WMO
- 8, 8ESO, 8SLO, 8HO, 8LSIO-FO, 8PAO, 8WMO
- 9, 9ESO, 9HO, 9LSIO-FO
- 10, 10ESO, 10HO, 10LSIO-FO
- 11, 11ESO, 11LSIO-FO
- 12, 12ESO, 12SLO, 12LSIO-FO, 12VPO, 12WMO
- 13, 13ESO, 13SLO, 13HO, 13VPO, 13WMO
- 14, 14ESO, 14VPO, 14LSIO-FO
- 15, 15ESO, 15PAO, 15VPO, 15HO, 15LSIO-FO
- 16, 16ESO, 16LSIO-FO
- 17, 17ESO, 17HO, 17DDO, 17LSIO-FO, 17VPO
- 18, 18ESO, 18DDO, 18DPO, 18LSIO-FO, 18PAO, 18EAO, 18SBO
- 19, 19ESO, 19VPO, 19HO, 19LSIO-FO, 19DDO
- 20, 20ESO, 20VPO, 20DPO, 20LSIO-FO, 20DDO
- 21, 21ESO, 21DPO, 21DDO, 21LSIO-FO
- 22, 22ESO, 22PAO, 22LSIO-FO
- 23, 23ESO, 23LSIO-FO
- 24, 24ESO, 24HO, 24LSIO-FO
- 25, 25ESO, 25DPO, 25LSIO-FO, 25PAO, 25EAO, 25HO, 25DDO14, 25DDO,
- 26, 26ESO, 26HO, 26SBO, 26PAO, 26EAO, 26DDO, 26RO
- 27, 27ESO, 27VPO, 27HO, 27LSIO-FO, 27EAO
- 28, 28ESO, 28DPO, 28DDO
- 29, 29ESO, 29DPO, 29DDO, 29LSIO-FO
- 30
- 31, 31ESO, 31HO, 31DPO, 31LSIO-FO, 31PAO, 31EAO
- 32, 32ESO, 32HO, 32PAO, 32DDO14, 32SBO
- 33, 33HO, 33DDO14, 33DPO, 33DD, 33SBO, 33EAO
- 34, 34ESO, 34HO, 34DDO

- 35, 35DDO
- 36, 36ESO, 36HO, 36DPO, 36LSIO-FO, 36PAO, 36EAO, 36DDO14, 36SBO
- 37, 37HO, 37DDO, 37EAO, 37DDO14, 37DPO, 37LSIO-FO, 37SBO
- 38, 38HO, 38EAO, 38DDO, 38SBO
- 39
- 40, 40ESO, 40HO, 40DDO
- 41, 41HO, 41DDO14, 41SLO
- 42, 42ESO, 42HO, 42PAO, 42DDO14, 42DDO, 42SLO
- 43, 43ESO, 43VPO, 43HO, 43EAO, 43DDO14, 43DPO, 43DDO, 43SLO
- 44, 44VPO, 44HO, 44DDO14, 44DDO
- 45
- 46, 46LSIO-FO, 46HO
- 47, 47SLO, 47HO, 47DDO, 47LSIO-FO, 47PAO, 47EAO, 47DDO14, 47DPO, 47RXO
- 48, 48HO, 48DDO, 48DPO, 48LSIO-FO, 48EAO, 48DDO14
- 49, 49SLO, 49HO, 49DDO, 49LSIO-FO, 49PAO, 49DDO14, 49EAO, 49RXO, 49SBO
- 50, 50HO, 50DDO,50EAO, 50LSIO-FO, 50SBO
- 51, 51ESO, 51HO, 51DDO
- 52, 52HO, 52LSIO-FO, 52PAO, 52DDO14, 52DDO, 52DPO
- 53, 53ESO, 53HO, 53LSIO-FO, 53PAO, 53DDO14, 53DDO
- 54, 54ESO, 54HO, 54LSIO-FO, 54PAO, 54DDO, 54EAO
- 55, 55HO, 55LSIO-FO, 55DDO, 55SBO
- 56, 56ESO, 56HO, 56DDO, 56LSIO-FO, 56SBO
- 57, 57VPO, 57HO, 57DPO, 57DDO14, 57DDO
- 58, 58VPO, 58HO, 58DDO
- 59, 59VPO, 59HO, 59PAO, 59DDO14, 59DDO, 59DPO, 59DCPO
- 60, 60HO, 60PAO, 60DDO14, 60SLO
- 61, 61VPO, 61SLO
- 62, 62ESO, 62VPO, 62HO, 62DDO14, 62DDO, 62DPO, 62SLO
- 63, 63DDO
- 64, 64VPO, 64SLO, 64PAO
- 65, 65VPO, 65SLO, 65HO, 65DDO, 65DPO, 65PAO, 65DDO14
- 66, 66VPO, 66HO, 66DPO, 66LSIO-FO, 66PAO, 66DDO14, 66ESO, 66DDO, 66DCPO
- 67, 67VPO, 67HO, 67LSIO-FO, 67PAO, 67ESO, 67SBO, 67DDO, 67DCPO
- 68, 68ESO, 68HO, 68LSIO-FO, 68SLO
- 69, 69ESO, 69HO, 69LSIO-FO, 69DDO14, 69DPO, 69SLO
- 70, 70VPO, 70HO, 70LSIO-FO, 70PAO, 70SLO
- 71, 71ESO, 71VPO, 71HO, 71PAO, 71DPO, 71SLO
- 72, 72ESO, 72VPO, 72HO, 72SLO

- 73, 73ESO, 73VPO, 73SLO
- 74, 74ESO, 74DDO14, 74SLO
- 75, 75VPO
- 76, 76VPO, 76PAO
- 77, 77VPO, 77HO, 77LSIO-FO, 77ESO, 77DCPO
- 78, 78ESO, 78VPO, 78LSIO-FO, 78PAO, 78HO, 78DCPO
- 79, 79ESO, 79VPO, 79LSIO-FO, 79PAO, 79HO, 79SLO
- 80, 80ESO, 80LSIO-FO, 80SBO, 80PAO, 80HO, 80SLO
- 81, 81ESO, 81VPO, 81SLO, 81HO, 81DDO, 81LSIO-FO, 81SBO, 81PAO, 81DDO14, 81WMO
- 82, 82ESO, 82VPO, 82SLO, 82HO, 82DDO, 82DPO, 82LSIO-FO, 82PAO 82DDO14, 82WMO
- 83, 83ESO, 83VPO, 83HO, 83DDO, 83LSIO-FO, 83PAO, 83DDO14, 83WMO, 83DPO, 83SLO
- 84, 84ESO, 84VPO, 84SLO
- 85, 85ESO, 85WMO, 85DDO
- 86, 86ESO, 86HO, 86LSIO-FO, 86WMO, 86DDO
- 87, 87ESO, 87HO, 87SLO, 87SBO
- 88, 88ESO, 88HO, 88LSIO-FO, 88DDO, 88SBO
- 89, 89ESO, 89DDO14, 89WMO, 89SLO


GREATER GEELONG PLANNING SCHEME
LOCAL PROVISION
YALLOAK ST
ARUNGA
AV
0
35
70
metres
EAO
HWY
PRINCES
THE
BOULEVARD
Part of Planning Scheme Map 33EAO
LEGEND
EAO
ENVIRONMENTAL AUDIT OVERLAY
AMENDMENT C275
PREPARED BY: INFORMATION SERVICES
Statutory Systems
Planning, Heritage and Urban Design
Department of Planning and Community Development
State Government Victoria
Department of Planning and Community Development
001

2. ECONOMIC DEVELOPMENT UNIT - BUSINESS VISIT PROGRAM

Portfolio: **Knowledge Economy - Cr Macdonald**
Source: **Economic Development Planning & Tourism**
General Manager: **Peter Bettess**
Index Reference: **Geelong Open for Business**

Summary

- This is a periodic report to Council outlining the progress of the Economic Development Unit Business Visit Program in the eight months from May to December 2012.
- The Business Visit Program is an information exchange between business, industry and Local Government. The aim is to facilitate open discussion and to provide information from all tiers of Government including grant availability, mentoring services, access to networks and training.
- Visits are conducted by senior Economic Development staff with the leads generated from the Geelong Small Business Festival, the Business Register, Business Café and business to business referral.
- Visits provide an opportunity to discover challenges facing business enabling services to be shaped, problems to be resolved, with business expansion and growth encouraged.
- The program seeks to be a proactive means to assist the small business community, actively seeking involvement with business to help them succeed.
- Information gathered will be used to provide direction to the Economic Development business support staff, direct the resources of the Economic Development Unit during budget proposal development and provide input into the Economic Development Strategy directions.

Cr Macdonald moved, Cr Harwood seconded -

That Council notes the report.

Carried.

Report

Background

The current Geelong Economic Development Strategy 2005 – 2010 identifies 5 strategic growth sectors:

- Knowledge, innovation and research
- Advanced manufacturing
- Health
- Tourism
- Small, micro and home based business
- Food and horticulture

2. ECONOMIC DEVELOPMENT UNIT - BUSINESS VISIT PROGRAM (CONT'D)

The majority of businesses in Geelong, 84% of the total number employ less than 5 people, are very diverse in their operation and geographically dispersed throughout the city. Engaging and fostering relations with this group is particularly challenging, yet from an investment and growth perspective it is this sector that is more likely to provide employment opportunities particularly for local people. Inward investment on the other hand has the potential to offer greater rewards but does entail greater risk and cost. It is also an area pursued by both State and Federal Governments. While Local Government has a part to play in this scenario a focus on nurturing local businesses is a logical policy to pursue.

Discussion

The Economic Development Unit over the last 12 months has repositioned to focus more overtly on the small business sector. A number of tools have been deployed to do this, with an underlying emphasis upon trying new things, reviewing and amending in a shorter time cycle than would be normal in a Local Government setting. This is necessary because of the complex nature of the small business sector.

The tools that have been put in place are as follows:

- Business visit program
- Business café (networking facilitation)
- Geelong Business TV (GBTV)
- Geelong Business Calendar
- Geelong Small Business Festival
- Geographically defined small business networks
- Refreshed web site emphasising visual and interactive material
- Small Business Mentoring Service Voucher Scheme

Programs and tools in development or at inception stage include:

- Angel Investor Group
- Chinese Economic Development Profile (web based)
- Local Jobs / Local People Program
- Move to Geelong You Tube Campaign
- Wifi and Eduroam CBD Geelong (collaborative project)

The Business visit program is framed round an interview survey which acts as an information gathering device and as an engagement tool. In the period of May to December 2012 the Economic Development staff undertook 143 surveys and visits, 90 have been analysed. The analysis is appended to this report.

Recurrent themes of note are;

- Reliance on the local market
- Niche products and flexibility businesses perceive as their competitive advantage
- Only 58% of businesses visited had a written business plan
- The regulatory environment, planning and poor internet connectivity are the main challenges
- Difficulties in attracting and retaining a skilled workforce
- 64% interested in local small business networks and groups
- Networking, seminars/workshops and promotion of the region seen as the activities Council should be pursuing.

2. ECONOMIC DEVELOPMENT UNIT - BUSINESS VISIT PROGRAM (CONT'D)

Information gathered from the survey and feedback from business indicates the program is very worthwhile and reaffirms that the activities presently being offered are valued. Importantly the two way information exchange is aiding to inform Economic Development regarding issues such as;

- Plans for future expansion
- Specific impediments to growth
- Perception of Council services

This information is now able to be used as the foundation for continuous improvement of council services and will be used to shape the direction and focus of the Economic Development Unit over the coming period. In this way we are able to be responsive and proactive in supporting business prosperity in Geelong.

The Business Visit Program has generated leads for the Geelong Ringroad Employment Precinct and for the Skilled Migration Project.

The Small Business Mentoring Scheme voucher has resulted in 50 businesses taking up mentoring sessions helping them to grow and perform better.

Several businesses have been referred to the Future Proofing program and are now also in receipt of ongoing support from the Future Proofing team.

The Business Visit program is the basis for Geelong Business TV, a YouTube repository of the Geelong business story and diversity of business activity in Geelong. www.geelongaustralia.com.au/gbtv Businesses are only afforded the GBTV opportunity following a business visit. This provides additional connection with the business and provides a genuine offer from Council for business. The clips are shot and edited in-house using the existing capabilities of the Economic Development Unit.

As the program continues it is hoped case studies will be forthcoming some of which will be reported in an interactive fashion on the Councils web site as well as directly to Council, illustrating the successes of the program.

The program is intended to build ongoing relationships with business. As part of that commitment each staff member follows up with the business regularly and the Economic Development unit provide ongoing communication including special invitations, training opportunities, workshops and our Open for Business e-news.

Environmental Implications

There are no environmental implications contained in this report.

Financial Implications

The Business Visits Program has no financial implications outside the existing economic development budget.

Policy/Legal/Statutory Implications

Section 3C, 2d of the Local Government Act 1989 states that a Council must have regard to the following facilitating objectives; "to promote appropriate business and employment opportunities".

2. ECONOMIC DEVELOPMENT UNIT – BUSINESS VISIT PROGRAM (CONT'D)

Officer Direct or Indirect Interest

No officer involved has a direct or indirect financial interest.

Risk Assessment

Not applicable.

Social Considerations

Not applicable.

Communication

The Business Visit Program is promoted under the wider banner of Economic Development activities.

The Communications and Marketing Unit have provided a media release regarding the program including a case study detailing a micro business who have employed a person following the connections made via the Business Visit Program.

The Business Visit Program is promoted via www.geelongaustralia.com.au/business

3. MT BRANDON LANDSCAPE PLAN FINAL

Portfolio: **Environment and Sustainability – Cr Richards**
Source: **City Services – Environment and Natural Resources**
General Manager: **Gary Van Driel**
Index Reference: **Council Reports 2013**

Summary

- The purpose of this report is to seek formal endorsement of the *Mt Brandon Landscape Plan* by Council following a public exhibition and community consultation period of four weeks.
- A detailed public exhibition and community consultation process, 27th August to 24th October 2012, was undertaken following the release of the *draft Plan*. The *draft Plan* was displayed at each of the City Customer Service Centres and was also available for viewing on the City's web site together with copies of the Information Leaflet/Questionnaire during the consultation period. The Information Leaflet/Questionnaire was mailed out to the adjoining landowners.
- A total of 27 questionnaires were completed and returned along with 2 detailed written responses by closing date of 24th October 2012.
- The intent of the *Mt Brandon Landscape Plan* is to co-ordinate the staged development of future recreational infrastructure such as paths, bridges, platforms, picnic areas, public toilets, playgrounds, seating and car parking. The *Mt Brandon Landscape Plan* will also guide ongoing weed control and revegetation works, within the Mt Brandon and Wandana precincts of the *Barwon and Moorabool River Reserves Masterplan and Management Plan* (2006).
- The *Mt Brandon Landscape Plan* has been prepared in accordance with the overall intent of the *Barwon and Moorabool River Reserves Masterplan and Management Plan* (2006).

Cr Nelson moved, Cr Richards seconded -

That Council:

1) notes the outcomes of the public exhibition and community consultation process.

2) formally endorses the *Mt Brandon Landscape Plan*.

Carried.

Report

Background

The Environment and Natural Resources Unit of the City of Greater Geelong (CoGG) is responsible for managing the Barwon and Moorabool River Reserves (BMRR) between the Queens Park Bridge and the Geelong Ring Road. Comprising both government and community representatives the Barwon and Moorabool River Reserves Advisory Committee (BMRRAC) provide the CoGG with advice and support around the management of the reserves. The *Mt Brandon Landscape Plan* has been prepared in consultation with BMRRAC.

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

The key strategic document for management of these reserves is the *Barwon and Moorabool River Reserves Master Plan and Management Plan 2006* (BMRRMMP). The BMRRMMP identified a system of public open space reserves that extend on both sides the Barwon River from the Geelong Ring Road to the existing Queens Park Bridge, and public land along the Moorabool River at Fyansford to the confluence with the Barwon River including future open space areas that had not yet been transferred to Council. In 2009 and 2010, new parkland areas along the Barwon River known as Mt Brandon and Wandana were transferred to Council.

The area attracts many visitors and the visitation rate is increasing as the surrounding area changes from rural / industrial to residential. Now that homes are being built and occupied in the adjoining area, public use and expectations of appropriate facilities, such as path networks in the public open space is high and will continue to increase.

The *Mt Brandon Landscape Plan* (2012) provides a more detailed plan to co-ordinate the implementation of on-ground actions in accordance with the intent of the BMRRMMP, specifically in the areas known as Mt Brandon and Wandana. These actions include restoration works, car parking, picnic facilities, a playground, flat grassed informal recreation areas and toilet facilities to complement other facilities along the Barwon River.

A public exhibition (27th August to 24th October 2012) and community consultation phase was undertaken following the release of the draft *Landscape Plan*. The draft *Landscape Plan* was displayed at each of the City Customer Service Centres and was also available for viewing on the City's web site together with copies of the Information Leaflet/Questionnaire during the consultation period. The Information Leaflet/Questionnaire was mailed out to the adjoining landowners. The local media was used to promote the opportunity for public comment on the draft *Landscape Plan*.

A total of 27 questionnaires were completed and returned along with 2 detailed written responses by closing date of 24th October 2012.

The feedback received was used to inform the finalisation of the *Mt Brandon Landscape Plan*.

Following a report to Council in August 2012 the draft *Landscape Plan* was released for a minimum period of 4 weeks for public exhibition and community consultation. The summary of the outcomes of the consultation is detailed in *Mt Brandon Landscape Plan Community Consultation Report, 2012.* **Table 1 Consultation Summary and Recommendations** summarises the key issues raised in the questionnaire, responses and the recommendations. No significant changes were made to the draft *Mt Brandon Landscape Plan* as a result of the public exhibition and community consultation process.

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

Table 1 Consultation Summary and Recommendations

No.	Plan Ref	SUMMARY OF COMMENT	RESPONSE
3.	**Access**		
3.1		Bridge crossing is the most important of all the recommendations.	The need for the new Barwon River Bridge is identified as a high priority on the plan and is supported in the Barwon River Parklands Strategic Plan. The bridge will be a high cost regional asset and cannot be achieved without State Government funding. **Noted.**
3.2		Consider rope bridges for river crossings.	The Barwon River is subject to frequent and sometimes severe flooding. Use of low level or informal crossings is not possible due to current safety and maintenance requirements. New bridges must be designed to meet current Australian Standards AS5100 to ensure safety of the public and durability of the asset. **Noted.**
3.3		Provide all-ability access and decrease gradient of path to allow all ability access.	The Barwon River Trail extension from Highett Road to the Geelong Ring Road will be constructed in accordance with current all ability standards as defined in AS1428. Due to existing topography, cultural and environmental constraints, bushwalking tracks along the river will remain in their current alignment and will only provide informal access. **Noted.**
3.4		Provide a link along Gully 2 to river parklands and trails.	Path and open space links south along Gully 2 are proposed as part of future development works but are outside the scope of the Mt.Brandon Peninsula Landscape Plan. **Noted.**

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

3.5		Increase weed maintenance of paths. Ensure paths are maintained and increase rubbish removal.	As new paths are established weed control and maintenance will be undertaken in accordance with Council standards. **Noted.**
3.6	1	Retain Gully 3's natural characteristic, no sealed paths, only gravel surface.	Establishment of the new Barwon River Trail link around Gully 3 is to provide for both cyclists and pedestrians. The route was selected to avoid sensitive environmental and cultural values along the Barwon River. The steep grades mean use of an unsealed path is not recommended due to potential erosion and maintenance issues. **Noted.**
3.7	1 25	Cyclist not to be permitted on riverside tracks. Shared path not be located near the river.	The shared path will be located away from the Barwon River as shown on the plan. Riverside access will remain as unsealed and informal walking tracks. Use of riverside tracks for cycling is not supported in the Landscape Plan due to safety and to minimise impacts on environmental values and natural experience. **Noted.**
3.8		Implement speed and safety regulations for cyclists	Council standard code of conduct signage will be installed to all new sections of shared trail. It is not possible to enforce speed bans on cyclists, hence the need to ensure designated shared trails meet the required standards to ensure safe access for all users. **Noted.**
3.9	4	Improve alignment of informal tracks to minimise erosion and damage to existing vegetation.	Changes to alignment of existing informal tracks may not be possible or desirable in some areas due to potential cultural heritage impacts. Use of existing routes is preferred as these areas are already disturbed. **Noted.**
3.10	8	Concerns over the muddiness and erosion of banks around Baum's Weir, condition would worsen if access is encouraged.	The existing informal riverside tracks will remain as a natural surface. Occasionally they will get muddy after rainfall and flood events and natural restrictions on access will occur. This approach is preferred as formalisation of access is not sustainable in flood conditions and may further encourage use by cyclists which will impact on environmental values. **Noted.**

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

3.11	2	Design Gully 3 bridge similar to Highett Road wetland bridge.	The Gully 3 bridge will become part of the Barwon River Shared Trail network. It is located at the bottom of a steep ramp and surfacing will need to be non slip asphalt or concrete (not timber or gravel) to reduce risk to cyclists. Design of handrails and cladding will be similar to the existing wetland bridge at Highett Road using natural Australian Hardwood. **Noted.**
3.12		Increase measures to protect native fauna in the area such as the Platypus.	Protection of environmental values and habitat is a key and ongoing objective for the Landscape Plan and management of the area by Council. Council will continue to liaise with the Corangamite CMA to ensure protection of Platypus habitat in the Barwon River. **Noted.**
4	**Infrastructure**		
4.1	13 25	Do not support the current car park location as it is located too close to Orchardview Drive. Relocate car park closer to Grantham Drive behind the sewer waste pumping station.	The location of the car park is designed to provide all ability access to the new picnic area overlooking the Barwon River. It has been carefully sited at the end of the road to minimise impacts on views from the nearby houses. Relocation of car parking to a site behind the sewer pumping station on the western side of the Gully 2 outfall to the river is not suitable. The location must remain visible from the road for security purposes and provide the required all ability access to the main picnic area, future playground and Barwon River. **Noted.**
4.2		Increase amount of toilet locations.	Recreational use of the reserve is currently low. Following connection to the Barwon River Trail, and as use increases, public toilets will be provided near the main picnic area as shown on the Landscape Plan. **Noted.**
4.3		Café/kiosk/ restaurant required.	Commercial development within public open space along the Barwon River at Mt Brandon Peninsula is not supported. **Noted.**
4.4		Provide wind sculptures throughout the parklands.	Development of public art/sculptures may be considered at later stages of the park development subject to funding and increasing levels of public use. *Recommendation: No change to plan*

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

4.5	11	Viewing platform to be as close as possible to ground level, do not support viewing "tower" structure.	The proposed seating viewing area will not involve establishment of a structure. It will be a ground level seating area located to take advantage of the naturally elevated views up the Barwon River from the escarpment. Longer term some active vegetation management may be required to maintain views up the river as revegetation becomes more established. ***Recommendation:*** *Amend plan note 11 to clarify the intent of the seating area as noted above.*
5	**Overall Landscape Plan**		
5.1		Concerns over cost of the project in comparison to the needs of the community.	The new park area is the most important open space asset for new adjoining residents and a key destination for the people of Geelong and other visitors as part of the Barwon River Parklands. The cost of both land management/restoration and development of new infrastructure will however be high. Funding for environmental protection and enhancement works will continue to be prioritised to areas with existing values before new areas of revegetation are opened up. The Plan recommends a staged approach, only opening up new areas of park to public access as funding permits, development proceeds, new residents move into the area and the Park becomes more popular with Geelong locals and visitors. **Noted.**
5.2		Plan to include 'words environmental enhancement and development'. Too much emphasis on infrastructure development Plan does not discuss enhancement of environmental values.	The Landscape Plan is not a management plan. Protection and enhancement of environmental values is a key objective for the site however the purpose of this plan is to engage with the local community about access to the park and priorities for staged development. This does not mean there is any reduction in commitment to protection and enhancement of environmental values on the site. ***Recommendation:*** *Include additional text regarding environmental enhancement in the overall design intent.*

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

5.3		Overall design, grazing cropping unsuitable. Would require slashing 2-3 times annually groves of trees, shrubs, grasses etc and scattered red gums planted will suppress the grass.	The parkland area is over 28ha. While the Plan clearly articulates a vision for extensive revegetation and environmental improvement this will take many years to achieve. In accordance with best practice land management principles, resources will be prioritised to areas with existing environmental value. ***Recommendation:*** Change plan to indicate that the area will be maintained by slashing (low frequency/level of service) rather then an agricultural use.
5.4		Increase rabbit control measures.	Rabbit control in areas located on the riverbank and adjoining rural areas is difficult. Council will continue to liaise with Department of Primary Industries and adjoining private land owners to monitor and where possible control rabbits. **Noted.**
5.5	6	Tidy up the mess at end of Old Flour Mill Road.	As part of Stage 1 trail works vehicle control and landscaping improvements will be completed at the end of Highett Road. **Noted.**
5.6		Improve dog waste control measures.	As new path and open space areas are opened to the public dog waste bins will be established in accordance with recommendations of the Domestic Animal Management Plan. **Noted.**
5.7		Provide controlled dog off lead areas.	Dog off lead areas will be provided away from the Barwon River in accordance with recommendations of the Domestic Animal Management Plan. **Noted.**
5.8		No dogs off lead along riverside tracks. Enforce dog on lead policy.	Dogs are to be kept on lead at all times in sensitive environmental areas along the Barwon River. Enforcement of local laws will be in accordance with recommendations of the Domestic Animal Management Plan. **Noted.**
5.9	12	Clearance of debris and build up of soil in places to display the original construction to the flour mill site.	Accumulation of sediment and water borne debris is a natural occurrence along the Barwon River and ruin foundations of the former flour mill site have been subject to these forces for over 100 years. Attempts to physically remove sediment may damage ruins and potentially also impact on other cultural heritage values and this practice is not recommended. **Noted.**

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

6	**Informal Recreational Facilities**		
6.1		No skate parks.	Skate parks are not proposed for this parkland. **Noted.**
6.2		Playgrounds and fishing platforms are highest priority. Increase recreational areas for children.	Establishment of walking path loops and links to the Barwon River Trail will be used to improve access and encourage more people to visit and use the Park. Establishment of fishing platforms (water access) and a playground will follow as funding becomes available. **Noted.**
6.3	14	Relocate proposed picnic area closer to the car park to protect the riverbank. Play-ground to be located closer to Orchardview Court as it is a more visible open area and safer for children.	The Barwon River is a key reason for visiting the Park and the main picnic area located to the base of the escarpment (toward the end of Orchardview Court) will provide shade/shelter and views to the river. The location is consistent with other popular riverside picnic areas in Geelong and the proposed picnic area is located approximately 50m back from the edge of the Barwon River. Final siting of the playground will be confirmed at detailed design. **Noted.**
6.4		Provide sheltered picnic areas.	Extensive tree planting has already been undertaken and this will continue to provide shelter for proposed new picnic areas. **Noted.**
6.5		Increase seating areas.	As paths and improved access is provided new seats overlooking the Barwon River and other features of the Park will be established. **Noted.**
6.6	15 24	Concern over damaged caused to riverbanks by use of proposed fishing platforms.	The provision of a dedicated and well designed fishing platform/water access point will reduce public risk/erosion and damage to banks from increasing public use of the various existing steep informal water access points. **Noted.**
7	**Vegetation Management**		
7.1		Control vegetation height along fencelines not to impact views.	Careful placement of trees will assist in retaining views from existing outdoor decks and windows as these views also provide an important role in security and surveillance of open space. **Noted.**

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

7.2	1	Do not support fire breaks, houses should develop own fire protection.	Where properties directly adjoin the open space retention of maintenance and fire access is required along the fence line. **Noted.**
7.3		Do not support removal of European trees. Provide a mixture of indigenous and non-indigenous trees and vegetation.	The Barwon River Parklands including the Park are a primary biodiversity and habitat corridor and all new planting is to be undertaken using indigenous species grown from locally collected/sourced seed. This is aimed at both improving the habitat for the many native birds and animals which use the river corridor and adjoining bushland and to also protect the biodiversity values associated with both this area and downstream sections of the Barwon River. Invasive weed species such as Ash and Willows will be removed to reduce potential spread along the lower sections of the Barwon River. Established and less invasive exotic trees including Cypress and Peppercorns will be retained short term to maintain landscape character and habitat value while new indigenous revegetation is established. However eventually these trees will also be removed when they become structurally unsound or to allow completion of the final stages of revegetation works in that particular area. **Noted.**
7.4		Revegetation near Rivergum Drive not required, would only require occasional slashing.	Tree planting shown along Rivergum Drive is for street trees only and many of these have already been planted. Only scattered tree planting is proposed to retain views and to ensure passive surveillance of the open space from the road and adjoining properties. **Noted.**
7.5		Increase weed control. Use indigenous planting as a method for weed control	Despite extensive weed removal by Friends of Buckley Falls (FOBF) and Council there remains significant weed infestation in the Park. Areas with existing native vegetation and higher conservation values will remain the highest priority for control of weeds. In other areas weed control will be increased overtime as funding permits. **Noted.**
7.6	9	Ground is prickly and not suitable as an open space area for recreational use	Existing open grass areas are covered with Galena and other ground layer weeds which make the surface unusable. As outlined in the plan these areas are to be weed sprayed and top dressed to enable establishment of areas of mown grass. These flat areas can then be used by the local community for informal active recreation. **Noted.**

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

7.7		Do not support formal sports field.	Formal sporting fields are not proposed for this parkland. **Noted.**
7.8	9 23	Do not support mown open spaces, area was planned to become example of Barrabool Hills Ecosystems. Suggest woodland with grassy understorey and wildflower beds. Consider renaming "future open space" to "restoration of Barrabool Hills vegetation"	The parkland has been acquired by Council to provide for both environmental protection and enhancement and the provision of passive open space for adjoining residents and other visitors in an area where flat open space is limited by the natural topography. The retention and size of the three areas of open mown grass shown on the Landscape Plan was clearly established in the Barwon and Moorabool River Reserves Plan 2007. This Council endorsed plan was developed in close consultation with the community and was supported by both Geelong Environment Council and Friends of Buckley Falls. The vast majority of the Park will eventually be restored to a natural state in accordance with the prevailing Ecological Vegetation Class. These open mown grass area will be informally shaped and eventually surrounded by scattered indigenous trees and open grasslands consistent with the natural vegetation of the surrounding Barrabool Hills. These surrounding areas may occasionally be slashed to assist in control of weed seed setting and for fire management purposes however when the Park is eventually fully revegetated only these three areas 100x60m, 140x60m and 70x70m will be actively managed as open mown grass. These three areas in total constitute less than 10% of the overall Park area and are critical to providing useable passive open space for local residents and visitors to the Park to run about, play informal ball games and undertaken other passive recreational activities in an informal parkland setting. ***Recommendation:*** *Update Plan to reflect the actual size of the proposed open mown grass areas on the Plan rather than just referring to them in the text.* *On the Plan add additional reference to restoration of Barrabool Hills vegetation.*

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

7.9	9	Friends of Buckley Falls strongly object to recreational usage of Mt Brandon Peninsula as it was planned for revegetation. Steeper slopes and riverside areas to be classified as nature reserve rather than public recreation area. Importance to protect and enhance biodiversity values.	As confirmed in the Barwon and Moorabool River Reserves Plan 2007 the parkland has been established to provide for both environmental protection and restoration and informal active and passive recreation. As outlined above there is no intention to establish formal sports fields however the steepness of the adjoining land and open space needs of the large future residential community must also be provided for, including areas to run about and play games etc. This will not prevent extensive revegetation along the river and surrounding open space areas. **Noted.**
8	**Traffic Management**		
8.1		Increase traffic control measures, e.g. speed humps and traffic islands. Concerns about increased traffic on Grantham Drive	Consideration of traffic control measures for surrounding streets is outside the scope of the landscape plan. **Noted.**
8.2	18	Reduce traffic noise and wind. Revegetate Ring Road area to reduce wind and traffic noise	Extensive revegetation is planned for the Geelong Ring Road end of the parkland. Staged establishment of street tree planting and revegetation as outlined in the Landscape Plan will also assist in reducing the impacts of traffic noise and formation of natural wind breaks. **Noted.**

Discussion

The intent of the *Mt Brandon Landscape Plan* (see Attachment 1) is to coordinate the staged development of future recreational infrastructure such as paths, bridges, platforms, picnic areas, public toilets, playgrounds, seating and car parking with ongoing weed control and revegetation works. The *Mt Brandon Landscape Plan* has been prepared in accordance with the overall intent of the *Barwon and Moorabool River Reserves Masterplan and Management Plan* (2006) and more recently completed Council and Friends of Buckley Falls (FoBF) projects.

Included with the *Mt Brandon Landscape Plan* is the staged implementation schedule and indicative capital costs for the works identified in the *Landscape Plan*. The total costs of all the works proposed in the *Landscape Plan* is estimated at $2,763,450 (when preparing budgets a contingency costs of 10% will be included) and is broken down into six stages as indicated in Table 2 Mt Brandon Landscape Plan Indicative Costs. Funding support from federal, state and regional funding bodies, such as the Barwon River Parklands Project will be sought to support the implementation of the

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

Plan. The Barwon River Parklands Project has already provided approximately $180,000 towards project implementation.

Table 2: Mt Brandon Landscape Plan Indicative Costs

STAGE	COST
1	$455,800
2	$373,900
3	$436,750
4	$420,500
5	$524,000
6	$552,500
TOTAL WORKS	**$2,763,450**

As works will be staged over many years the intent is to confirm the footprint and layout of infrastructure to enable progressive development of the site while retaining sufficient space for integrated future development. This will help the Barwon and Moorabool River Reserves Advisory Committee guide works and activities at Mt Brandon and Wandana.

The Friends of Buckley Falls (FoBF) are an extremely active community group. They have regular working bees and undertake many revegetation and rehabilitation projects within the BMRR with funding assistance from Council. This work is overseen by the Barwon and Moorabool River Reserves Advisory Committee which was recognised in the 2011 Keep Australia Beautiful Victoria Sustainable Cities and Clean Beaches Awards by being awarded winners in the category of Sustainable Cities Community Government Partnership. It is envisaged that the FoBF will play a significant role in implementing many of the restoration actions identified in the *Landscape Plan*.

The total costs of the all the works proposed in the *Landscape Plan* is estimated at $2,763,450 and is broken down into six stages. Also included are approximate annual maintenance costs after each stage has been delivered.

The costs at each stage are prioritised as indicated in the Table 3 below.

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

Environmental Implications

The study area covered by the *Landscape Plan* contains biodiversity sites recognised in the City's *Biodiversity Strategy* and is also part of the larger network of designated Primary Biodiversity Zones. National and state significant flora and fauna make up the diverse range of biodiversity to be found in the area.

A major threat to these values is weed invasion. The *Landscape Plan* provides clear direction for an ongoing staged program of works which co-ordinates weed control and revegetation activities, within the Mt Brandon and Wandana precincts. Such a program will significantly contribute to the protection and enhancement the biodiversity values in the area.

The increasing public access may impact on existing and future habitat values. The Plan provides direction for establishing sealed shared tracks to maximise links along the river and for low impact unsealed walking paths. The *Landscape Plan* also provides direction for the layout of infrastructure to enable progressive development of the site while retaining sufficient space for integrated future development while minimising impacts on environmental and habitat values.

The *Landscape Plan* indicates proposed revegetation zones and priorities with species lists in accordance with the Ecological Vegetation Community benchmarks. All revegetation will be undertaken with the use of locally sourced indigenous species.

The *Landscape Plan* has no direct implications on energy use and greenhouse emissions other than in the infrastructure construction stages. Implementation will have positive indirect implications by providing shared trail links to the existing Barwon River Shared Trail network for cyclists to commute to and from home and school/work, and potential carbon offset via the revegetation program.

Design of infrastructure e.g. toilets will utilise best practice energy and water efficiency design options. Re-vegetation will be undertaken with indigenous species as they are best suited to the local conditions, requiring minimal watering particularly once established.

A key component of implementation of the *Landscape Plan* will be to *Buy with the Environment in Mind* a part of the City's EcoChallenge initiative.

Implementation of the staged program of works which coordinates weed control and revegetation activities proposed in the *Landscape Plan* will also have beneficial impacts on the environmental values within the reserve.

Financial Implications

The *Landscape Plan* proposes activities to be implemented as part of a six stage program, the timing of which will be dependant on funding availability from a range of sources. The full implementation of the actions listed in the *Landscape Plan* will cost approximately $2.7million. It is expected that opportunities for co-contribution from federal, state and regional funding sources will be available and sourced during all stages of implementation of the *Landscape Plan*.

Parks Victoria have already provided $180,000 towards the Mandatory Activities in Stage 1 of the *Mt Brandon Landscape Plan*.

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

A prioritised breakdown of costs at each stage is provided in Table 4 below.

Table 4

STAGE	Priority	COST	Sub totals
1	Mandatory	$268,000 -$180,000	
	High	$72,000	
	Medium	$50,300	
	Low	$65,500	**$455,800**
2	Mandatory	$5,000	
	High	$140,000	
	Medium	$109,900	
	Low	$119,000	**$373,900**
3	Mandatory	$5,000	
	High	$291,000	
	Medium	$41,500	
	Low	$99,250	**$436,750**
4	Mandatory	$2,000	
	High	$34,500	
	Medium	$215,000	
	Low	$169,000	**$420,500**
5	Mandatory	$2,000	
	High	$18,000	
	Medium	$454,000	
	Low	$50,000	**$524,000**
6	Mandatory	$2,000	
	High	$257,500	
	Medium	$110,000	
	Low	$183,000	**$552,500**
	Total	**$2,763,450**	**$2,763,450**

.

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

Policy/Legal/Statutory Implications

The *Mt Brandon Landscape Plan* recognises that all community members have equal rights to participate in and enjoy the benefits of public open space. The development of the *Landscape Plan* has considered and incorporated solutions to facilitate and encourage access for all wherever possible.

The completed draft design will be used as the basis for preparation of an 'Activity Statement' which will describe in detail the proposed works and construction methods to enable preparation of an archaeological brief and to enable confirmation of the details of the Cultural Heritage Management Plan if required.

Officer Direct or Indirect Interest

No Council staff engaged in development of this plan have a direct or indirect interest in the development of the *Mt Brandon Landscape Plan*.

Risk Assessment

The *Mt Brandon Landscape Plan* provides for the coordinated, staged development of future recreational infrastructure such as paths, bridges, platforms, picnic areas, public toilets, playgrounds, seating and car parking and ongoing weed control and revegetation works.

Implementation of the *Landscape Plan* will reduce the potential for damage to the environmental and cultural values of the study areas through inappropriate access and development of the areas which have known environmental and culturally significant values.

Appropriate risk management measures will be put into place when implementing the *Landscape Plan*. The completed draft design will be used to enable preparation of archaeological brief and to enable confirmation of the details of the Cultural Heritage Management Plan if required. Management of risk will also be considered during the design and construction phase.

Social Considerations

The implementation of the *Mt Brandon Landscape Plan* will provide a direct social benefit via the development of walking path links in new areas of public open space and provision of family friendly recreational facilities improving the recreational and social experiences of visitors to this reserve.

Indirect social benefits will be derived from improved environmental conditions for the conservation of biodiversity and habitat values within the reserve.

Protection of European and Aboriginal Cultural Heritage sites is a key consideration in the development of the draft Plan.

3. MT BRANDON LANDSCAPE PLAN FINAL (CONT'D)

Communication

The development of the *Landscape Plan* has involved consultation with Council staff and the Barwon and Moorabool River Reserves Advisory Committee including a site inspection and a follow up meeting to review the draft Plan.

The draft *Mt Brandon Landscape Plan* was displayed at each of the City Customer Service Centres together with copies of the Information Leaflet/Questionnaire during the consultation period of 27 August to 24 October 2012. During this period the draft *Landscape Plan* was also available for viewing and comment on the City's web site. The Information Leaflet/Questionnaire was mailed out to the adjoining landowners. The local media was used to promote the opportunity for public comment on the draft *Landscape Plan*.

The feedback received was used to inform the finalisation of the *Mt Brandon Landscape Plan*.

Attachment 1

BARWON RIVER TRAIL

The future 2.5m wide sealed shared pedestrian/cycle path link will eventually extend from Buckley Falls Park (and the existing trail) through to the Geelong Ring Road and a future bridge across the river. The sealed shared trail is to be located along the upper escarpment to maximise connection to residential and recreational areas while meeting all ability access requirements. The trail will be developed in stages, subject to funding, and many sections will remain as unsealed paths until the level of use requires upgrade of the surface.

MOUNT BRANDON PENINSULA

New facilities to be established at the existing open space along Rivergum Drive to provide passive recreation opportunities and improve public access to open space and the river including:

7. Extend the future Barwon River Trail along the existing unsealed track at the top of the escarpment. Longer term the path will be upgraded to provide a more direct link to the new picnic areas at Gully #2.
8. Provide a 1.5m wide unsealed path down to Baums Weir.
9. Retain flat open mown grass area (min 100 x 60m) and top dress and improve grass surface for informal ball games and informal recreation.
10. Revegetate to establish a graded transition of parkland planting consisting of scattered indigenous overstorey trees and slashed grass/indigenous groundlayer to retain sight lines.
11. New viewing and seating area to the upper escarpment providing elevated views west along the Barwon River. Seating area will be at ground level taking advantage of the naturally elevated position.
12. Protect and provide interpretation of historic mill races and foundations along the river bank.

MAIN PICNIC AREA

Establish a new picnic area adjoining the Barwon River at Mount Brandon. Facilities will include:

13. A small public car park (20-30 spaces) at the end of Orchard View Court.
14. New picnic tables and, longer term, as the area becomes more popular a public toilet, electric BBQ and playground facility will be provided in keeping with the natural character of the area.
15. Stairs to a river access and fishing platform.

BARWON RIVER BRIDGE

As outlined in the Barwon River Parklands Strategy, a new pedestrian/cycle bridge in the VicRoads road reserve downstream of the Ring Road will eventually link the existing open space and future shared trail network on the north and south banks. The bridge will complete the Barwon River Trail loop circuit through to Barwon Paper Mill, Fyansford Common, Red Gum Island, Queens Park and back via Buckley Falls Park (completion of these works is subject to future State Government funding).

RIVERSIDE WALKING TRACK

The existing informal bush tracks along the river are to remain as a natural surface. This is to ensure they retain a bushland wilderness feel and minimise impacts on cultural heritage and sensitive habitat values along the Barwon River.

16. Establish new seats of natural design at carefully located key river viewing points.
17. Install signage to existing riverside bush tracks.

CULTURAL HERITAGE

The Mount Brandon Peninsula and Barwon River is of cultural significance to the Wathaurung. There are several registered sites of archaeological significance and management of works and protection of cultural heritage will be informed by the development of a Cultural Heritage Management Plan.

The area is also known as the site of the Barrabool Flour Mill which dates from the 1850's, before the Barwon Paper Mill. The only visible remains of the mill are the water race immediately downstream of Baums Weir however there are probable sites identified for the actual mill, jam factory and cottage ruins which are all associated with the site.

The Barwon River upstream of Buckley Falls was also the primary source of fresh water in the Geelong area. The lower weir constructed in 1927 was part of the first water supply scheme for Geelong.

COMMUNITY GROUPS

The Friends of Buckley Falls are a voluntary group who have been engaged in weed control and revegetation operations on a continuous basis for over 25 years (1984). This work has played a major role in protection of the significant remnant vegetation and transformation of the other degraded weed infested sections of the park into the significant bushland reserves found today.

The Barwon and Moorabool River Advisory Committee advises Council on issues and matters relating to the management of open space along the river. The Committee also liaises with relevant authorities, special interest and community groups on issues relating to the park and assists with submissions to regional, state and federal departments to fund improvement works consistent with the existing management plan.

ENVIRONMENTAL VALUES

There are sections of remnant natural indigenous riparian vegetation including scattered Red Gums and areas of Tangled Lignum around the Mount Brandon Peninsula. Mature Cypress trees and Sugar Gums while not indigenous also provide an important contribution to landscape character and will be maintained where possible until additional indigenous trees can be planted to maintain habitat values.

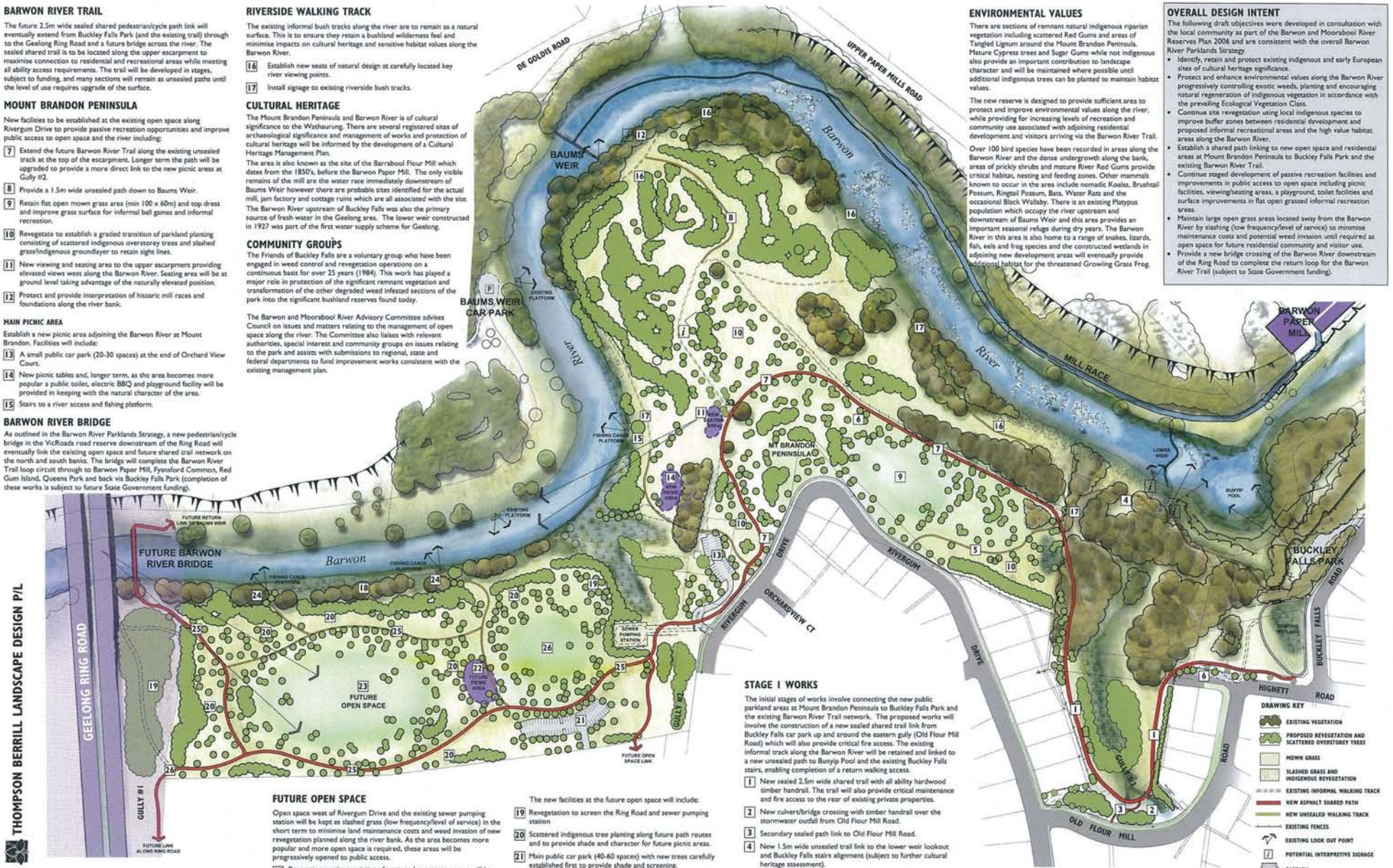
The new reserve is designed to provide sufficient area to protect and improve environmental values along the river, while providing for increasing levels of recreation and community use associated with adjoining residential development and visitors arriving via the Barwon River Trail.

Over 100 bird species have been recorded in areas along the Barwon River and the dense undergrowth along the bank, areas of prickly shrubs and mature River Red Gums provide critical habitat, nesting and feeding zones. Other mammals known to occur in the area include nomadic Koalas, Brushtail Possum, Ringtail Possum, Bats, Water Rats and the occasional Black Wallaby. There is an existing Platypus population which occupy the river upstream and downstream of Baums Weir and this area provides an important seasonal refuge during dry years. The Barwon River in this area is also home to a range of snakes, lizards, fish, eels and frog species and the constructed wetlands in adjoining new development areas will eventually provide additional habitat for the threatened Growling Grass Frog.

OVERALL DESIGN INTENT

The following draft objectives were developed in consultation with the local community as part of the Barwon and Moorabool River Reserves Plan 2006 and are consistent with the overall Barwon River Parklands Strategy.

- Identify, retain and protect existing indigenous and early European sites of cultural heritage significance.
- Protect and enhance environmental values along the Barwon River progressively controlling exotic weeds, planting and encouraging natural regeneration of indigenous vegetation in accordance with the prevailing Ecological Vegetation Class.
- Continue site revegetation using local indigenous species to improve buffer zones between residential development and proposed informal recreational areas and the high value habitat areas along the Barwon River.
- Establish a shared path linking to new open space and residential areas at Mount Brandon Peninsula to Buckley Falls Park and the existing Barwon River Trail.
- Continue staged development of passive recreation facilities and improvements in public access to open space including picnic facilities, viewing/seating areas, a playground, toilet facilities and surface improvements in flat open grassed informal recreation areas.
- Maintain large open grass areas located away from the Barwon River by slashing (low frequency/level of service) to minimise maintenance costs and potential weed invasion until required as open space for future residential community and visitor use.
- Provide a new bridge crossing of the Barwon River downstream of the Ring Road to complete the return loop for the Barwon River Trail (subject to State Government funding).



STAGE 1 WORKS

The initial stages of works involve connecting the new public parkland areas at Mount Brandon Peninsula to Buckley Falls Park and the existing Barwon River Trail network. The proposed works will involve the construction of a new sealed shared trail link from Buckley Falls car park up and around the eastern gully (Old Flour Mill Road) which will also provide critical fire access. The existing informal track along the Barwon River will be retained and linked to a new unsealed path to Bunyip Pool and the existing Buckley Falls stairs, enabling completion of a return walking access.

1. New sealed 2.5m wide shared trail with all ability hardwood timber handrail. The trail will also provide critical maintenance and fire access to the rear of existing private properties.
2. New culvert/bridge crossing with timber handrail over the stormwater outfall from Old Flour Mill Road.
3. Secondary sealed path link to Old Flour Mill Road.
4. New 1.5m wide unsealed trail link to the lower weir lookout and Buckley Falls stairs alignment (subject to further cultural heritage assessment).
5. New 1.5m wide unsealed path link to Rivergum Drive.
6. Install vehicle control at the end of Highett Road and longer term formalise existing unsealed car parking (approx 10 spaces).

FUTURE OPEN SPACE

Open space west of Rivergum Drive and the existing sewer pumping station will be kept as slashed grass (low frequency/level of service) in the short term to minimise land maintenance costs and weed invasion of new revegetation planned along the river bank. As the area becomes more popular and more open space is required, these areas will be progressively opened to public access.

18. Revegetation works consisting of scattered overstorey trees will be undertaken in stages to improve shade, landscape character and screening to and from the Ring Road. Initial works will focus on improving habitat corridor values along the Barwon River and longer term, when a suitable buffer has been established, this area will provide an expansive area of new passive open space for residents.

Revegetation of areas away from the river will be undertaken using indigenous species consistent with the pre settlement Barrabool Hills vegetation. Eventually revegetation will enclose and define the flat open grass areas retained for informal passive recreation.

The new facilities at the future open space will include:

19. Revegetation to screen the Ring Road and sewer pumping station
20. Scattered indigenous tree planting along future path routes and to provide shade and character for future picnic areas.
21. Main public car park (40-60 spaces) with new trees carefully established first to provide shade and screening.
22. New second picnic area with picnic shelter and BBQ facilities.
23. A flat open mown grass area for informal recreation min 140x60m.
24. New river access and fishing platforms.
25. New pedestrian/cycle unsealed path links along the river to the Ring Road and future bridge across the Barwon River.
26. Flat open grass area min 70x70m adjoining the picnic area.

THOMPSON BERRILL LANDSCAPE DESIGN P/L

CITY OF GREATER GEELONG

GEELONG RING ROAD TO BUCKLEY FALLS PARK

MT BRANDON LANDSCAPE PLAN

FINAL DRAFT

JANUARY 2013
DWG No. MBP-01
SHEET 1 OF 1

4. BOUNDARY REALIGNMENT – NORTH GEELONG (BAY SECTION) TO RIPPLESIDE

Portfolio: **Governance – Mayor**
Source: **Corporate Services - Financial Services**
General Manager: **Jeff Wall**
Index Reference: **Subject/Roads, Footpaths & Streets**

Summary

- Council considered a report on 8 May 2012 regarding a proposed boundary realignment of the bay section of North Geelong to Rippleside based on a submission received from a resident group.
- A letter and survey seeking approval/disapproval to the realignment was sent to all affected property owners and residents (323) on 19 June 2012.
- The majority of survey responses returned were in favour (181).
- The realignment affects eleven streets (See Appendix 4-1).
- The State Government's naming administrative body – the Office of Geographic Names (OGN), agrees with the proposed realignment.
- The proposed realignment will allow for easy identification to the public and utility services in case of an emergency.
- The postcode for North Geelong and Rippleside being 3215, remains unchanged.

Cr E Kontelj moved, Cr Macdonald seconded -

That Council approves the boundary realignment of the section of North Geelong bounded by Swinburne Street to the north, Victoria Street to the south, Melbourne Road to the west, and Corio Bay to the east, to "Rippleside".

Carried.

Report

Background

On 1 August 2011, Council received a letter from a resident within North Geelong, on behalf of a residents' group, requesting that Council rename the section of North Geelong bounded by Swinburne Street to the north, Victoria Street to the south, Melbourne Road to the west and Corio Bay to the east. The new locality name requested was "St Helens".

Council advised that this name would be a duplicate name and therefore was unable to be used.

It was then proposed to extend the Rippleside boundary to Swinburne Street, enabling eleven streets currently known as North Geelong to become part of the Rippleside locality.

4. BOUNDARY REALIGNMENT – NORTH GEELONG (BAY SECTION) TO RIPPLESIDE (CONT'D)

In September 2011, the residents' group conducted their own private survey with affected property owners and submitted these responses to Council, as per the following table:

	In Favour	No Response	Total Properties*
Victoria Street	0	24	24
Melbourne Road	0	39	39
Cliff Street	0	5	5
St David Street	15	21	36
Lothian Street	3	2	5
Vautier Street	13	26	39
St Helens Place	5	3	8
Holden Avenue	5	14	19
Bay Street	13	21	34
Helen Street	2	7	9
Swinburne Street	8	13	21
Total	**64**	**175**	**239**

*Please note – not all ratepayers were included in the resident's private survey.

Discussion

Councils are responsible for allocating and realigning geographic locality boundaries.

Council consulted the Office of Geographic Names on the proposal.

The Office of Geographic Names replied that *"extension of the Rippleside boundary to Swinburne Street, from a public safety perspective, meets the requirements of Principle 1(c) Ensuring public safety, under the Guidelines for Geographic names 2010.*

The current boundary has the potential for confusion as geographically the subject area, may be confused as to being part of Rippleside and not North Geelong.

The OGN were favourable towards the proposal and advised that consultation with all residents within the area would be necessary.

On 8 May 2012 Council resolved to commence a process of investigation and consultation into a realignment of the North Geelong boundary. Letters were sent to all affected property owners and residents on 19 June 2012, seeking their assistance in return of a survey indicating their preference.

The table below summarises the results received for Council's survey:

Invited Comments	Agree with Proposal	Do Not Agree with proposal	Undecided	No response Received
323	181	16	1	125

4. BOUNDARY REALIGNMENT – NORTH GEELONG (BAY SECTION) TO RIPPLESIDE (CONT'D)

Council has received a submission from one of the businesses situated on Melbourne Road that is strongly opposed to the change in locality naming. The business has been advised that the matter is being dealt with in accordance with the applicable Guidelines.

The proposed new alignment complies with Principle 3(A) of the Guidelines administered by the Department of Sustainability and Environment's OGN.

The postcode for North Geelong and Rippleside being 3215, remains unchanged.

Environmental Implications

There are no environmental issues arising from this report.

Financial Implications

Council offers a standard assistance package to residents when their property address is altered. This assistance package consists of 10 postage paid envelopes and 10 "Change of Address" forms. Other assistance may be offered on a case by case basis.

Policy/Legal/Statutory Implications

The Geographic Place Names Act 1998, the Guidelines for Geographic Names 2010, the Local Government Act 1989 and Council Policy have been followed and met.

Officer Direct or Indirect Interest

There is no officer direct or indirect interest in this report.

Risk Assessment

The realignment of this boundary will allow for easy identification to the public and utility services in case of an emergency.

Social Considerations

Real Estate Agents regularly refer to properties within the affected area as Rippleside as part of their advertising campaign. In this respect it could be argued that residents are purchasing / renting properties in the belief that the property is located within Rippleside and therefore when requesting emergency services they may be utilising an incorrect locality which could cause a delay in the response time.

The realignment of this boundary will minimise confusion to residents and visitors to the area.

4. BOUNDARY REALIGNMENT – NORTH GEELONG (BAY SECTION) TO RIPPLESIDE (CONT'D)

Communication

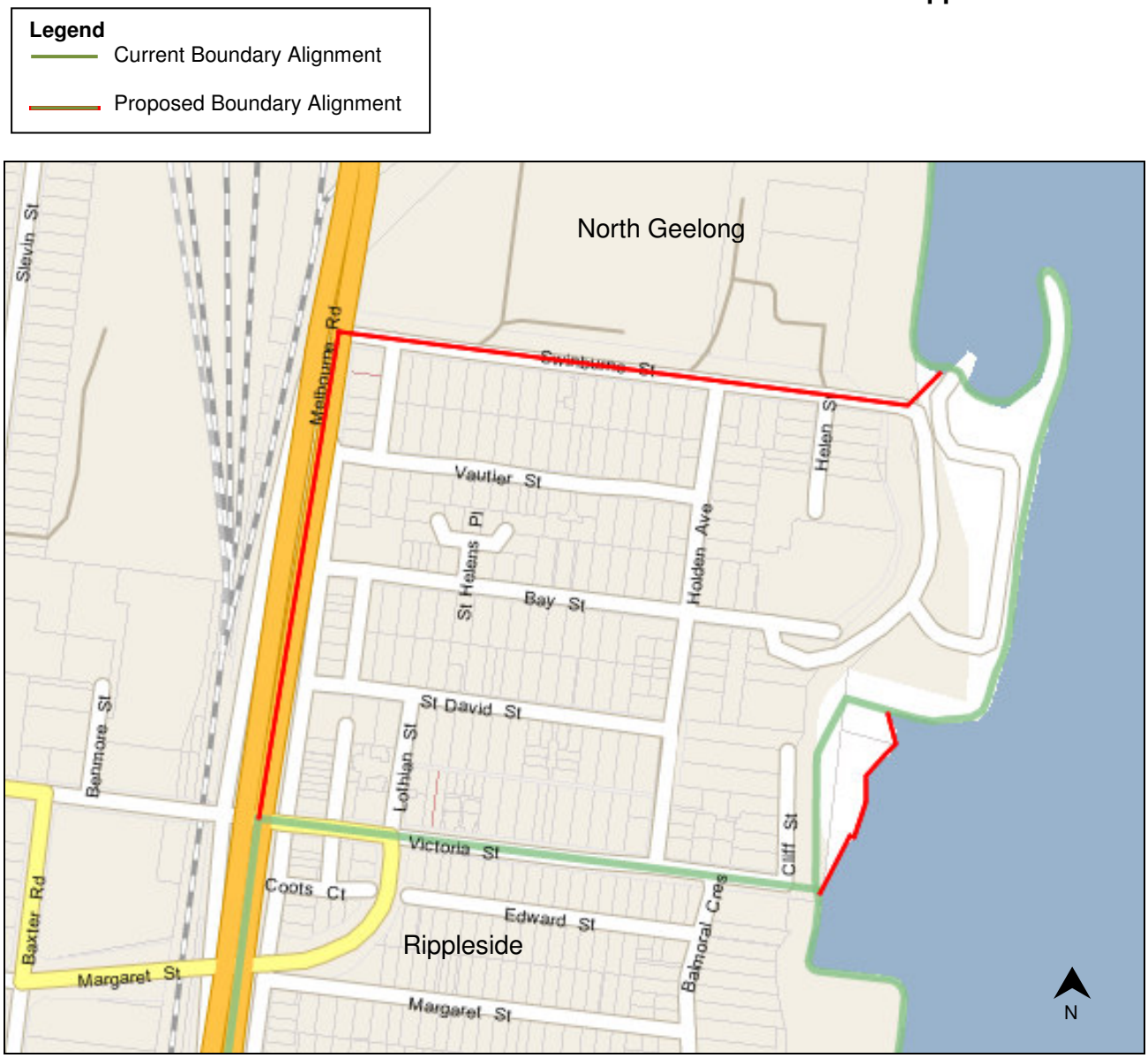
Notification letters were sent to all affected property owners and residents on 19 June 2012.

Following Council resolution resolving to change the boundary, public notice will be published and notification forwarded to all effected properties. There is a 30 day submission period from notice publication.

Subject to Council and The Registrar of Geographic Names approval, the relevant authorities, abutting owners and residents will be notified of the official registration of this change in locality name.

Australia Post will recognise a change of address / locality for property owners for a period of six to 12 months to ensure a smooth transition from the old to the new address / locality. Whilst this has always been the unofficial practice of the local Australia Post delivery centres, this is now incorporated into the Guidelines as a policy position.

Appendix 4-1


Legend
Current Boundary Alignment
Proposed Boundary Alignment
North Geelong
Slevin St
Melbourne Rd
Swinburne St
Helen St
Vautier St
St Helens Pl
Holden Ave
Bay St
St David St
Lothian St
Bennore St
Victoria St
Cliff St
Coots Ct
Edward St
Baxter Rd
Bakhoral Cres
Margaret St
Margaret St
Rippleside
N

5. ENVIRONMENT MANAGEMENT STRATEGY PROGRESS UPDATE

Portfolio: **Environment and Sustainability - Cr Richards**
Source: **City Services – Environment and Natural Resources**
General Manager: **Gary Van Driel**
Index Reference: **Council Reports 2013**

Summary

- The purpose of this Report is to provide Council with an update on the development of the next Environment Management Strategy.
- Strategic direction for Councils environment and sustainability programs has been derived from the Environment Management Strategy 2006-2011.
- The Environment Management Strategy 2006-2011 identified 223 actions, involving a large number of key participants, with the City taking the lead role in directing and facilitating environmental reform.
- Approximately 75% of the actions have been implemented.
- Council's Environment Management Strategy 2006-2011 (EMS) has expired, though many of the actions and strategic directions are still relevant and continuing.
- The development of the Strategy is being overseen by an Advisory Committee consisting of Council, community groups and government departments and agencies.
- Input for the new strategy has been sought from Council staff, community and government departments and agencies.
- A community survey has been undertaken with 175 individuals and community groups responding to questions about the regions environmental future.
- A biodiversity and landscape protection workshop was attended by 26 environment groups as well as government departments and agencies, attracting over 50 attendees in total.
- A clean technology workshop was attended by representatives from industry, business and educational sectors, including peak bodies such as the Geelong Manufacturing Council.
- Further consultation is being undertaken.

Cr Richards moved, Cr Harwood seconded -

That Council notes the:

1) **ongoing development of the next Environment Management Strategy.**
2) **community consultation undertaken to-date including high level of interest from community groups.**

Carried.

5. ENVIRONMENT MANAGEMENT STRATEGY PROGRESS UPDATE (CONT'D)

Report

Background

The City of Greater Geelong has acknowledged the importance of environmental management for many years and this led to Council adopting its first Environmental Management Strategy in 1999. Council re-confirmed its commitment to sustainability and sound environmental management in Geelong by adopting the Environment Management Strategy 2006-2011 (EMS). This EMS covered many topics and listed 'Achievements', 'Objectives', 'Targets' and 'Actions' for each of the topics. Topics within the EMS included:

- Council Policy, Programs and Planning
- Education and Partnerships
- Biodiversity Management
- Sustainable Agriculture
- Coastal and Marine
- Waterways and Wetlands
- Air Quality
- Resource Use
- Waste, Recycling and Reuse
- Urban Settlements

In addition to the two EMS documents (1999 as well as 2006-2011) Council has adopted various additional strategies which were either identified as priority actions within the two EMS documents and/or further assist with setting strategic environment and sustainability directions. These strategies include:

- Sustainable Water Use Strategy
- Biodiversity Strategy
- Geelong Wetland Strategy
- Greenhouse Response 2008-2011
- Climate Change Adaptation Strategy

The Environment Management Strategy 2006-2011 identified 223 actions, involving a large number of key participants, with the City taking the lead role in directing and facilitating environmental reform. To-date approximately 75% of the actions within this EMS have been implemented. Work is ongoing to continue to implement actions within the EMS 2006-2011 including development and implementation of a Sustainable Buildings Policy, Pest Plant and Animal Strategy, reduce corporate greenhouse emissions, enhance relationships with key stakeholders and incorporate sustainability throughout the organisation via the 'EcoChallenge' program.

Since the development of the City's Environment Management Strategy 2006-2011 issues have arisen that were not given adequate consideration in this strategy, for instance climate change. In addition Council has undertaken considerable strategic work in other areas which need to be incorporated into the next Environment

5. ENVIRONMENT MANAGEMENT STRATEGY PROGRESS UPDATE (CONT'D)

Management Strategy. With the expiry of Council's EMS 2006-2011 work began in early 2012 on the development of Councils next Environment Management Strategy. It is anticipated that this document will continue many of the actions and strategic directions set out in the previous document as they continue to be relevant and ongoing.

Environment Management Strategies are a strategic vehicle by which local governments can plan and prioritise the development and delivery of services and support for environment programs, and to enhance sustainable environmental, economic and social outcomes.

In particular, environment management strategies facilitate local government's ability to work in partnership with the community and to improve environment and community outcomes by:

- increasing support for environment programs
- improving access to services, support and opportunities for participation
- providing a framework and facilitate integration between various Council and community environment initiatives
- increasing the responsiveness of services and efficient use of other resources, by identifying service integration and collaboration opportunities
- promoting environment areas and programs as important to local communities
- maximising resources and undertaking long-term planning for environment programs including the development and evaluation of services, activities and facilities which enable Council to make more informed and strategic decisions about future needs and priorities
- providing a mechanism to respond locally to national, state and regional environmental objectives; and
- providing a framework for monitoring and reporting around environmental issues and outcomes.

Discussion

Following an Expression of Interest process, Russell Fisher, Managing Director of Sustainability in Mind was selected to assist with the preparation of the Strategy. Russell has extensive experience in the environmental and education fields, including development of environment strategies for Councils and state government departments, as well as previously holding roles such as President of Environment Victoria and board member of the Alternative Technology Association.

An Advisory Committee has been created to oversee and provide assistance and direction with the development of the new Strategy. The Committee consists of;

Internal

- A Councillor, being the Environment and Sustainability Portfolio Councillor, or his or her proxy, should the Portfolio Councillor be absent.
- General Manager City Services
- Manager - Environment and Natural Resources (Project Manager)

5. ENVIRONMENT MANAGEMENT STRATEGY PROGRESS UPDATE (CONT'D)

External

- One representative from each of the following authorities: Department of Sustainability & Environment (DSE), Department of Primary Industries (DPI), Environment Protection Authority (EPA), Barwon Water, Sustainability Victoria & Corangamite Catchment Management Authority (CCMA).
- One representative from the Geelong Environment Council Inc.
- One representative from the Geelong Field Naturalists Club Inc.
- One representative from the Geelong Sustainability Group
- One representative from the Barwon Regional Waste Management Group
- One representative from the Wathaurung Aboriginal Corporation

One of the first tasks for the consultant was the development of a Discussion Paper. The purpose of the Paper was to gain input from the Advisory Committee (and subsequently staff and broader community) on the following topics and questions raised in the paper;

- Role of Council
- State of the Greater Geelong Environment
- Future Trends & Issues
- Council's Approach to Environmental Sustainability
- Implications for Strategic Directions

Extensive consultation has occurred to-date. A Council staff survey was undertaken in July/August 2012. The purpose of the survey was to canvass staff views on how their work is connected to environmental issues, and what information and support is needed by staff to contribute to Council's overall environmental efforts.

A community survey was undertaken in November 2012 which asked respondents to answer a series of questions relating to the regions environment future. The survey sought to identify community concerns, what local environment features the community values, ideas and opportunities as well as what is currently working. One hundred and seventy five individuals and community groups responded to the survey.

A biodiversity and landscape protection workshop was held in late November 2012. The workshop was attended by 26 environment groups as well as government departments and agencies, attracting over 50 attendees in total. The primary objectives of the workshop were to;

- Identify key trends and issues affecting land use, land management and biodiversity in the COGG.
- Assess implications of these and identify clearly the role of Council.
- Identify ideas for strategic direction for Council and priorities for action and innovation.

A clean technology workshop, organised in conjunction with Councils Planning Strategy and Economic Development unit, was held in early December 2012. This was attended by representatives from industry, environment, business and educational sectors, including peak bodies such as the Geelong Manufacturing Council. The primary objectives of this workshop were to:

5. ENVIRONMENT MANAGEMENT STRATEGY PROGRESS UPDATE (CONT'D)

- Learn about the strategic trends and issues for clean technology innovation.
- Focus on opportunities for clean tech innovation in CoGG.
- Develop action plans for network clusters for clean tech industries, services and green buildings.

Further consultation has been undertaken via facilitated meetings with key community groups, such as the Barwon Heads Sustainability Group.

The surveys, workshops and meetings have provided a wealth of information upon which the Environment Management Strategy can be developed. Major topics of concern, interest and/or action identified to-date include;

- Climate Change
- Biodiversity
- Sustainable development
- Waste disposal and recycling
- The need for partnerships across environment groups, agencies etc
- Air quality
- Food security (growing food locally)
- Maintain and expand open space

Further staff and community consultation will be undertaken over coming weeks. Following this a draft strategy will be developed and presented to Council for consideration for public comment.

It is recognised that all recommendations provided in the Strategy must be realistic and achievable. The EMS will be a high level strategic document that will provide the framework and an implementation plan to progress improvements in the built and natural environments. It will be used to provide direction to the community, developers, government agencies and other key partners to ensure the environment is considered as a high priority in existing areas and all new developments.

Environmental Implications

The implementation of the new EMS will have considerable environment and sustainability benefits for the community as well as natural and built environments.

It is envisaged that implementation of the new EMS will assist Council efforts to;

- Increase community awareness, confidence and knowledge of energy, water conservation and waste minimisation
- Preserve and enhance biodiversity
- Reduce sources of carbon emissions
- Ensure compliance with relevant policy and legislation
- Improve marine and freshwater habitats
- Improve urban and rural water quality
- Enhance sustainability features of new urban developments

5. ENVIRONMENT MANAGEMENT STRATEGY PROGRESS UPDATE (CONT'D)

- Assist maintenance and development of sustainable agriculture
- Improve air quality
- Report on sustainability requirements and targets

Financial Implications

Once completed the new EMS will have a range of actions. It is anticipated that many of these will be built into normal business operations. Any additional funding for specific actions can be considered by EMT and Council through normal budget processes.

Policy/Legal/Statutory Implications

The development and maintenance of the EMS is an important part of meeting Council's Corporate Plan (City Plan 2009-2013) objectives, in particular that '*the City of Greater Geelong leads the community in sustainable planning and environment action'*.

It is important that the EMS is updated to take into account new State and Federal policy and legislation. A new EMS is likely to identify areas of further policy development to be undertaken by Council.

Officer Direct or Indirect Interest

No Council officers involved in the preparation of this report have a direct or indirect interest in the matter to which the report relates.

Risk Assessment

There have been no identified risks to Council in the development of the new EMS. The new EMS will aim to minimise Councils Risk by developing actions that ensure sound environmental management, and ensure compliance with relevant legislation.

Social Considerations

The development of the EMS is an opportunity for the community to provide input into Council's environment and sustainability initiatives. Implementation of the EMS will involve working constructively with members of the public and community groups and all levels of government.

Communication

Council's Environment Department has been working in conjunction with the Marketing and Communication Department as well as the Advisory Committee to provide communication and actions associated with this project. Community consultation is an important component of the development and implementation of the Strategy. Council has proactively been seeking ideas, and feedback through the development of the Strategy by utilising a range of techniques including surveys, Council's CONSULT system, workshops, meetings and via traditional media e.g. newspapers.

Q9. **What could the City do to assist you to engage more actively in taking action for the environment?**

Top 3 priorities

1 .....

2 .....

3 .....

Q10. **What suburb/town/locality do you live in or is closest to where you live?**

please specify for example: Belmont, Corio, Leopold etc

.....

Please fold on the dashed lines below so that the survey forms an envelope. Seal each end with a small piece of tape.

first fold

first fold

WWW.GEELONGAUSTRALIA.COM.AU

second fold

second fold

Delivery Address:
PO Box 104
GEELONG VIC 3220

No stamp required
if posted in Australia

Environment & Natural Resources Unit
Reply Paid 104
GEELONG VIC 3220

CITY **SURVEY**

CITY OF GREATER GEELONG



Survey About the Geelong Region's Environmental Future

The City of Greater Geelong is developing a plan to help guide the Council and other agencies in future decisions affecting our environment.

We want to know what is important to you about our local environment, what concerns you have and your ideas for action.

To complete the survey, simply circle the answer that is most appropriate to you. For some questions there is space for you to write down your views. If you run out of space please feel free to add an extra piece of paper but please include the question number that you are responding to.

YOUR PRIVACY IS IMPORTANT: The City of Greater Geelong is committed to the continued protection of your personal information. For more information go to www.geelongaustralia.com.au or contact the City's Privacy Officer on 5272 5272.

WWW.GEELONGAUSTRALIA.COM.AU

CITY OF GREATER GEELONG

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY AS YOUR OPINION IS VALUED

The information collected will help in the development of the City of Greater Geelong's Environment Strategy. A draft Strategy will be available for public comment in early 2013.

Please return the completed survey by Friday 16 November 2012.

Q1. **What are three features that you value most about the environment in your local region?**

.....

.....

.....

Q2. **What are the key aspects that need improvement in your local environment?**

.....

.....

.....

Q3. **Thinking about the long-term future of the region, how would you rate the importance of each of the following?**

		IMPORTANCE RATING				
		Very High	High	Moderate	Low	Very Low
3.1	Preserving the rural landscape	5	4	3	2	1
3.2	Preserving the natural environment and protecting plant and animal species	5	4	3	2	1
3.3	Improving water security for agriculture and townships	5	4	3	2	1
3.4	Increasing the amount of renewable energy generated	5	4	3	2	1
3.5	Improving public transport	5	4	3	2	1
3.6	Establishing new businesses that are also good for the environment	5	4	3	2	1
3.7	Improving the energy and water efficiency of our buildings	5	4	3	2	1
3.8	Reducing the amount of waste we generate	5	4	3	2	1
3.9	Reducing our consumption of resources	5	4	3	2	1
3.10	Improving or increasing the amount of conservation reserves, parks and green spaces in the region	5	4	3	2	1
3.11	Improving and expanding cycling and walking facilities	5	4	3	2	1
3.12	Containing urban sprawl	5	4	3	2	1
3.13	Planning and building more sustainable urban developments	5	4	3	2	1

Q4. **It is predicted that pressures on our local environment will continue to grow. These pressures include increased problems with weeds, pests (eg mosquitoes, rabbits), loss of farm land, biodiversity loss, waste disposal, increased climate variability (eg storms, floods, drought) and limited water supply in some areas.**

Were these things to happen, how concerned would you be about the impact in the City of Greater Geelong in terms of the following?

		IMPORTANCE RATING		
		Very Concerned	Slightly Concerned	Not Concerned
4.1	The sense of community for the local people	3	2	1
4.2	The availability of water	3	2	1
4.3	Job opportunities in the local area	3	2	1
4.4	The local economy generally	3	2	1
4.5	Property values	3	2	1
4.6	The character of the rural landscape	3	2	1
4.7	The local natural environment	3	2	1
4.8	The lifestyle of local people	3	2	1
4.9	Production and availability of food	3	2	1
4.10	The security of electricity and gas supply	3	2	1
4.11	Transport and your ability to get around	3	2	1
4.12	Impact upon waste disposal	3	2	1

Q5. **Are there any particular environmental impacts that you think are important to consider?**

.....

.....

Q6. **Specifically, what are the most important actions that you think Council should take to protect the local environment and/or reduce the environmental impacts in our City and surrounds?**

Top 3 priorities

1 .....

2 .....

3 .....

Q7. **Do you feel you are well informed about how you can take action about environmental issues that concern you?**

1 ☐ Very well informed 2 ☐ Moderately well informed 3 ☐ Not informed

Q8. **What is the best way for the City to provide environmental information?** *(ranking 1 highest - 5 lowest)*

8.1	Website	
8.2	Quarterly newsletter	
8.3	Social media (facebook, twitter etc)	
8.4	Local news media (print, radio)	
8.5	Other (please specify)	

CITY OF GREATER GEELONG

ENVIRONMENT STRATEGY

Advisory Committee Discussion Paper

May 11 2012

Russell Fisher & Suzie Brown

CITY OF GREATER GEELONG

Introduction

The purpose of this paper is to gain input from the Advisory Committee on the topics and questions raised in the paper. It is intended that this paper then be modified for use with staff and the broader community.

Contents

1. Role of Council....3

2. State of the Greater Geelong Environment....4

3. Future Trends & Issues....5

4. Council's Approach to Environmental Sustainability....9

5. Implications for Strategic Directions....13

Appendices....15

Appendix 1 State government legislation applying to environmental management in the City of Greater Geelong 15
Appendix 2 Overview of City of Greater Geelong Environmental Issues 16
Appendix 3 Examples of Australian Best Practice Environmental Sustainability.... 18
Appendix 4 Council Documents on the Environment 22
Appendix 5 City of Greater Geelong Sustainability Principles.... 23
Appendix 6 CoGG Environmental Management Policy.... 24
Appendix 7 Measuring and Reporting Environmental Performance.... 25
Appendix 8 Executive Team Interview Questions 27
Appendix 9 Other References 28

1. Role of Council

There are three key roles for a Council in environmental management:

		Strategic Considerations
1. **Demonstrate** commitment and leadership	Council can, through how it uses the resources and assets that it controls, demonstrate it's commitment and leadership in the way that it sets targets for energy, water, waste etc; how it runs its fleet, purchases materials and equipment, trains and rewards staff for environmental practice, designs, builds and maintains council buildings	Council established its Eco-Challenge Program to tackle its own ecological footprint. *An evaluation of this program is being undertaken and internal engagement with staff about how this can be strengthened.*
2. **Determine** and shape through its regulatory powers	As well as specific powers under the Local Government Act 1989, Council is responsible for a wide range of services and functions under various other Acts of Parliament. Council has delegated responsibilities for over 25 state government Acts relating to the environment including land use planning, building control, some public health services, domestic animal control, litter control, parking, roads and traffic (see Appendix 1). Council has limited discretion under these responsibilities, however there is some scope for Council to determine shape the fabric and future of the City through the way that it applies these laws and regulations to new subdivisions, building codes etc.	*A key question for the strategy is the rationale behind the use of Council powers to determine the future shape and fabric of the municipality and how it functions to deliver sustainable environmental outcomes and to what extent Council wishes to promote and enable best practice.*
3. **Influence** others through advocacy and partnerships and community engagement	Council has the ability to influence community behaviour through services, projects and programs funded through it's own resources, grants and partnerships. As a form of government, the community looks to Council to advocate, educate, negotiate and partner with other organisations and the community to influence the outcomes of our environment.	Council advocates and partners to effect environmental outcomes on a range of fronts. *A key question for the strategy is the rationale and priorities for this effort so that it maximises the environmental gain for least effort.*

2. State of the Greater Geelong Environment

State of the Environment

While a detailed assessment of the state of the Greater Geelong Environment has not been undertaken, there is a wide range of sources that provide a snapshot of the local environment and the pressures it is under.

Appendix 2 provides an overview of the environmental condition of the City.

In summary the key environmental impacts to consider are:

- Relatively good air quality
- Increasing temperatures and associated impacts of climate change
- Degraded waterways
- Degraded, acid sulphate and saline soils
- Indigenous fauna and flora highly degraded except for small areas on public land
- Severe risk to remaining biodiversity and poor linkages between remnant vegetation

Strategic Considerations

The most important environmental management considerations for Greater Geelong are:

- Tackling continued growth and demand for (particularly residential) land development and resources consumption
- Developing the City while at the same time lowering the ecological footprint, in particular lowering CO2 emissions, water use and waste
- Landscape management in rural settings, including soil rehabilitation, pest control and the management of native vegetation within farmed landscapes to deliver biodiversity outcomes
- Management of coastal and wetland environments, particularly on the Bellarine Peninsula

Do you agree?

3. Future Trends & Issues

Overarching Drivers of Change

Population growth, settlement and consumption patterns, and climate change are the key drivers of environmental degradation.

Other key drivers that will shape future environmental outcomes for the City are:

- Attitudes to the environment
- Peak oil and rising cost of energy
- Projected economic uncertainty
- Continued biodiversity decline and lack of connectivity
- Demand for open space

The Commissioner for Environmental Sustainability wrote in the 2008 State of the Environment Report

"We need to decouple economic activity from environmental degradation;

We need to develop resilience in natural systems to ensure productivity and ecosystem services are durable;

We need to use natural systems in such a way that they remain available for productive purposes and ecosystem services vital to the health of water and air;

We need to implement with determination the strong policies of government to contain urban growth, improve urban design, coordinate transport provision, to create efficiencies in the use of water and energy, and to reduce the vulnerabilities of a motor-vehicle dependent city;

Climate change is the dominating environmental force in the present and it is, and will for some time be the main focus of government action;

As individuals, communities and a society we need to accept our responsibilities in the sustainable use of the earth". (page iv)

Strategic Considerations

How can these challenges be translated into strategic responses that shape Geelong's future on a course to environmental sustainability?

Government Policy Frameworks

International and Federal

Council has responsibilities under the *Environment Protection and Biodiversity Conservation Act 1999* to protect and manage the internationally significant Bellarine Peninsula Ramsar Site.

The *Clean Energy Act 2011* sets out the way that Australia will introduce a carbon price to reduce Australia's carbon pollution and move to a clean energy future. There are significant risks and opportunities for Council and the community in renewable energy, energy efficiency and in the land sector to cut carbon.

The main policy drivers remain focused on the natural environment fitting in with continued growth. This is unsustainable.

Responses to the environment are generally focussed on resource efficiency and inadequate for long term rehabilitation and sustainability of our natural resources

State

As identified in Appendix 1, there are a large number of pieces of legislation that relate to Council's role and responsibilities on the environment. There are also a broad number of key strategies such as the Victorian Coastal Strategy and the Carangamite Catchment Management Strategy that guide Council's activities on the environment.

A review of Sustainability Victoria highlights a shift in focus on waste and resources efficiency.

State government policies on the economy, urban growth, transport and tourism will have the most impact on the future of local environment.

Strategic Considerations

There is political and policy uncertainty shaping environmental outcomes

Gradual shift away from fossil fuel based economy, although architecture in place to enable more rapid transition

What strategic response should Council adopt in relation to these policy trends?

International Best Practice

Environmental best practice in Europe is detailed in *EU Environmental Best Practice & Benchmarking Report (2011).* Evaluation of the cities' "green" performance is based on the following indicators:

1. Local contribution to global climate change
2. Local transport
3. Green urban areas
4. Sustainable land use
5. Nature and biodiversity
6. Quality of local ambient air
7. Noise pollution
8. Waste production and management
9. Water consumption
10. Waste water management
11. Environmental management of the local authority
12. Communication strategy

Should Council seek to benchmark itself internationally?

Australian Examples of Best Practice

Some examples of sustainability best practice are provided in Appendix 3. Councils that achieve best practice in local government sustainability generally meet the following:

- Sustainability is embedded into all of its systems, governance and deliverables through an organisational culture of sustainability
- The leadership of Council continues to reinforce the importance of sustainability in Councils work both through their actions and words
- The Council works externally to improve policy and conditions for sustainability through advocacy
- Progress towards sustainability is measured and reported publicly on at least an annual basis
- Federal, State and International ESD obligations are met and the ISO14001 standard is achieved or exceeded (whether certification is there or not)
- The Council identifies and increases its organisational capacity for change
- The Council works with its community to build its awareness and action for sustainability

To what extent does Council meet conditions of best practice?

Should Council seek to benchmark itself against selected Australian Council's and/or other comparable organisations?

One structure to consider sustainability for local government is taken from the Local Government Managers Australia (NSW) Sustainability Health Check:

Process (to Progress Sustainability)	Outcomes (to Measure Sustainability)
Council Management & Operations (Internal)	Ecology Society Economy Governance Human Habitat (Infrastructure & Assets)
Council Relationships (External) A. Local Community & Business B. Advocacy	

Future of Cities

Global trends are driving rapid changes to cities:

- Peak fossil fuel power investment = 2008
- Peak power consumption = 2008
- Peak car use and peak oil = 2004
- Urban density going up after 100 years of decline

'Zero Carbon Buildings' already happening: e.g. Pixel building in Melbourne

'Zero Carbon Precincts' already happening: e.g. BedZed- UK, Vauban (Freiburg) – Germany

'Zero Carbon Cities' are already happening: e.g. Masdar, UAE; Dezhou Solar City, China

Agenda for future cities being set elsewhere: e.g. Germany is part of EU Low Carbon Economy Roadmap for 2050: 80% less carbon, 50% less car use, 100% carbon-free power, all buildings rebuilt to use 50% less energy.

Cities responding to changing energy mix (table 1 below) and decreasing car use (table 2 below

Increasing uptake by local authorities of building and neighbourhood standards qnd benchmarks such as LEED (US) and BREAM (UK).

To what extent is the future of the City o Greater Geelong being determined by international trends?

What opportunities are there for City of Geelong to form partnerships and alliances with other cities on environmental sustainability?

Green Star - Communities

Green Star - Communities voluntary rating tool is being developed by the Green Building Council to assess and certify the sustainability of community-level projects. It enables best practice benchmarks and third-party verification of the sustainability of community and precinct-wide developments.

The rating tool will assess the sustainability performance of projects' planning, design and construction outcomes across six categories: Liveability; Economic; Environment; Design; Leadership and governance; Innovation

Is this a useful mode for Council?

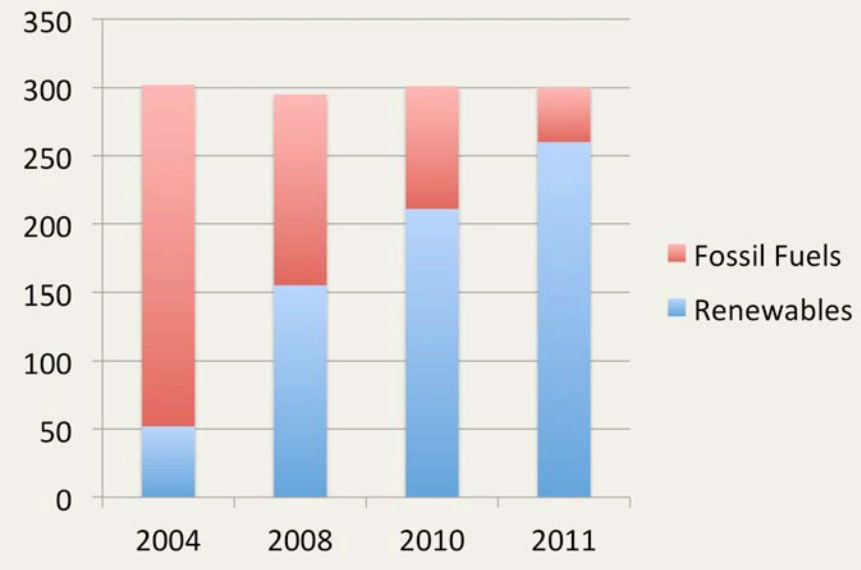


Table 1. Global investment in power sources ($billions)

2011: >75% investment in renewables

- Solar $137B (36% growth; price fell 50%)
- Wind $75B
- Smart Energy Systems $19B

By contrast, Australian investment in 2011

53% in fossil fuels (Coal 17%, Gas 36%)

47% in renewables (Wind 41%, Solar 6%)

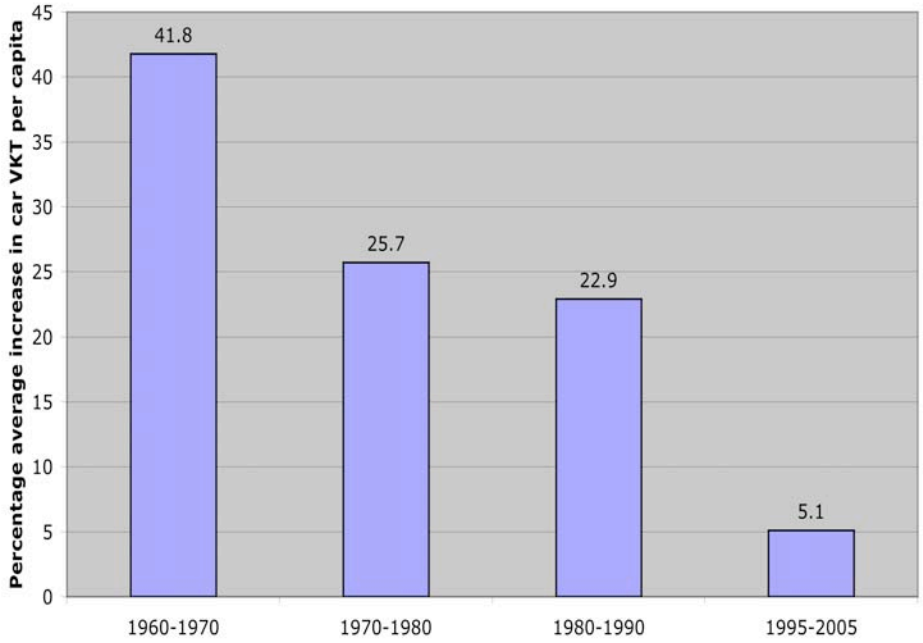


Table 2. Car use growth in trends in developed cities from 1960 – 2005

4. Council's Approach to Environmental Sustainability

Council Vision

Geelong, coast country and suburbs is the best place to live through prosperity and cohesive communities in an exceptional environment

Strategic Considerations

Council Policies and Strategies

Appendix 4 provides a list of Council strategies and policies relevant to environmental sustainability.

This strategy seeks to provide an overarching document that provides a strategic framework for all environmental policies, plans and activities.

Are there any particular Council policies or strategies missing?

Geelong Sustainability Principles

The current EMS identifies a set of sustainability principles (Appendix 5). In summary these are:

Primary Sustainability Principles

- Environmental protection
- Economic prosperity
- Social Needs

Secondary Sustainability Principles

- Precautionary principle
- Limits on natural resource use
- Global perspective
- Efficiency and resilience
- Community participation

Are these still the best principles to shape the City of Geelong's response to the environment?

Environmental Management Policy

The current EMS specifies Council's Environment Management Policy (Appendix 6). The stated purpose of the policy is:

- To provide for the protection, enhancement and rehabilitation of Geelong's natural environment and the promotion of sustainable development throughout the municipality.
- To develop strong local commitment to the Geelong Sustainability Framework.
- To develop a focus on sustainability across the organisation and achieve best practice environmental management in respect to Council's operations.
- To actively implement the Action Plan within the EMS in order to enable sound environmental management and sustainability.

Does this policy require a review?

Review of past effort

A review of the last EMS by the Environment Unit highlighted a number of lessons, including:

- Sustainable Water Use Plan was a success
- Need a better approach to biodiversity protection
- Rate of development is outpacing ability to service demand – reinforces a more reactive

Any other key lessons from implementation of the last EMS?

approach

- Need for a better model to coordinate all the environmental activities underway - Future Proofing Geelong, Clean Energy Group, Environment Arena, EMS, etc
- Dependency on external funding
- Carbon pricing is changing the game
- Council generally more focused on short term capital cost rather than long term
- There are lots of strategies in multiple areas; multiple opportunities to fulfill them

Current Initiatives & Directions

The City Plan 2010-2014 provides the focus and strategic direction for achieving Councils vision.

The Plan lists 22 key strategies and plans that will assist in delivering Council's objective for a sustainable built and natural environment (see Appendix 4).

The environmental outcomes of the plan are:

- Increased use of public and active transport by the community
- A reduction in our organisation's environmental footprint
- Agreed standards for sustainable development are in operation
- The Climate Change Adaptation Strategy is established
- Enhanced and protected natural areas

In addition to the initiatives under the environment heading, all actions in the plan have an environmental dimension, just as they have a financial, customer service or OHS dimension. For example Council well-being strategies for liveable neighbourhoods or physically active residents relies on clean air and water and access to open space. Equally, a healthy and sustainable environment underpins development of new suburbs, industries and jobs, not the other way round. While the environment is seen as a separate line item or the responsibility of an officer or unit with 'environment' in their title, Council's vision cannot be achieved.

The challenge for Council therefore is to better understand and integrate environmental sustainability across all aspects of Council operations.

Integration of environmental sustainability is in essence a cultural change process. It requires both top-down leadership and bottom-up engagement and innovation. A targeted approach is recommended to embed sustainability in all Council systems, governance and deliverables. Priority areas include:

- Reward and recognition (KPI's)
- Corporate & Business Planning
- Strategic Planning
- Annual Reporting

Are these the right environmental outcomes?

Are the targets in the City Plan the right ones?

What is the best way to measure environmental performance?

Achievement of most of these outcomes is beyond the capability or control of Council on its own. Council recognises the importance of collaboration and partnerships to achieve its environmental outcomes.

Are the current relationships delivering the environmental outcomes sought?

What is Council's role in these relationships and is it effecting the necessary change?

- Purchasing
- Corporate Communications
- Capital Works Program

Measuring environmental performance across all parts of Council's operations is a fundamental element of this task. A discussion on measuring and reporting on environmental performance is in Appendix 7.

Executive interviews

Council's Executive Team were interviewed on 8 questions relating to the strategy (Appendix 8)

The key messages in their responses included:

- The strategy is to provide a key tool to help shape future planning and growth, ambitious, deliverable and outcome focused and position Council as leaders.
- The concept of sustainability is well understood by the Executive
- Council does not measure environmental performance. Executive consider this a priority of the strategy, but recognises it is difficult and complex
- In addition to the key trends and issues identified earlier, others include aging population, increased expectations and pressures for services and changes in service delivery models, increase in health and education services supported by faster, cheaper and better quality information and communications technology and increasing tourism.
- Aspirations of the Executive team are for Council to provide stronger leadership particularly in demonstrating to the community through its own operations, using Council powers to achieve higher environmental standards and encourage best practice and engaging, partnering and advocating more broadly and effectively to achieve Council's vision.
- There are a range of internal challenges in achieving an integrated approach to sustainability. Directions include developing means to measure environmental performance, better forward planning, joint meetings and activities through the Eco-Challenge program, more robust business case development and cost benefit analysis, a focus on what instead of why, demonstration projects and more effective engagement with the community.
- The Environment Unit should take a more strategic and less referral role with a focus on systems, tools, and capability development across the organisation. This is in recognition that environmental knowledge is decentralised.

Environment Unit Workshop

A workshop conducted with the Environment Unit explored key trends and issues, the role and directions for the Unit and Council

Additional key trends and issues identified include:

- More people using open space, driving on roads, more development, waste, complaints. Increased service delivery requirements.
- Changing focus and role of local environment groups. Younger demographic joining different types of community/environment groups
- Technology changing the way we interact
- Public awareness and uncertainty on climate change and advice being provided. Reluctance to accept.
- Less land and changing habitat, loss of species
- Food insecurity
- Increasing local population pressures on coastal fringe

Staff recognised that their job seem to be more about people management & building relationships, and the complexity of the story makes it difficult to explain clearly to the organisation what we do or want to do.

Recommended directions for the Environment Unit were:

- Increase community connection through existing programs
- Increase CRT on-ground capability through increased staffing and establishment of secondment process to allow for training of Parks staff
- Facilitate community championing of environmental issues and ENRU activities that in turn feeds back to CoGG management and Councilors
- Grow capacity to enable the unit to be a change agent, including financial, staffing, material resources.

Recommended directions for Council were to:

- Actively seek to change focus away from solely viewing success as economic growth. Liveability, quality, comfort are all elements. Sustainability indicators should be developed to reflect this.
- Instead of being vision-focused, aim at leaving a positive legacy. This legacy may not necessarily be based on growth.
- State of the environment reporting.
- Investigate and embrace appropriate technology that suits task needs

5. Implications for Strategic Directions

Council staff will consider the implications of the findings and analysis above in planned workshops

1. Demonstrating commitment & leadership in Council operations

Future directions in its own operations that Council might consider include:

1. Establish ambitious and achievable environmental performance targets for all Council operations in line with best practice
2. Support this with a capability to measure and report on environmental performance
3. Benchmark performance against other cities in Australia and overseas
4. Identify and implement projects to embed sustainability in all Council systems, governance and deliverables. Priority areas include:
   - Reward and recognition (KPI's)
   - Corporate & Business Planning
   - Purchasing
   - Corporate Communications
   - Strategic Planning
   - Annual Reporting
   - Capital Works Program
5. Strengthen and re-vitalise the Eco-Challenge Program as a vehicle for Council leadership and a mechanism to achieve the broad uptake and innovation required to achieve Council environmental targets
6. Change the role of the Environment Unit to a strategic and enabling role within Council

Strategic Considerations

What are the key implications (top 3-5) for the future direction of Council with respect to achieving environmental outcomes?

Which environmental parameters should Council establish as 'organisational targets'?

How should these be determined?

2. Use of Council powers to achieve best practice standards

Existing priorities for Council are the implementation of the *Climate Change Adaptation Strategy* which provides a framework to manage the complexities and uncertainties of climate, and a *Sustainable Building Policy to p*rovide a decision-making tool that will drive higher standards for the built environment.

Future directions that Council might consider include:

1. Adoption of Green Star - Communities rating tool

What are the best standards for Council to adopt for the built environment?

2. Engagement and influencing strategies

Council engages with a multitude of stakeholders and the community to advocate, educate, negotiate and partner to bring about desired environmental outcomes.

Council requires a clear and consistent approach and message to all its engagement activities, particularly those that have a strategic impact.

Which environmental parameters should Council establish as 'community goals or targets'?

Strategic initiatives where Council is a key player in are:

Low Carbon Growth Plan

Identifies a roadmap for reducing greenhouse gas emissions by more than 1 million tonnes by 2020, at the same time generating more than $1 billion investment in the local economy and saving businesses and households money.

Future Proofing Geelong

An initiative to promote and support new and existing initiatives that seek to improve environmental outcomes for Geelong; making it an economically productive, vibrant and liveable city in partnership with EPA, Deakin University, Geelong Chamber of Commerce, Barwon Water, Geelong Manufacturing Council and Committee for Geelong.

G21

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.

G21 works as a strategic forum to discuss regional issues across interest groups and municipalities resulting in better co-ordinated research, consultation and planning. The focus is on projects that benefit the region across municipal boundaries and are a platform to speak with one voice to all levels of government.

Future directions that Council might consider include:

1. Establish measurable Community Environmental Goals for all Council engagement, advocacy and influencing activities
2. Support this through building a capability to measure and publicly report on progress in partnership with other key agencies (e.g. through Sustainability Covenant)
3. Develop a Communications Strategy to support Councils sustainability narrative, particularly opportunities for low carbon growth, restoration of degraded landscapes and smart consumption.
4. Engage the community in Council's journey of environmental leadership and strengthen work with the community to build its awareness and action for sustainability
5. Strengthen Council's work externally to improve policy and conditions for sustainability through advocacy, strategic alliances and partnerships

Appendices

Appendix 1 State government legislation applying to environmental management in the City of Greater Geelong

In addition to the Local Government Act 1989, Council has responsibilities under a number of State Acts and Regulations that affect the environment. These include:

Building Regulations Act 1994

Building (Interim) Regulations 2005

Building Act 1999

Building Code of Australia 1996

Catchment and Land Protection Act 1994

Conservation, Forests and Lands Act 1987

Crown Lands (Reserves) Act, Cultural and Recreational Lands Act 1963

Domestic Animals Act 1994

Emergency Management Act 1986

Environment Protection Act 1970

Flora and Fauna Guarantee Act 1988

Health Act 1958

Housing Act 1983

Impounding of Livestock Act 1994

Marine Act 1988

Parks Victoria Act 1998

Planning and Environment Act 1987

Planning and Environment Planning Schemes) Act 1996

Prevention of Cruelty to Animals Act 1986

Residential Tenancies Act 1997

Road Management Act 2004

Subdivision Act1988

Transport Act 1983

Water Act 1989

Appendix 2 Overview of City of Greater Geelong Environmental Issues

The following material has been largely extracted from City of Geelong Rural Land Use Strategy 2007.

Overview

The Greater Geelong area is home to many significant environmental features and places, including the Barwon and Moorabool rivers, the Brisbane Ranges National Park, You Yangs Regional Park, Barabool Hills, Bellarine Peninsula and Corio Bay.

Particularly significant in Geelong, are 114 wetlands totalling 11,630ha that play an important role as part of the overall ecosystem of the region. Many of these wetlands are recognised under the Ramsar convention, identifying wetlands of international importance. These include Swan Bay which is approximately 3,000ha in size with a 170 square kilometre catchment, Lake Connewarre/Reedy Lake and the coastal wetlands on the northern shore of Corio Bay, including Limeburners Bay. The wetlands provide habitat for a wide variety of flora and fauna, including migratory birds, many of which are included in the Australian international migratory bird agreements with China and Japan (CAMBA and JAMBA).

Unfortunately a history of settlement, development and farming activity has compromised many of the environmental values of the City.

Key environmental issues

Waterways degradation

Greater Geelong's waterways are in poor condition because of inappropriate land use practices including vegetation clearance, habitat destruction, and polluted runoff, along with increased water demand in urban and rural areas. The region's waterways are faced with high nutrient and sediment levels, degraded riparian zones, altered flows and polluted or saline surface and groundwater. The monitored rivers and creeks within the Greater Geelong area range from marginal to very poor condition, most being brackish to saline.

The Moorabool and Barwon Rivers are the most flow stressed river systems in the region and both have high salinity, nutrient and sediment levels.

Increased numbers of dams within the catchment, associated with rural living, contributes to water quality and quantity issues. Land in the northwest of the City is part of a declared water supply catchment.

Soil degradation

There are a number of serious soil degradation issues in the Greater Geelong area, including soil erosion by water and wind, specifically in the City's northern rural areas; mass movements; landslides and soil creep; soil structure decline including soil sodicity and waterlogging; soil acidity; and soil fertility decline.

Acid sulphate soils occur around the coast on the northern stretches of Corio Bay and the Bellarine Peninsula, wetland areas around Lake Connewarre, along the southern stretches of the Barwon and Moorabool Rivers and around Breamlea. Disturbance of these soils can result in acid runoffs.

Salinity

Land affected by salinity is scattered throughout the Greater Geelong area –the main problem areas being similar to those described as having acid sulphate soils on the lowlands close to wetlands and some coastal areas. There are also areas affected by salinity in the north of the City. Salinity has resulted from land clearing and land use practices (including irrigation) that result in a greater recharge of groundwater.

Native vegetation degradation

Only 5% of the pre-European indigenous vegetation remains, and what does is mostly severely degraded and limited to along roadsides.

Most remnant vegetation is located on public land throughout the City; however there is also significant native vegetation on some private land. The most extensive vegetation remains in areas of high environmental significance such as the Brisbane Ranges and Lake Connewarre. Other remnant vegetation of high conservation significance includes in-stream vegetation of the Lower Barwon River, coastal salt marshes and mangrove shrub lands, along with some Scoria Cone woodland on Mt Anakie.

The majority of endangered, vulnerable, depleted and rare classed vegetation are located in coastal areas, wetlands, waterways and large-scale public parks. There are only a few small, isolated pockets of remnant native grasslands scattered throughout the Greater Geelong area.

The region lacks effective corridors and links between patches of indigenous vegetation to enhance biodiversity. All rivers, waterways, coastal areas and wetlands within the City of Greater Geelong have been recognised for their importance as sensitive and rich biological systems, for the drainage and filtration functions and important role as biological linkages and corridors. In particular, communities on the Bellarine Peninsula have identified the need to enhance flora and fauna values through the development of wildlife corridors.

Biodiversity

Geelong is located within an area of world-class biodiversity and unique conservation value.

In general the most extensive remnants of b biodiversity of the highest quality occur on public lands managed by the Department of Sustainability and Environment and Parks Victoria (e.g. Brisbane Ranges National Park, Lake Connewarre State Game Reserve and Murtcaim Flora and Fauna Reserve). These biodiversity resources include unique ecosystems of State, National and International conservation significance. These conservation reserves, as well as some managed by City of Greater Geelong (e.g. Buckley Falls Park), are of critical importance but these formal conservation reserves alone cannot cater for the conservation of what remains of Geelong's biodiversity.

Biodiversity resources on private lands include some of the rarest and most threatened flora and fauna populations and vegetation types within the region – resources which are often not represented or poorly represented on public lands.

Pest plants and animals

Non-native species in the Greater Geelong area decrease agricultural productivity and continue degradation of habitat and biodiversity values. Common species are Serrated Tussock, Chilean Needle Grass, Texas Needle Grass, Patterson's Curse and Gorse. Rabbits are the major pest animal in the area. Foxes and other feral animals are also an issue, along with domestic pets in rural areas, in particular cats,that are not appropriately managed.

Coastal area degradation

Erosion, destruction of seagrass communities, saline wetland and coastal land degradation are major coastal issues.

Swan Bay

Swan Bay is one of the most intact areas of wetland and marine ecosystem in Port Phillip Bay and is approximately 3,000ha in size and part of a Ramsar wetland. The 170 square kilometre bay catchment is largely rural but with rapidly growing areas. Uses in both rural and urban areas have the potential to adversely affect Swan Bay, with vegetation loss, erosion runoff, along with bird predation from foxes dogs and cats, all serious issues. There is only 3% of indigenous vegetation remaining in the Swan Bay catchment, with many species being endangered, rare or vulnerable.

Climate Change

Victoria has warmed by 0.6°C since the 1950s. Six out of the ten hottest years on record in Victoria have occurred since 1990, with 2007 being the hottest year of all. Rainfall during the last ten years has also been much lower than the historical long-term average.

Climate change projections for Victoria include:

- Higher temperatures of 0.6°C to 1.2°C by 2030 with increases between 0.9°C and 3.8°C by 2070
- Very high or extreme fire danger days across south-eastern Australia expected to increase by up to 25% by 2020 and up to 230% by 2050
- Flows in rivers and streams reduced by half across much of the State by 2070
- Drought frequency is likely to increase between 10% and 80% in the southern half of the State and by between 10% and 60% in the north by 2070
- Storm surges of over two metres above sea level could be expected around once every five years by 2070 threatening the coast and coastal infrastructure.

Air Quality

Air quality in the Geelong region meets national standards almost all of the time. Motor vehicles are the dominant contributor to the air pollution (predominantly carbon monoxide) in the region

Appendix 3 Examples of Australian Best Practice Environmental Sustainability

Case Study 1 - Cairns Regional Council Sustainability Scorecard

See http://www.cairns.qld.gov.au/environment/sustainability-and-climate-change/sustainability-at-council/scorecard

Cairns Regional Council has embedded sustainability across the Council by using a scorecard to assess their performance internally and to communicate to the community.

The scorecard reports on a few key indicators and is used for the following:

- Annual scorecard report to community
- Monthly sustainability snapshots to Council
- Sustainability Assessment of projects and activities

The latter is a tool to assess projects and procurement, thereby linking the Sustainability Scorecard to Council decision-making – something that is rarely done in other Councils or organisations. The monthly snapshots to Council also mean there is greater use of the data provided for decision-making. The Assessment tool uses the following criteria:

- Improving resource efficiency
- Conserving bio-diversity
- Enhancing community health & well-being
- Delivering sound governance & economic managemen

Case Study 2 - Willoughby City Council

Type of Organisation: Metropolitan council

Number of employees: 900

Organisational Sustainability initiatives:

Willoughby City Council won the Excellence in Overall Environmental Management award (Local Government Awards category) at the 2011 United Nations Association of Australia's World Environment Day Awards. It was recognised for embedding sustainability as a key value and priority throughout all levels of the organisation, city and community.

The sustainability governance system at Willoughby is as follows:

1. Sustainability Charter

This articulates Council's sustainability vision and is now reflected in all strategy documents including the 15 year City Strategy, four year Delivery Plan, Operation Plan and Sustainability Action Plan.

2. Sustainability Policies

Willoughby has introduced new council policies including Sustainable Purchasing, Sustainable Events, Sustainable Food and Sustainable Fleet – these policies will ensure sustainability is embedded into staff decision-making and council operations.

3. Sustainability Action Plan 2011-2015

The Action Plan sets out the targets and actions for the Council's sustainability work. A diagram of its linkages to other Council strategies is shown to the right.

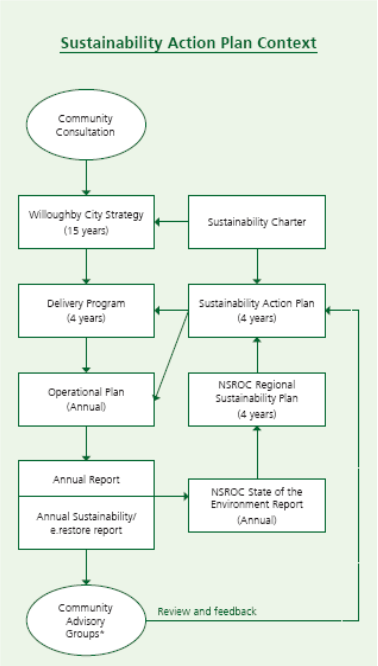


Figure 1: Willoughby Council Sustainability Action Plan context

Case Study 3 – Melbourne Water

Type of Organisation: State-owned water authority

Number of employees: 850

Organisational Sustainability Initiatives:

Melbourne Water (MW) has a culture of sustainability embedded into its governance and operations through the following strategic documents and systems (in order of most strategic/ overarching down to the most operational and specific):

1. Strategic Framework – Working Together to Ensure a Sustainable Water Future

Overarching strategy for the organisation and includes the goals to:

- Ensure our suppliers and partners apply sustainable business practices
- Improve environmental outcomes from all aspects of the business
- Ensure investment decisions are sustainable
- Embrace sustainable work practices and behaviours

See: Melbourne Water Strategic Framework

http://www.melbournewater.co/content/library/about_us/who_we_are/our_vision_and_goals/Strategic_Framework.pdf

2. Corporate Plan and Water Plan

Strategies, performance measures and key performance indicators are detailed in MW's three-year *Corporate Plan*.

As part of the sustainable work practices goal, MW has key performance indicators (KPIs) to measure office sustainability performance based on targets for water, paper, energy and waste to landfill. Meeting these targets is linked to their Enterprise Agreement to give staff added incentive to achieve sustainability goals.

3. ISO 14001 Standard Accreditation

A goal permanently held within the Corporate Plan is to maintain continuous certification to ISO 14001: 2004, the International Environmental Management Standard.

4. Environment Policy

MW also has an overarching Environment Policy which sets out all goals from the Strategic Framework and Actions and Targets to achieve them; see:

http://www.melbournewater.com.au/content/library/about_us/water_legislation/policies_and_procedures/policies/Environment_Policy.pdf

5. Alliance Contracts

Contracts with partners include sustainability and environment KPIs and 'Game breaking performance' KPIs, which must be reported against and are associated with bonuses if achieved.

6. Sustainable Procurement Policy

This policy sets out the objectives and principles for sustainable procurement in the organisation and with suppliers. Managers are encouraged to set sustainable procurement targets in the four priority areas identified in the Sustainable Procurement Policy (capital works projects, IT & computers, fleet and stationery). Standard contract documents require suppliers to comply with the Sustainable Procurement Policy. See: Sustainable Procurement Policy

http://www.melbournewater.com.au/content/library/about_us/water_legislation/policies_and_procedures/policies/Sustainable_Procurement_Policy.pdf

The Sustainable Procurement Policy is implemented with the use of the following tools:

a. Sustainable Procurement Guidelines

These set responsibilities and give staff comprehensive instructions and practical examples of how to put the policy into practice. A diagram shows the relationship between all sustainable procurement documents and the various stakeholders who own and use these documents. Guidance is provided on how to apply sustainable procurement principles. Supply chain mapping, eco-labels and monitoring are tools within the Guidelines.

NB: A request has been put to MW for permission to access this document.

b. Sustainable Procurement Register and Monitoring Tool

Records the sustainability category and environmental initiatives of all goods and services purchased. Eight sustainability categories are used including energy efficiency, maintain habitat, minimise toxicity, packaging, supplier's sustainability principles, waste reduction and water efficiency.

Managers are required to publish an annual report on the sustainable procurement section of the intranet. Key results, such as that 45% of MW's total stationery expenditure was on sustainable products in 2009/10, are published in the organisation's annual report.

c. Sustainable Procurement Report

Melbourne Water compares its sustainable procurement performance with other organisations' and uses the results to inform management decisions. It also benchmarks its business sustainability through the Dow Jones Sustainability Index. The scorecard includes a section on environmental standards/requirements for suppliers (MW rates well above average).

d. Performance Management Questionnaire for tenders

Used by tender assessment panels to evaluate the tenderers' policies, systems and processes relating to environment and sustainability – a mandatory part of the selection criteria for tenders.

NB: A request has been put to MW for permission to access this document.

7. Internal Programs & Groups

Established to implement the goals of these documents include:

a. Sustainability Steering Committee

This comprises General Managers and the Managing Director and guides the implementation of sustainability principles into investment decisions and operational practices.

b. Sustainability Improvement Team

This four-person team was established within the Corporate Strategy branch to develop a detailed plan to underpin the Strategic Framework and implement sustainable development initiatives. The LivingSmart program was its first initiative.

c. Office Smart and LivingSmart

The $40,000 LivingSmart project was designed to encourage sustainable patterns at home among staff. It started in 2006 with a LivingSmart committee of 21 volunteers from across departments and sites, charged with developing and driving out the key sustainability messages. The program was delivered in 10 modules, covering topics like energy management at home, green purchasing, cleaner travel and ideas on ethical investment. It involved tools such as:

An eco-footprint survey on the intranet where staff could calculate their own eco-footprint, to win prizes and to compare their footprint to that of general managers

Waste audits and rankings for each floor of their buildings

Energy audits with prompts like black balloons to encourage staff to turn of computers, lights etc

LivingSmart was also tied into a broader Preferred Culture Program mapping workforce characteristics in which every employee is required to produce an annual performance plan setting goals for the next 12 months, with four of their six individual goals required to link back to the strategic framework and go beyond business as usual. Staff were encouraged to put sustainability goals into their plans.

d. OfficeSmart is the successor of LivingSmart and takes a more workplace focus, while still encouraging staff to live sustainably at home. OfficeSmart aims to achieve internal office-based targets for

e. Sustainable Sites program

This program focuses on MW buildings and facilities to upgrade and improve them for better environmental outcomes. This is backed up by participation in external programs including CitySwitch (energy efficiency), Waste Wise and NABERS (green building rating).

f. ECO-Buy program and Sustainable Procurement Working Team

This team has reps from the Supply Team and Sustainability Improvement Team and works across MW departments to improve environmental outcomes for procurement. MW also undertakes Sustainable Procurement Training for category officers. The ECO-Buy program is one of the focuses of MW procurement and in 2011 MW won the ECO-Buy award for Overall Champion.

What Works:

MW has consistency across its strategic documents and policies right down to operational systems and guidelines to put sustainability front and centre in all guiding materials.

MW has invested in significant staff, supplier and partner education on its sustainability goals and continuously runs programs to encourage action – staff volunteers are a core base for this work

MW has mandatory systems for sustainability to be addressed by staff and suppliers at all levels of planning, tenders and contracts.

Other References:

MW Sustainability Overview

http://www.melbournewater.com.au/applications/sustainability_report_2006/content/overview/Our_Sustainability_Approach/Our_Sustainability_Approach.asp

ECO-Buy Awards 2011

http://www.ecobuyawards.org.au/winners.html

http://www.ecobuyawards.org.au/Melbourne_Water_Overall_Champion.pdf

Living Smart program http://www.wme.com.au/categories/water/sept6_06.php

Case Study 3 - VicSuper

Type of Organisation: Superannuation company

Number of employees: 185

Organisational Sustainability initiatives:

1. Supplier Engagement Policy

VicSuper have a history of green purchasing including Prius cars, Greenpower and recycled paper however it had not been formalized and was done on an ad hoc basis. The Supplier Engagement Policy was developed to formalize the requirement for all suppliers of contracts over $10,000 to address sustainability

2. Supplier Questionnaire

A tool which helps Managers decide on contracts when choosing between tenders or when entering into any new contract.

3. Contracts

There is a standard clause inserted into all large contracts which asks suppliers to reduce resource use and waste in their operations especially in dealing with VicSuper.

4. Staff & Consultant Education

To ensure the sustainable supplier engagement above is successful, the following staff engagement initiatives are used:

- Consulting staff such as architects in building projects are engaged by the Sustainability Team to advocate for them to include maximum sustainability improvements
- Purchasing staff are trained in how to use the questionnaire
- The Legal & Finance teams are required to check all contracts so they have undergone training to check that the sustainability requirements have been met in the contracts
- The Sustainability Team checks every 6 months whether contracts have involved the questionnaire
- All materials are on the staff intranet

5. Staff Sustainability Group (FROGS)

A voluntary team of staff from across the organisation drive the program of Office Sustainability to educate staff on reducing resources use and using more sustainable transport. The team has run staff engagement projects such as “The Biggest Carbon Loser” competition

Keys to the success of this team have included:

- An annual plan of work for the team is decided and they tick off each initiative over the year rather than having ongoing lists of jobs
- 5% of the staff members’ role is dedicated to the team and it is part of their performance review
- There is a small salary bonus associated with doing this role well (as with OH&S etc)

Appendix 4 Council Documents on the Environment

General

City Plan 2010 - 2014

City of Greater Geelong Municipal Strategic Statement

City of Greater Geelong Planning Scheme

CoGG Environmental Management Policy

Environment Management Strategy (2006-2011)

Sustainability Covenant (Future Proofing Geelong)

Landscapes, Biodiversity, Catchments, Coast, Waterways & Wetlands

Bellarine Peninsula Strategic Plan (2006-2016)

Biodiversity Management Strategy (2003)

Coastal Spaces Recommendation Report, April 2006

Corio Bay Coastal Action Plan (2005)

Eastern Park and Geelong Botanic Gardens Strategic Plan

Port Phillip & Western Port Regional Catchment Strategy (2004 – 2009)

Rural Land Use Strategy (2007)

Swan Bay Catchment Action Plan (2002)

Geelong Wetlands Strategy

Climate Change & Greenhouse

Climate Change Adaptation Strategy (2011)

Greenhouse Response 2008 - 2011

Low Carbon Growth Plan (2011)

Urban Settlements

Armstrong Creek urban Growth Plan

Greater Geelong Planning Scheme

Housing Diversity Strategy

Sustainable Communities - Infrastructure Development Guidelines

Township Structure Plan

Water

Domestic Water Supply Strategy

Storm Water Harvesting Policy

Storm Water Quality Management Plan (including Healthy Waterways)

Sustainable Water Use Plan

Sustainable Sports Field Management

Water Futures Strategy

Water Management Policy

Various Drainage and Flood Management strategies and plans

Transport

Greater Geelong Cycling Strategy

Public Transport Strategy

Vehicle Policy Guide

Walking More – Walking Safely

Waste

Barwon Region Waste management Plan

Purchasing

Procurement Policy

Other areas

Community Gardens

Nature Strips Policy

Street Tree policy

Appendix 5 City of Greater Geelong Sustainability Principles

There are three broad or primary sustainability principles:

Primary Sustainability Principles

The City of Greater Geelong will:

Environmental protection

- Recognise the importance of the diversity of Geelong's biodiversity and acknowledge the need to protect, restore and enhance the diversity and resilience of our natural systems.
- Use all natural resources sustainably and dispose of any wastes responsibly.

Economic prosperity

- Establish and foster a strong vibrant economic base without compromising the current condition of the environment and our quality of life or the ability of future generations to grow and prosper in a healthy environment.
- Encourage access to facilities, services, goods and other people in ways that minimise impacts on the environment.

Social Needs

- Protect human health and amenity through safe, clean and attractive environments and quality health services focused on prevention as well as cure.
- Empower all sections of the community to participate in decision-making and consider the social and community impacts of decisions.

Secondary Sustainability Principles

The City shall also have regard to:

Precautionary principle

- If there are threats of serious or irreversible environmental damage the lack of full scientific certainty of the effects should not be a reason for postponing measures to prevent environmental degradation or prevent immediate mitigation actions. The onus of proof is on the proponent and assumes lack of certainty regarding the potential impact as grounds for caution rather than proceeding with an action.
- Ensure inter-generational equity
- Each generation must ensure that the health, diversity and productivity of the natural environment is protected and enhanced for the benefit of future generations.
- Conservation of biodiversity and ecological integrity The non-evolutionary loss of species and genetic diversity needs to be halted and the future of natural evolutionary processes secured.

Limits on natural resource use

- Ensure the protection and maintenance of our stocks of natural capital (ie air, water, soils etc) and the rate of consumption of renewable resources doesn't exceed their rate of regeneration or replacement.

Global perspective

- A global perspective is needed to ensure that Geelong shares its responsibility for actions on greenhouse gases, ozone depleting substances, biodiversity and habitat protection and pollution reduction.

Efficiency and resilience

- Efficiency of resource use as a major economic policy must focus on withstanding economic or ecological shocks. A resource driven economy is unlikely to be resilient.

Community participation

- Recognise the importance of strong community participation, interpretation and education for effecting a smooth transition to an ecologically sustainable society.

Appendix 6 CoGG Environmental Management Policy

Purpose:

- To provide for the protection, enhancement and rehabilitation of Geelong's natural environment and the promotion of sustainable development throughout the municipality.
- To develop strong local commitment to the Geelong Sustainability Framework.
- To develop a focus on sustainability across the organisation and achieve best practice environmental management in respect to Council's operations.
- To actively implement the Action Plan within the EMS in order to enable sound environmental management and sustainability.

Policies:

In order to protect the City's unique natural environment, it will be the policy of the City of Greater Geelong to:

- Implement the actions contained within the adopted EMS 2006-2011
- Report on Council's compliance with the specified targets through an annual report presented to Council each year.
- Ensure sustainability is integrated into all of Council activities and approvals processes.
- Ensure local actions have minimal global impacts.
- Actively protect, enhance, rehabilitate and manage areas of significant biodiversity value.
- Promote sustainable agriculture.
- Protect and enhance the City's beaches, Bay, ocean and wetlands to maintain aquatic biodiversity and environmental quality.
- Actively manage and protect the City's water bodies and water dependant ecosystems.
- Minimise air pollution and greenhouse gas and ozone depletion actions are being actively implemented.
- Minimise resource wastage through energy and water conservation and renewable energy measures.
- Aim for the elimination of waste and total resource recovery through high quality waste management services.
- Sustainably manage all municipal waste and litter issues.
- Build safe, attractive, functional and healthy urban and rural areas that improve the quality of life for the community.
- Ensure all new development is consistent with Council's Sustainability Framework.
- Council can directly influence each of these policy statements through: Leadership, Education, Planning, Land Management, Engagement, Partnerships, Action and Enforcement.
- Enforce regulations and provide advice on environmental matters to business and the local community.

Procedures:

- Ensure the City's operations and services are ecologically sustainable and environmentally responsible.
- Train and educate staff and contractors regarding Council's sustainability framework and environment policy.
- Encourage the community to understand and embrace sustainability as the core principle to achieve a sustainable Geelong.

In respect to the ten environmental areas addressed by the EMS Action Plan, it will be Council policy to:-

- Continue to raise environmental awareness and increase the community's participation and partnership in environmental issues.
- Provide professional, timely and constructive advice and assistance to the community regarding environmental and sustainability issues.
- Provide appropriate resources for the delivery of the actions in the EMS.
- Establish an Environment Management Strategy Implementation Committee to oversee, assist and provide guidance.
- Provide an Annual Implementation Report to Council outlining those actions implemented and Council's performance.
- Review the EMS in 2008 to ascertain Council's overall performance in achieving the specified targets.
- Undertake on-going briefings with relevant Council departments, government agencies and key stakeholders.
- Continue to provide opportunities for and promotion of community participation in the implementation of the EM

Appendix 7 Measuring and Reporting Environmental Performance

1. Council Environmental Performance

Council environmental performance should be reported on annually in the same way that audited accounts are produced.

Performance can be measured against agreed targets and measures.

2. Community Environmental Performance

State of the Environment Reporting can vary according to:

- Intended audience/use – the form it takes will depend on who will use it, for example if it is the public then it needs to be simple and clear to understand, as well as timely
- Resources – how much time and money is available to collect the data?
- Availability of data – what information is readily available or not (eg biodiversity data is often difficult to find)
- Scope – how detailed and how wide is the research and indicators? Will be determined largely by the above two factors.
- Issues – which environmental issues are urgent and/or the focus for action (eg climate change)

As listed by the New Zealand Ministry of Environment, State of the environment reporting may include:

- Comprehensive state of the environment reports which report on the full set of national environmental indicators
- Environmental 'report cards' (which provide updated data for a particular indicator)
- Issue-based 'snapshot' reports (which provide quantitative information on a specific issue)
- Other technical reporting, including survey reports
- Best practice guidance and guidelines independent reports and reviews.

http://www.mfe.govt.nz/publications/ser/

Key issues for State of the Environment reporting:

- There is a lack of regular collection and provision of environmental data in particular biodiversity (eg flora/fauna species health), landscapes and waterways (eg water quality, soil quality, erosion) and land use planning (eg changes in land use)
- Data can be aggregate regional data (eg State level) which is not specific enough for a Council region – eg greenhouse emissions data is often estimated from regional averages
- It can be onerous, slow and expensive to obtain decent data – eg greenhouse emissions data

Legislative change is required at the State, Federal and Local level to require agencies to collect and report on environmental data regularly and in a consistent way across Australia.

(Same problem in NZ: http://www.mfe.govt.nz/publications/ser/measuring-up-environmental-reporting/measuring-up-environmental-reporting.pdf)

Some Councils and other organisations have taken a more simplified approach than that listed above, due to their limited resources and the need to simplify reporting for a general audience.

Good Examples of SoE or Sustainability Reporting

SAP

The Award for most Innovative use of Web and Online for a Sustainability report as rated by Ceres in the US, went to German company SAP - http://www.sapsustainabilityreport.com/

The report uses a select number of key indicators to represent their progress and shows whether they are improving or not. The online representation uses graphs to show trends for each indicator over time and allows different data series according to the user's interests.

Sydney Olympic Park Authority

Has an excellent framework, but data collection is limited, just using a case study approach – a few case studies under each area are tracked (with data) to illustrate progress in that area.
http://www.sopa.nsw.gov.au/__data/assets/pdf_file/0004/344623/state_of_environment_report_03_04.pdf

http://www.sopa.nsw.gov.au/__data/assets/pdf_file/0003/344622/state_of_environment_report_04_05.pdf (this one has good public transport usage data)

Australian SoE Report 2011

http://www.environment.gov.au/soe/2011/summary/index.html

Not especially interesting format, but useful to see what indictors are used.

Communicating the State of the Environment

Could use an Iris circle to communicate the situation in each area. For example:

- One circle for the quality of environmental data
- One circle for condition of the environment
- One circle for the quality of response

Sustainable Society Index

http://www.ssfindex.com/

The Sustainable Society index uses an iris circle to illustrate the standard reached under a number of indices related to environmental and social sustainability.

Sustainability Scorecard

See http://www.cairns.qld.gov.au/environment/sustainability-and-climate-change/sustainability-at-council/scorecard

This takes a brief view of the State of the Environment by reporting on a few key indicators. It is used for the following:

1. Annual scorecard report to community
2. Monthly sustainability snapshots to Council
3. Sustainability Assessment of projects and activities

The latter is a tool to assess projects and procurement, thereby linking the SoE scorecard to Council decision-making – something that is rarely done. The monthly snapshots to Council also means there is greater use of the data provided for decision making. The Assessment tool uses the following criteria:

- Improving resource efficiency
- Conserving bio-diversity
- Enhancing community health & well-being
- Delivering sound governance & economic management

Appendix 8 Executive Team Interview Questions

Objectives

- Build ownership of the strategy
- Explore leadership perspectives and aspirations for environmental leadership
- Identify key trends & issues
- Understand organisational values and culture
- Understand environmental risk assessment, planning and decision-making process

Questions

1. What do believe the outcomes of the project are for the community of Greater Geelong?
2. What do you understand Environmental Sustainability to mean within the context of local government and City of Greater Geelong as a whole?
3. How do measure environmental success?
4. What are the key medium to long-term economic, social, political, legal, technological or environmental trends & issues that will affect the sustainability of City of Greater Geelong?
5. In a perfect world, what actions would you like to undertake to achieve a vision of environmental sustainability in CoGG?
6. What challenges and opportunities are there in achieving an integrated or whole of Council approach to sustainability?
7. (For GM's) What programs or actions are occurring in your Division that contribute towards sustainability? How do they contribute?
8. What other issues do you see as relevant to City of Greater Geelong working towards sustainability?

Appendix 9 Other References

Corangamite Regional Catchment Strategy 2003-2008 and associated documents

Corio Bay Coastal Action Plan (2005)

CSIRO and the Bureau of Meteorology, The State of the Climate, Canberra: CSIRO, 2010

European Commission 2011. Environmental Benchmarking & Best Practice Report. K O'Neill, PJ Rudden, RPS Group, Ireland

Geelong Regional Alliance 'The G21 Geelong Regional Plan' see www.g21.com/index.php

Local Government Managers Australia (NSW) Sustainability Health Check: http://www.lgmansw.com.au/lgmansw/Councils/Sustainability_Health_Check/lgmansw/Councils/Sustainability_HC/Sustainability_Health_Check.aspx?hkey=632d252c-a04d-4d1b-9742-d71e9a1cc9b7

Department of Climate Change (2010) Climate Change: Risks to Australia's Coast. Commonwealth Government of Australia

Department of Sustainability and Environment (2008) Climate Change in the Corangamite Region

State of the Environment Report (2008)

Victorian Coastal Strategy

World Business Council for Sustainable Development. Vision 2050: The new agenda for business 2012.

6. GEELONG GALLERY ANNUAL REPORT 2011-2012

Portfolio: **Arts & Culture – Cr Heagney**
Source: **Community Services**
General Manager: **Jenny McMahon**
Index Reference: **Subject: Arts & Culture/Art Galleries**
Customer: Geelong Gallery

Summary

- The purpose of this report is to provide Council with the Geelong Gallery's 2011-2012 Evaluation Report (Appendix 1) as an audit requirement of Council's annual contribution to the Geelong Gallery. The Gallery's 2011-2012 Annual Report is available under separate cover.
- The Geelong Gallery's collection of historical and contemporary art is widely acknowledged as one of the finest and most valuable held by a regional gallery in Australia. The Gallery continues to provide the region's residents and visitors with outstanding exhibition, public and educational programmes as well as curatorial services.
- In 2011-2012 Council's contribution to the Geelong Gallery was $968,000, representing the second year of the fourth Triennial Funding Agreement between the Greater Geelong City Council and Geelong Gallery.
- The Gallery's collection of works of art is held in trust for the region and is managed and developed in accordance with international standards of museum practice. The collection includes iconic works of art such as *View of Geelong* by Eugene von Gerard and *Bush Burial* by Frederick McCubbin.
- A total of 63,102 visits were made to the Gallery throughout 2011-2012 an increase of 5,257 from the previous 2010-2011 year.
- The highlights for 2011-2012 included the major international exhibition *Reflections of the soul – contemporary Chinese ink/wash painting*, developed by the Gallery in partnership with the National Art Museum of China (NAMoC) Beijing. The gallery in collaboration with the Gippsland Art Gallery, Sale, presented (as the exhibition's principal venue) *Nicholas Chevalier – Australian Odyssey*. This was the first-ever survey of the painting of this important colonial artist.
- The Geelong Gallery's extended loan of paintings by Eugene von Gerard to the Queensland Art Gallery and The National Gallery of Australia, for the National Gallery of Victoria's grand retrospective of the work of the greatest of Australia's colonial artists, *Eugene von Guerard – Nature revealed*, further promoted the gallery's presence in this landmark touring exhibition.

Cr Heagney moved, Cr Harwood seconded -

That Council note the Geelong Gallery 2011-2012 Annual Report and the 2011-2012 Evaluation Report.

Carried.

6. GEELONG GALLERY ANNUAL REPORT 2011-2012 (CONT'D)

Report

Background

The Geelong Gallery's collection of works of art is held in trust for the Region and is managed and developed in accordance with international standards of museum practice. The Gallery's holdings of historical and contemporary art are widely acknowledged as one of the finest and most valuable collections held by a regional gallery in Australia. The Gallery's collection includes iconic works of art such as *View of Geelong* by Eugene von Gerard, *Ocean blue, Lorne* by Arthur Streeton and *A Bush Burial* by Frederick McCubbin.

The Geelong Gallery is open to the public seven days a week and entry is free. The Gallery presents art exhibitions, educational and public programmes and curatorial services to the residents of and visitors to the region.

Discussion

This evaluation report covers 2011-2012 which is the second year of the fourth Triennial Funding Agreement between the Geelong Gallery and the City of Greater Geelong.

As part of the funding agreement with Council, KPI's are set for the Gallery's annual performance. Most were exceeded in 2011-2012 and have been summarised below;

- 63,102 people visited the Gallery – annual target 60,000
- 2,180 memberships – annual target 2,250
- 20 exhibitions were mounted in total – agreed target 20
- 15 exhibitions were self initiated – agreed target 10
- 7 exhibitions were held in the Community Access Gallery – agreed target 7
- 9 exhibitions embraced subjects relating to local/regional history and featured work by artists active in the Geelong region – agreed target 8
- 38 lectures, seminars, and workshops were presented – agreed target 30
- 26 public programmes were presented – agreed target 16
- 6 access space exhibitions involving schools and community groups were presented – agreed target 4
- 27,000 Quarterly Newsletters were distributed – agreed target 27,000

Exhibition highlights for 2011-2012 include:

- *Reflections of the soul – Chinese contemporary ink wash painting* – received widespread acclaim and was an unusually ambitious undertaking for a regional gallery, mounted in recognition of 2011 as the Year of Chinese Culture in Australia.
- *Nicholas Chevalier – Australian Odyssey* – one of the most popular attractions for the year and was the first ever survey of the painting of this important colonial artist.

6. GEELONG GALLERY ANNUAL REPORT 2011-2012 (CONT'D)

- *In search of the picturesque – the architectural ruin in art* – exclusive to Geelong and initiated and developed by the Geelong Gallery, was both popular and a critical success and constituted the most valuable exhibition of paintings ever presented in a regional gallery.

The Gallery was visited by many VIP and government visitors during the 2011-2012 year including the Victorian Governor, Alex Chernov and Mrs Chernov. International visitors included the Duke and Duchess of Somerset who inspected the Gallery collections on a private visit. The Federal Minister for the Arts, the Hon Simon Crean officially opened *Reflections of the soul – contemporary Chinese ink/wash painting* at a large function that was also attended by Mr. Fan Dian, Director of NAMoC, accompanied by senior members of his staff, representatives of the Chinese Embassy in Canberra and the Chinese Consulate in Melbourne.

The Gallery was thrilled to acquire Arthur Streeton's painting *Ocean blue, Lorne* (1921), the most important painting executed in the wider Geelong region by Australia's best-known landscape painter. The purchase was made possible through the Geelong Art Gallery Foundation on the strength of a public fund raising campaign.

The Gallery also secured an array of works in a variety of media including a folio of drawings and photographs by contemporary Australian artist, Andrew Seward, as a donation through the Federal Government's Cultural Gifts Programme. The Gallery also negotiated the gift of an outstanding watercolour painting by Hans Heysen.

The Gallery delivered special public programmes including floor talks and volunteer guides, conducted tours every Saturday and, as requested, for group visits. During school holidays the Gallery also offered the children's *Eye Spy* discovery tours every Wednesday.

The Gallery's Educational Services continued a free loan programme to classroom teachers of five Art without borders learning boxes: *William Buckley; Myths and Rituals*; *Art industry contexts*; *Who's Who – portraits*; and *Printmakers – artists and art*.

Students of 12 Primary Schools and 31 Secondary Schools from the Geelong Region, metropolitan Melbourne and regional Victoria attended tours of the Gallery, with some teachers also attending professional development programmes.

A further 31 tertiary institutions and community groups also visited the Gallery on organised tours during the 2011-2012 year.

Environmental Implications

Geelong Gallery is a purpose built gallery designed to make the most of natural light, while keeping within international environment standards for museums. The addition of two new clauses in the fourth Triennial Funding Agreement between Council and the Gallery relating to maintenance of the building enables the Gallery to benefit from contractors already engaged by Council who are encouraged to meet environmentally responsible principles where possible.

Financial Implications

The City of Greater Geelong is the Gallery's largest funding partner. Council makes an annual contribution to the Gallery in accordance with the Triennial Funding Agreement. In 2011-2012 Council's contribution was $968,000.

6. GEELONG GALLERY ANNUAL REPORT 2011-2012 (CONT'D)

LBW Chartered Accountants have completed their audit of the Gallery's financial position for 2011-2012 and have given the Gallery a positive assessment.

Policy/Legal/Statutory Implications

The Geelong Art Gallery is located on Crown Land with a lease period of 999 years due to expire on the 16th June 2854. The Building is a Council asset, operated by the Geelong Art Gallery Incorporated, as a body associated for artistic and cultural purposes. The Board is composed of 12 persons, elected each year at the Annual General Meeting. The Board operates under a Charter. Councillor Barbara Abley, Portfolio Holder for Arts & Culture was Council's representative on the Geelong Gallery Board for the 2011-2012 year.

The Geelong Gallery is an important cultural facility, which assists the City of Greater Geelong to deliver the actions outlined in Council's Culture Strategy Creativity **+**, as well as the Strategy's Vision: *to develop the City of Greater Geelong as a regional centre of innovation and excellence*. The Gallery is one of the key Cultural Precinct facilities identified in the Geelong Future Cities Masterplan.

Officer Direct or Indirect Interest

There is no direct or indirect interest by Council Officers involved in the preparation of this report.

Risk Assessment

The 2011-2012 Financial Statements of the Geelong Gallery have been subject to an independent Financial Audit by LBW Chartered Accountants.

The Triennial Agreement and six month reporting and evaluation measures against KPI's ensure the Gallery's performance is regularly reviewed and assessed.

Social Considerations

Galleries play a significant role in the cultural, social, educational and economic development of the community. The Geelong Gallery plays an important role in the collection, conservation and exhibition of the Region's material heritage as expressed in works of art. The reputation of the Gallery, as one of the finest regional galleries in Australia, is a source of civic pride. The Galleries exhibitions, educational and public programmes as well as curatorial services are highly valued cultural resources. The opportunities that the Gallery provides for our emerging and established artists are extremely crucial to the Region's cultural development. The Gallery contributes to the amenity and attraction of Central Geelong and, as one of the City's major cultural attractions in the Cultural Precinct, contributes significantly to cultural tourism.

Communication

The Arts & Culture Department in consultation with Communication and Marketing will be responsible for communicating this report.

Geelong Gallery

Geelong Gallery
2011-2012 Evaluation Report



Arthur Streeton
Ocean blue, Lorne 1921
Oil on canvas
Collection: Geelong Gallery
Acquired through the Geelong Art Gallery Foundation
with the support of current and prospective donors, 2011

28 September 2012

Geelong Gallery
2011-2012 Evaluation Report

Table of Contents

1 Evaluation of performance and achievements against Key Performance Indicators (2011-12) 2

2 Principal achievements of the year 3

3 Outline of how the Gallery's exhibitions programs and events relate to the Council's Culture Strategy – Creativity + ... 4

3.1 To work in partnership with major cultural entities to ensure innovation, sustainability and accessibility 4

3.2 To partner with others to ensure the scope of cultural infrastructure satisfies the requirement of our community 4

3.3 To preserve and conserve the Council's natural, built and cultural heritage 4

3.4 Co-operate with other relevant local bodies in the development of exhibitions reflecting the Region's social and cultural history 5

3.5 Provide opportunities for regional artists, both 2D and 3D, to exhibit in the Gallery space 5

3.6 Generate ideas, projects, exhibitions and events to gain critical attention (other than advertising) in local, state and national media 6

3.7 Encourage and develop community access to the Gallery's exhibitions, programs and collections 9

3.8 Develop cultural partnerships with other cities and regions to promote tourist visitation to the Gallery 10

3.9 Consolidate and extend institutional partnerships that contribute to audience development and optimum use of the Region's cultural resources 10

3.10 Exercise leadership in the arts 11

3.11 Maintain a principal role in art education throughout the region 11

4 Government partners 15

5 Annual program sponsors 16

6 Education sponsors 17

7 Annual report 2011-12 18

8 Appendix 1: Media coverage – selected articles 2011-2012 19

Geelong Gallery
2011-2012 Evaluation Report

1 Evaluation of performance and achievements against Key Performance Indicators (2011-12)

As demonstrated, performance statistics, see table below, broadly meet or exceed the agreed measures for the period under review.

	Performance indicator	Agreed target	Target achievement	Variation
Programming	Total number of exhibitions	20	20	0
	Number of self-initiated exhibitions	10	15	+5
	Number of exhibition days	900	1035	+135
	Number of publications	7	8	+1
	Number of lectures, seminars, conferences, workshops	30	38	+8
Marketing	Total attendances	60000	63102	+3102
	Total memberships	2250	2180	-70
	Percentage of expenditure on marketing / promotions	14	19	+5
Financial	Percentage of Arts Victoria grant of Total Income	8	8.9	+0.9
	Percentage Local Government subsidy of total Income	67	62	-5
	Percentage of earned income of Total Income	17	21	+4
	Percentage of sponsorship / fundraising of Total Income	8	10	+2
Community Access and Participation	Number of public education programs presented	16	26	+10
	Number of Community Access Gallery exhibitions	7	7	0
	Number of exhibitions embracing subjects relating to local / regional history and featuring work by artists who are active in the Geelong region	8	9	+1
	Number of *access space* programmes involving schools and community groups	4	6	+2
	Distribution numbers for Quarterly Newsletter	27000	27000	0

2 Principal achievements of the year

Without doubt, a highlight of the year under review was ***Reflections of the soul – contemporary Chinese ink/wash painting,*** a major international exhibition developed by the Geelong Gallery in partnership with the National Art Museum of China (NAMoC), Beijing. Mounted in recognition of 2011 as the Year of Chinese Culture in Australia and with the support of the Department of Foreign Affairs and Trade, the Australian Embassy in Beijing, and the Chinese Consulate in Melbourne, the exhibition represented an unusually ambitious undertaking for a regional gallery but was presented successfully to widespread acclaim.

Sponsorship of the exhibition was negotiated with Avalon Airport, an organisation keen to further its business connections in China and also involved liaison with Asialink at the University of Melbourne.

Federal Minister for the Arts, the Hon Simon Crean, opened the exhibition at a large function attended also by Mr Fan Dian, Director of NAMoC who was accompanied by senior members of his staff and a group of participating artists.

In collaboration with the Gippsland Art Gallery, Sale, the Gallery presented (as the exhibition's principal venue), the first-ever survey of the painting of the important colonial artist, Nicholas Chevalier. Including major loans from collecting institutions and private collections around Australia, ***Nicholas Chevalier – Australian Odyssey,*** was one of the year's most popular attractions and was reviewed in most national and metropolitan newspapers.

Exclusive to Geelong, and initiated and developed by the Geelong Gallery, the major loan exhibition ***In search of the picturesque – the architectural ruin in art,*** was both a popular and critical success and constituted the most valuable exhibition of paintings ever to be presented in a regional gallery. Major loans were sourced from most national and state galleries and libraries and a scholarly catalogue was published by the Gallery in support of the exhibition. It was prepared by Gallery Staff in conjunction with guest curator Dr Colin Holden. The exhibition involved the close collaboration of the State Library of Victoria, which lent a suite of rare prints by the great Italian printmaker and 'ruins' specialist, Giovanni Battista Piranesi, many of the these works having never previously been placed on public display. An illustrated catalogue was published by the Gallery to accompany the exhibition.

Amongst an array of other works in a variety of media (valued at some $600,000 in total), the Gallery negotiated the gift of an **outstanding watercolour painting by Hans Heysen** as well as the remarkable gift (made though the Commonwealth Government's Cultural Gifts Program), of a **folio of drawings and photographs** by contemporary Australian artist, **Andrew Seward**.

In the face of 'fierce competition' from a range of bidders at a Sotheby's (Australia) auction late in 2011, the Gallery successfully bid (on the strength of a public fund-raising campaign) on **Arthur Streeton's painting *Ocean blue, Lorne*** (1921), the most important painting executed in the wider Geelong region by Australia's best-known landscape painter. The acquisition generated extensive media interest.

3 Outline of how the Gallery's exhibitions programs and events relate to the Council's Culture Strategy – Creativity +

3.1 To work in partnership with major cultural entities to ensure innovation, sustainability and accessibility

During the period under review, the Gallery actively collaborated with cultural entities throughout Victoria, nationally and, indeed, internationally, the latter in respect of the extremely ambitious venture with the **National Art Museum of China** (Beijing's largest and most influential art museum) that brought to Australia (and exclusively to Geelong) the exhibition ***Reflections of the soul – contemporary Chinese ink/wash painting***.

The opening of this event was a major event, attracting the Director and senior staff from NAMoC, senior Chinese diplomats, Foreign Affairs representatives and several celebrated Chinese national artists. **Minister Simon Crean officially opened the exhibition before a large audience including the Mayor and Councillors of the City of Greater Geelong, sponsor representatives and community leaders**. A banquet (in City Hall) was held after the opening for VIP guests, including representatives of CoGG, NAMoC, the Gallery, Avalon Airport (sponsor of the exhibition) and Asialink – all partners in the presentation and securing of this major exhibition.

The extended loan of paintings by **Eugene von Guérard** from Geelong's collection (or on long term loan to it) to the **Queensland Art Gallery** and the **National Gallery of Australia,** further promoted the Gallery's presence in this landmark NGV touring exhibition, ***Eugene von Guérard – Nature revealed***.

Other loans were made to exhibitions organised by the National Maritime Museum in Sydney, Orange Regional Gallery, Castlemaine Museum and Art Gallery and Heide Museum of Modern Art amongst others.

3.2 To partner with others to ensure the scope of cultural infrastructure satisfies the requirement of our community

As in previous years, the Gallery was an active participant in meetings and discussions focusing on the redevelopment of Geelong's Arts Precinct (Future Cities project) and collaborated with CoGG in maintaining the Gallery building for the purpose for which it was constructed and to best present exhibitions and the collections for the benefit of Geelong's community and visitors to the region.

3.3 To preserve and conserve the Council's natural, built and cultural heritage

The Gallery's permanent collection of works of art in many media – many of which are acknowledged as being of the highest heritage significance – were professionally and effectively preserved, displayed, secured, promoted and elucidated by the Gallery consistent with international museum standards and protocols.

3.4 Co-operate with other relevant local bodies in the development of exhibitions reflecting the Region's social and cultural history

The Gallery worked closely with various local bodies to present exhibitions, education workshops, to share knowledge and cross-promote programs, and these bodies included the following:

- Courthouse Youth Arts Centre
- Deakin University
- Geelong Heritage Centre
- Geelong Library Corporation
- Geelong Performing Arts Centre
- Gippsland Art Gallery, Sale
- Gordon Institute of TAFE
- National Wool Museum
- State Library of Victoria
- University of Melbourne

The quarterly *Newsletters* that accompany this Report give details of certain of these collaborative exercises.

3.5 Provide opportunities for regional artists, both 2D and 3D, to exhibit in the Gallery space

The *Geelong region artists program* provided round-the-year opportunities for artists, craftspeople, designers and makers working in different media to exhibit their work at the Gallery and these exhibitions are listed in the accompanying quarterly *Newsletters* as are the names of the participating artists.

The Gallery's national prize exhibitions are open to all to enter, and whilst an expert panel (including external representation) undertakes the short-listing process, it is happily the case that local artists are almost always featured in these high-profile events.

3.6 Generate ideas, projects, exhibitions and events to gain critical attention (other than advertising) in local, state and national media

3.6.1 *The following is the exhibition program for the year in review.*
Copies of selected media commentaries concerning the 2011-2012 program can be found in *Appendix One*

Reflections of the soul – Chinese contemporary ink wash painting
16 July to 11 September (Opening 15 July)

Picture this 2011
30 July to 4 September

Me photo, Uganda – Alison Wynd
6 August to 4 September

Australian landscapes in watercolour
7 September to 5 February

Geelong region artists program
Out of darkness, into the light – Simon Benz
10 September to 16 October

2011 Geelong acquisitive print awards
17 September to 20 November

The O'Donohue & Kiss gift – international and Australian prints
17 September to 20 November

Pioneers of studio pottery in Victoria
17 September to 29 January

Geelong region artists program
Retrospective – David Turner
22 October to 4 December

Nicholas Chevalier – Australian odyssey
26 November to 12 February 2012

Recent acquisitions
10 December to 5 February 2012

Belleek porcelain
4 February to 15 April

Exhibition program for the year 2011-2012 Cont. …

Geelong region artists program
A world observed – Terry Matassoni
11 February to 25 March

The Colin and Elizabeth Laverty collection – a selection of Indigenous and non-Indigenous works of art
18 February to 15 April

Freshwater saltwater – Aboriginal and Torres Strait Islander prints
18 February to 15 April

Geelong region artists program
Industrial desire – Gary Smith, new paintings
31 March to 6 May

In search of the picturesque – the architectural ruin in art
21 April to 24 June

InsideOutside
21 April to 24 June

Geelong region artists program
2012 Art Unlimited

Geelong region artists program
House and home – Malcom Bywaters
23 June to 29 July

3.6.2 Exhibition openings

Official openings were held on the following dates (on each occasion a suite of two, three or four exhibitions were opened simultaneously):

Friday 15 July, 2011 — recognising 2011 as the Year of Chinese Culture in Australia – an exclusive exhibition from the National Art Museum of China in Beijing ***Reflections of the soul – Chinese Contemporary Ink wash painting*** – was opened by The Hon. Simon Crean, Federal Minister for Hotham and Minister for Regional Australia, Regional Development and Local Government, and Minister for the Arts. ***Persistent folly – Barry Gillard*** also featured.

Friday 16 September, 2011— Councillor Barbara Abley AM DSJ FRCNA, Arts and Culture Portfolio, City of Greater Geelong opened ***2011 Geelong acquisitive print awards***. The ***O'Donohue & Kiss gift***, ***Pioneers of studio pottery in Victoria*** from the Gallery's collection, and ***Out of darkness, into the light – Simon Benz*** exhibitions were noted.

Friday 25 November, 2011 — Markus Meli, Consul General, Consulate General of Switzerland, Sydney, spoke at the opening of a Gippsland Art Gallery travelling exhibition ***Nicholas Chevalier – Australian odyssey***. Also opened was the survey exhibition, ***Retrospective – David Turner***.

Friday 17 February, 2012— Dr Gerard Vaughan AM, Director of the National Gallery of Victoria opened ***The Colin and Elizabeth Laverty collection, Freshwater saltwater – Aboriginal and Torres Strait Islander prints, A world observed – Terry Matassoni*** and the ***Belleek porcelain*** exhibitions.

Friday 20 April, 2012 – In search of the picturesque – the architectural ruin in art was opened by ***Shane Carmody, Director, Development, State Library of Victoria*** and ***Industrial desire – Gary Smith, InsideOutside*** exhibitions were also featured.

Friday 29 June, 2012 – Judge Gerard Mullaly, Geelong Gallery Board Member, presided over the opening of ***Sentinels and showboats – milestones in print collecting at Geelong Gallery***, ***Skater – portraits by Nikki Toole*** *and* ***House and home – Malcom Bywaters*** exhibitions.

3.6.3 Publications

Exhibition catalogues:

- ***Reflections of the soul – Contemporary ink wash painting***
  (Published by the National Art Museum of China exclusively for the Geelong Gallery exhibition)
- ***2011 Acquisitive print prize***
- ***In search of the picturesque – the architectural ruin in art***

Newsletters:

- June – August 2011
- September – November 2011
- December 2011 – February 2012
- March – May 2012

Prize entry forms:

- ***2012 Geelong contemporary art prize***

Calendar:

- *Geelong Gallery Education Program 2012*

3.7 Encourage and develop community access to the Gallery's exhibitions, programs and collections

The Gallery promotes **free community access** to all its exhibitions and displays of works from the permanent collection. Works in storage may similarly be viewed by prior appointment. Exhibitions cover a wide range of subjects and **floor talks** and **public lectures** support the exhibition programs and encourage access by all residents and students throughout the region.

The Geelong Gallery advertises its program weekly in the metropolitan and regional newspapers and tourist publications and regularly promotes its programs on *The Pulse, Bay FM* and on Channel 31.

Gallery staff regularly speak to community and schools groups, service clubs and the like to promote use of the institution's services and engagement with the Galleries collections.

Loans of works of art from the permanent collection were made to other institutions including the City of Greater Geelong, Geelong Performing Arts Centre and Geelong College, not to mention numerous state and regional galleries around Australia.

3.8 Develop cultural partnerships with other cities and regions to promote tourist visitation to the Gallery

The Gallery enjoys partnerships with the following institutions in order to bring to Geelong important exhibitions, works on loan and speakers: National Gallery of Australia, National Gallery of Victoria, Art Gallery of South Australia, Art Gallery of New South Wales, State Library of Victoria, Art Gallery of Western Australia, Art Gallery of Ballarat, Bendigo Art Gallery, McClelland Art Gallery, Heide Museum of Modern Art, Museum of Contemporary Art, Australian National Maritime Museum, National Library of Australia and regional galleries throughout Australia.

The Director and Curator undertake numerous public speaking engagements within Victoria and interstate to promote Gallery programs and visitation.

Active participation in: **Public Galleries Association of Victoria.**
G21's Arts and Culture pillar.

3.9 Consolidate and extend institutional partnerships that contribute to audience development and optimum use of the Region's cultural resources

Schools from across the Geelong region
The Gallery's Education program has been very effective in encouraging visitation by residents in wider Geelong but with an emphasis on encouraging schools and students from less-privileged backgrounds to use the facility. The Gallery has enjoyed the specific support of the Shell Geelong Refinery in running its Education programs.

Courthouse Youth Arts Centre
Lisa Sullivan, Curator, advises staff on various arts programs.

Geelong Cultural Precinct - Future Cities
The Director and a Board representative participate in meetings of various committees dealing with the proposed development of Geelong's arts precinct.

Alzheimer's Australia (Vic)
Gallery Guides prepare programs specifically for visitors suffering from Alzheimer's disease and dementia.

The Gordon Gallery
The Director and Curator sit on committees associated with curriculum and exhibition initiatives at the Gordon Institute of TAFE.

Geelong Writers Inc.
The Gallery annually co-operates with this organisation in mounting readings in the Gallery in conjunction, chiefly, with the biennial art prize exhibitions.

Geelong Central Marketing and Cultural Precinct partners
The Gallery extends its opening hours as appropriate or possible to co-operate with markets held in Johnstone Park.

Vigex committee (Geelong Camera Club and associated groups)
The Gallery co-operates with this regional photographic salon and makes the access gallery available for biennial Salon exhibitions.

Geelong Performing Arts Centre
Cross-promotional opportunities are pursued in regard to Poppykettle Day workshops but more generally as thematic linkages are perceived.

3.10 Exercise leadership in the arts

The Director and various members of the Gallery's senior staff undertook numerous public speaking engagements around the State to promote Gallery programs and visitation. The Director advised the City of Greater Geelong on various public art initiatives and joined a Course (Arts) Advisory Committee of the Gordon Institute of TAFE. He was a member of various industry-wide committees including the National Trust of Australia (Victoria) and the Churchill Fellowship program.

- Both the Director and Curator opened, judged or spoke to numerous local arts events and others in Melbourne or interstate.
- The Director is adviser to the *Sculpture by the Sea* program of exhibitions in Sydney and Perth.
- Veronica Filmer, Registrar, served as a member of the Victorian committee for the Cultural Exhibitions and Fine Arts Indemnification Scheme.

3.11 Maintain a principal role in art education throughout the region

The Gallery initiates and presents an annual **program of floor talks, formal lectures, workshops and other activities,** to elucidate aspects of the exhibition program in particular any contemporary issues in the visual arts and the humanities generally. Details of all lectures and talks are found in the copies of the *Newsletters* accompanying this Report.

Specifically for student visits, the Gallery's Education Services offered regular tours and workshops and continued a loan program to classroom teachers of five extremely popular learning boxes: the *William Buckley; Myths and Rituals; Art Industry; Studio Arts – Art Industry and the Who's Who – portraits.*

Exhibitions of student works were mounted in the Gallery's Education Gallery.

Students attended the Gallery for tours and teachers attended professional development programs. Schools visiting the Gallery during the year were (with most making repeat visits):

3.11.1 Primary schools and Pre-schools

Christ the King Primary School, Queenscliff Primary School, Sth Geelong Primary School, Hamlyn Banks Primary School, Montpellier Primary School, Wallington Primary School, Chilwell Primary School, Fyans Park Primary School, Belmont Primary School, Leopold Primary School, St Therese Primary School, Mandama Primary School, Moriac Primary School, Newtown Primary School, Ocean Grove Primary School, Portarlington Primary School, Teesdale Primary School, Highton Primary School, Corio Primary School, Bell Park Primary School, Lara Lake Primary School, Whittington Primary School.

3.11 Maintain a principal role in art education throughout the region Cont. …

3.11.2 Secondary schools

Bellarine Secondary College, Clonard College, Cobden Secondary College, Derrinallum College, Western Heights Secondary College, Sacred Heart College, Kardinia International College, Corio Bay Senior College, St Joseph's College, Newcomb Secondary College, Galvern Park Secondary College, Grovedale College, Geelong Grammar, St Ignatius College, Lara Secondary College, Point Cook Secondary College, Apollo Bay Secondary P-12, Christian College, Matthew Flinders Girls High School, Melbourne Girls Grammar, Mercy Regional College, Trinity College, Colac, Geelong High School, Belmont High School, North Geelong Secondary, Geelong Lutheran School, NSW, Covenant College, Northern Bay Secondary College, Grovedale Community College, Reunion Island Students, St John's Lutheran School, Flinders Peak Secondary College, Geelong College

3.11.3 Tertiary and other institutions

Brougham Art School, The Gordon, Bendigo and Ballarat Embroidery groups, Melbourne and Geelong Camera Clubs, CREATE Geelong, Gordon TAFE VCAL Unit, Deakin University – Creative Arts and Technology, Gordon TAFE - Koori Education Unit, Gordon TAFE Visual Merchandise Unit, Brace Photography, Adult Migrant Education Services, Who and I, Little Picasso Children's Art School, Australian Institute of International Understanding, Spring Valley Art Group, Epilepsy Foundation, Deakin University – Japanese Exchange Students, The Gordon – SCOPE program, St Laurence Community Services, TAFE ESL and Cert IV, Barwon Health Community Programs, Darebin U3A, Geelong Otway Tourism Walking Tours, Lonsdale Aged Care, Explore Victoria, Cobden Art Group, Deakin School of Architecture, RMIT School of Gold & Silversmithing, Camberwell Probus Club, Glenroy Art Group

3.11.4 Professional development for teachers

- Teacher Preview – ***Freshwater Saltwater – Aboriginal and Torres Strait Islander prints***, VCE Studio Art
- Teacher Professional Development afternoon VCE Art
- Teacher Professional Development – reconciliation
- Individual Professional Development meetings with Gallery Educator – on a needs basis

3.11 Maintain a principal role in art education throughout the region Cont. …

3.11.5 Public programs, events and functions

First Fridays - monthly lectures were held and raised funds for the *Friends of the Gallery*.

The guest speakers were:

Lesley Alway – *Asialink and Chinese art and culture*
Dr Patrick Greene – *Tutankhamun and the golden age of the pharaohs*
Kenneth Park – *The Grand Tour*
Lisa Sullivan – *Developing the Geelong Gallery print collection*
Simon Gregg – *Nicholas Chevalier: Australian odyssey*
Susan Scollay – *Gardens of love: Persian poetry and its admirers*
Susan McCulloch – *Contemporary Indigenous art – a regional guide*
Dr Colin Holden – *In search of the picturesque – the architect*
Dr Barry Hill – Poetry reading from *Naked clay: drawing from Lucian Feud*

3.11.6 Floor talks - were held for the following exhibitions:

Dr Robert Baines – *Metal*
Barry Gillard – *Persistent folly*
Lisa Sullivan – *Geelong acquisitive print awards*
Lisa Sullivan – *Recent acquisitions*
Simon Gregg – *Nicholas Chevalier: Australian odyssey*
Dr Colin Holden – *In search of the picturesque – the architectural ruin in art*
Malcolm Bywaters – *House and home*

3.11.7 Guided tours

Art & Alzheimer's Outreach Program; Percy Baxter Lodge Aged Care; Western Region Health Service; Australian Migrant Education Services, Werribee; Leopold Aged Care; Allura Aged Care; Karingal Aged Care; Woodend Senior Group; Bellarine Community Centre; Sunbury Community Health; Blue Cross Aged Care; Multi-cultural Aged Care; Living Well Adult Community Group; Diversitat; Ballarat Art Gallery Guides; Springdale Artist's Group; Belmont Probus Club; St Laurence Aged Care; Rotary Club of Geelong West; Grovedale Men's Probus Club; Thistleton's Art City of Greater Geelong School Holiday program groups; Sunrise Aged Care; Vincentian Village Aged Care; Woodend Senior Citizens; U3A Deepdene; U3A Nunawading Art Appreciation Group; DEET Regional Arts; Kaleidoscope.

During school holidays, the Guides conduct children's *Eye spy* discovery tours for children every Wednesday and for special events as requested.

3.11 Maintain a principal role in art education throughout the region Cont. …

3.11.8 Special events

Acabellas singing group weekly performances
Chamber after five evening
COGG Prospective tenders tour
Geelong Future Cities visits
Kalena (CoGG) School Holiday Program
Poppy Kettle Festival
Savage Club – Tour of the Nicholas Chevalier exhibition presented by the Director
Who's Who
Words at the Gallery – Geelong Writers Group
World Poetry Day – in conjunction with Geelong Regional Libraries

3.11.9 Functions

Costa Dinner
CoGG "Healthy Cities" conference reception
Cotton-on Foundation function
Friends of the Gallery Christmas luncheon
Geelong City Motors – client luncheon
Gallery Guides and volunteers Christmas lunch
Geelong Art Gallery Grasshoppers Christmas lunch
Geelong Central Marketing – function
Geelong Chamber of Commerce "After Five" reception
Gallery Guides and volunteers briefing session for ***In search of the picturesque***
Gallery Guides and volunteers ***In search of the picturesque*** morning tea
Geelong Art Gallery Grasshoppers bus trip to ***Cecil Beaton: A Diamond Jubilee Celebration*** photography exhibition, Ballarat Art Gallery
TAC –function
Webb Family afternoon tea

4 Government partners

CITY OF GREATER GEELONG

ARTS VICTORIA

State Government Victoria

5 Annual program sponsors

adams print
innovative print solutions

the costa family foundation

DEAKIN UNIVERSITY AUSTRALIA

DESIGN BY PIDGEON

FLETCHER JONES

Geelong City Motors

Mercedes-Benz

Nagle & Co Chartered Accountants

SCOTCHMANS HILL
BELLARINE PENINSULA WINE

Shell

Target.
100% happy

Tuckers
Funeral & Bereavement Service

6 Education sponsors







australia's aluminium

Geelong Advertiser

7 Annual report 2011-12

A draft copy will be provided following the Gallery's Annual General Meeting on Monday 1 October 2012. The published report will be provided subsequently.

8 Appendix 1: Media coverage – selected articles 2011-2012

The following articles accompany this report in hard copy format:

- "Geelong has an outstanding gallery", *Fifty-Plus News*, July 2011, p 14
- "A colonial master reveals region's beauty", *Business News* # 203, December 2011, p 41
- "Frozen time", *Weekend Australian*, 26-27 May 2012, pp 13-14
- "Heavy metal", *Geelong News*, May 18 2011, p 15
- "Uganda crucible comes into focus", *The Echo*, 11 August 2011, p 41
- "Who's Who, *Geelong Advertiser"*, 23 August 2011, pp 20-21
- "From peninsula darkness to light in a snap", *Geelong Advertiser*, 27 September 2011, p 25

MUSEUMS & GALLERIES *Advertising Feature*

Geelong has an outstanding gallery

ESTABLISHED in 1896, Geelong Gallery has an enviable permanent collection of fine 19th and 20th century Australian and European paintings and decorative arts,18th and 19th century English porcelain, British art pottery, colonial Australian silver, as well as contemporary Australian paintings, prints, sculpture and ceramics. A particular focus of the collection is early images of the Geelong region.

The Gallery's outstanding collection includes many works of national significance such as Eugène von Guérard's *View of Geelong* (1856) and Frederick McCubbin's *A bush burial* (1890).

People visit the Gallery to view works from the permanent collection as well as a vibrant program of special exhibitions.

Opening on 16 July is a fascinating exhibition from the National Art Museum of China, Beijing, exclusive to the Geelong Gallery, which is presented to mark 2011 as the Year of Chinese Culture in Australia.

Reflections of the soul — Chinese contemporary ink wash painting illustrates modern interpretations of the venerable Chinese tradition of ink and wash painting.

The exhibition includes works by nine leading contemporary Chinese artists who explore themes such as city and suburban life, landscape and atmospheric impressions, the world of dreams, historical allusion and the relationship of Chinese opera and painting.

Geelong Gallery has a lively program of events and special talks to coincide with exhibitions, in particular their 'First Friday' talks on the first Friday of each month. Each Saturday at 2pm the gallery's voluntary guides conduct tours of the permanent collection.

Geelong Gallery is located in Johnstone Park, with the entrance in Little Malop Street, Geelong. It is open daily from 10am to 5pm and entry is free.



Ma Shulin: Jing (painted face from Beijing Opera) 2011 *ink. Courtesy of the artist and the National Art Museum of China, Beijing.*

BUSINESS NEWS ISSUE 203
DEC 2011

A colonial master reveals region's beauty



Nicholas Chevalier -Looking toward Mount Kosciuszko from Doolins Plain at Tom Groggin 1866
oil on canvas - Private collection
Courtesy Lauraine Diggins Fine Art, Melbourne

Geelong Gallery is delighted to present Nicholas Chevalier – Australian odyssey, the first comprehensive survey of Australian work by the Russian-born Swiss artist Nicholas Chevalier – arguably Victoria's most successful and popular artist of the 1860s.

The exhibition features fifty oil paintings (many never before publicly exhibited), a range of expedition drawings and sketches, as well as a complete collection of Chevalier's lithographic works.

Chevalier's paintings, that record the changing spectacle of the Victorian landscape from the Grampians to Gippsland, were often created in his studio from sketches made while accompanying scientists and explorers on expeditions, making the paintings as important for their historical as much as for their artistic value. On occasion, Chevalier undertook these expeditions with fellow artist Eugène von Guérard - a figure well represented in the Geelong Gallery permanent collection with works such as the iconic View of Geelong (1856).

Geelong Gallery Director, Geoffrey Edwards, said that the Gallery prides itself on featuring works of art that relate the story of the wider Geelong region and of pioneering enterprise – both within the permanent collection and in touring exhibitions such as Australian odyssey.

"Chevalier's tour of the Western District resulted in many of his most celebrated works that record the magnificent views and pristine scenery of some of our region's most popular tourist spots including Apollo Bay and Cape Otway," Mr Edwards said.

"Waterfall on the Parker's River (1862), depicting an area six kilometres east of Cape Otway, is one of Chevalier's most spectacular works, not only on account of its ambitious scale, but also because it marked Chevalier's rise to public prominence."

Reviews in 1862 praised the painting's 'beautiful luxuriant vegetation (as) characteristic of the splendid scenery of our western shores', and noted it as 'a work that stamps its author as one fit to compete in the foremost ranks of contemporary landscape art'.

This was a turning point in the career of an artist who had previously struggled to find a market for his Australian subjects amongst homesick European colonists, newly resident in Victoria.

Chevalier was a pioneer and adventurer as much as he was an artist. As well as producing some of the earliest and most ambitious oil paintings of Australian scenery, he also successfully made a living attracting commissions for paintings of pastoral homesteads. He also introduced Australians to chromo-lithography – a reproductive process that made affordable copies of his oil paintings available to a wide clientele.

The exhibition was officially opened by Mr Markus Meli, Consul General of Switzerland, Sydney. The Geelong Gallery gratefully acknowledges the support of the Embassy of Switzerland in Australia and the Swiss Consulate General in Sydney.

Biography – Nicholas Chevalier

Nicholas Chevalier (1828–1902) was one of Australia's foremost colonial artists. Born in Russia, he studied in Switzerland, Germany, England and Italy before arriving in Melbourne on Christmas Day, 1854. Chevalier quickly established a reputation as one of the colony's leading artists. He travelled extensively throughout Victoria, capturing in oils many subjects not previously seen by European artists.

Chevalier helped establish the Victorian Society for Fine Arts in 1857, which, among other achievements, campaigned successfully for the founding of the National Gallery.

Chevalier was best known as a landscape painter but his accomplishments were wide and varied. He pioneered the use of lithography in Australia, in particular 'chromo' or coloured lithography. In 1865 he published an album of twelve chromo-lithographs of Victorian scenery, which enabled fine art to be widely accessible.

Chevalier remained in Australia until March 1869, when he joined Prince Alfred, the Duke of Edinburgh, on his Royal Tour through the Pacific region. Chevalier eventually became a court painter to Queen Victoria on his return to London.

Nicholas Chevalier - Australian odyssey is a Gippsland Art Gallery travelling exhibition on show at Geelong Gallery until 12 February 2012.

Entry to the Gallery is free and the Geelong Gallery is open daily from 10am to 5pm, closed Christmas Day, Boxing Day and New Year's Day.



Nicholas Chevalier -Self portrait 1857
oil on cardboard
Art Gallery of New South Wales
Bequest of Mrs Nicholas Chevalier 1919



Giovanni Battista Piranesi's *Altra Veduta del Tempio della Sibilla in Tivoli* (Another view of the Temple of the Sibyl in Tivoli), an etching, belonging to a private collection in Melbourne, from the *Vedute di Roma* series

Frozen time

Christopher Allen

In Search of the Picturesque: The Architectural Ruin in Art
Geelong Gallery, Geelong, Victoria, to June 24

BUILDINGS are the most tangible monuments of a civilisation: the pyramids speak of the otherworldly obsession of the Egyptians, Greek theatres of a civilisation based on the shared and public life of a citizenry, medieval cathedrals of aspirations to holiness.

Today, our corporate towers embody a certain idea of economic efficiency and social stratification, offering those who work in their higher levels a sense of sublime mastery and dwarfing the rest who walk in their shadows; while the overtly anti-functional design of art and entertainment precincts such as Federation Square in Melbourne is meant to mark these off as places of temporary escape from economic determinism.

In building, we transform matter into idea: stone is cut into regular forms, shaped into expressive ornament; clay is baked into bricks, timber cut and carved. Nature is reshaped into the order of culture, and nowhere more impressively than in stone buildings. Yet nature is never forgotten. The stone, for example, from which a building is made contributes to its character in the same way that a violin or a woodwind endows the same musical note with an entirely different material form and quality.

Stone has texture and colour, and responds to the fall of light in different ways; it wears and weathers too, and part of the charm of old buildings is the patination of age, which mitigates their separation, as creations of artifice, from the organic world of nature. Initially perfectly sharp edges are softened, impeccable evenness is varied by the discolouration of rain and the mottling of lichens; small plants may begin to sprout in cracks around window frames and cornices.

In reality, all of these picturesque signs of age are the beginning of a process that, if neglected, can lead to serious damage and even collapse. It is a sobering experience for an art historian to travel in the company of a builder, as I recently discovered: where you admire the beauty of the architectural form poignantly heightened by the signs of age and desuetude, he will remind you that water has infiltrated the mortar and that without a very expensive restoration the building will eventually be uninhabitable.

Such moments remind us of the enormous effort required to maintain human order against the entropy of nature: in a garden, the effort has to be constantly renewed; great buildings, on the other hand — unlike today's skyscrapers, outwardly impressive but in reality doomed to periodic replacement — can be so solidly constructed in the first place that they are still sound after thousands of years. And the first requirement of a building is to remain standing, defying the force of gravity that wants to pull the vast weight of masonry down to where, according to the laws of nature, it belongs: on the ground.

Ruins, the reassertion of the forces of nature over the will of man, have always had melancholy associations, as symbols of a mortality greater than that of individual men: the mortality of a whole society, of a civilisation itself. In the modern period, the most famous ruins were those of Rome, even though there were countless other ancient remains all over Italy and across Europe. Rome was the centre of the empire whose collapse was the greatest disaster Western civilisation had known; the whole of modern Europe, in fact, emerged figuratively speaking from those ruins.

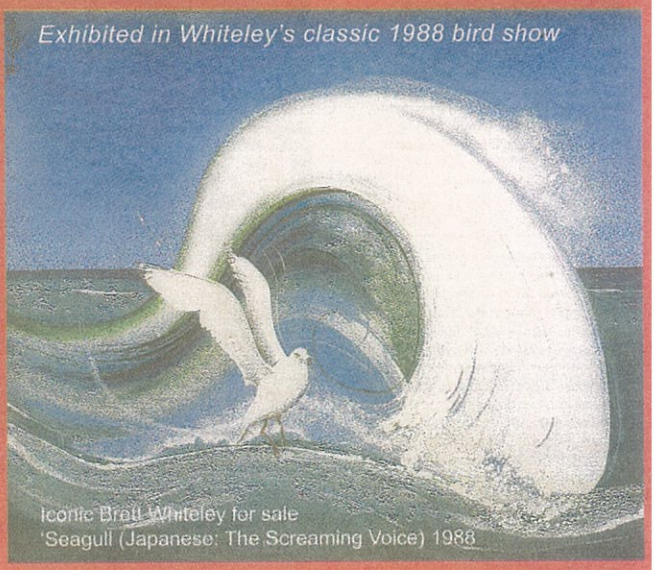
From the 14th to the 18th centuries — when there was a renewed interest in the Greek monuments of Paestum and Sicily, and when it became possible again to visit Greece

Continued on Page 14

MODERN MASTERS
Brett Whiteley

Munch's "The Scream" sold for over $119 million - NOW Whiteley's Seagull - The Screaming Voice could be yours for a fraction of the price!

Exhibited in Whiteley's classic 1988 bird show



Iconic Brett Whiteley for sale
'Seagull (Japanese: The Screaming Voice) 1988

Over 30 museum quality paintings for sale
includings works by Russell Drysdale, Arthur Boyd, Fred Williams, Garry Shead, Sidney Nolan



Classic - Arthur Boyd 'Fire, Shoalhaven River' circa 1981



Charming - Charles Blackman 'Children on the Beach' (diptych)

Tel: 02 9327 8311 art@savill.com.au

SAVILL GALLERIES
156 Hargrave St, Paddington NSW 2021
www.savill.com.au

ADVERTISEMENT



THE PARISIAN WOMAN

TONY ELLWOOD, DIRECTOR
QUEENSLAND ART GALLERY | GALLERY OF MODERN ART

Paris was completely transformed by Baron Georges-Eugène Haussmann from a medieval capital into the magnificent City of Light during the second half of the nineteenth century. With wide boulevards, apartment buildings with limestone facades, generous parks and thousands of gas streetlights, it became the epitome of the modern city. Artists witnessed these changes from all facets of life as insatiable observers and impenitent strollers, and many aspects of the modernisation of Paris were charted and expressed through images available in the popular press. This mass of imagery can in part be attributed to new applications of drawing. No longer used as a preparatory medium, drawing came into its own during the late 1800s as one of many expressions of modernity.

If drawing was the modern medium, the Parisian woman was the personification of modern aspirations. She was self-confident, fashionable, and armed with a certain *je ne sais quoi*. In *Portrait de femme assise (Portrait of a seated woman)* 1884 by Emile Bollvin we see a confident woman staring straight at the viewer. Seated in profile, she presents us with the fashions of the time — her voluminous skirt and bustle covers the bottom third of the drawing and her elegant hat is perched on her lap. Emile Bollvin illustrated many books, including Gustave Flaubert's masterpiece *Madame Bovary*. The heroine of this scandalous 1857 novel is torn between duty and desire — her lifeless marriage and a need for romance and passion.

PAINTING MODERN LIFE: ILLUSTRATED TALKS SERIES

SATURDAY 26 MAY 1.00PM | BUILDING PARIS
Share the passion for Parisian architecture and its modern transformations with Dr Antony Moulis, School of Architecture, The University of Queensland.

SATURDAY 2 JUNE 1.00PM | LITERARY PARIS
Professor Peter Dryle explores the ways in which French popular fiction tackled the subject of sexuality.

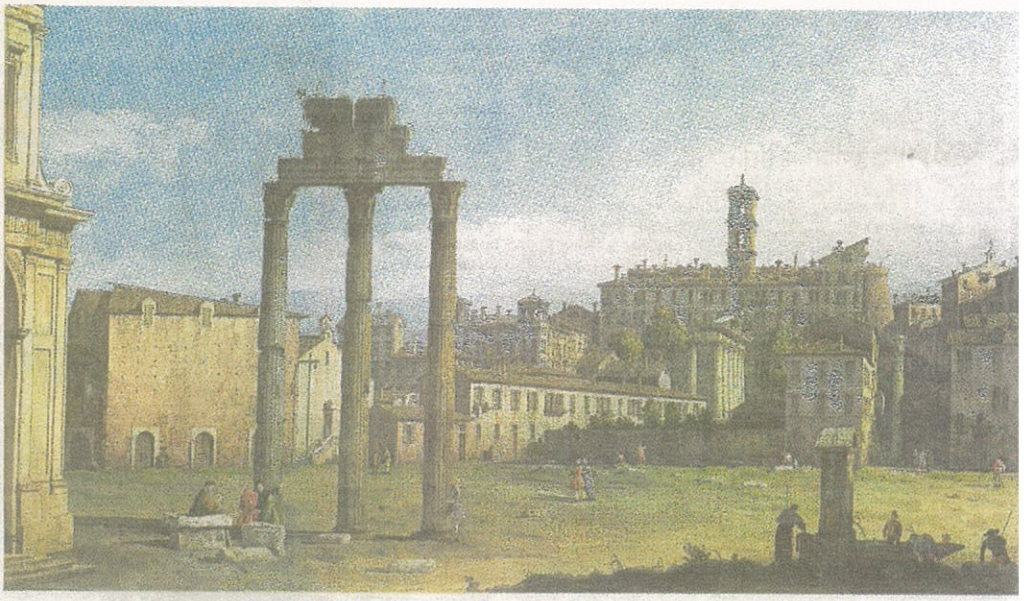
Visit the website for more details.

MODERN *Woman*
Daughters and Lovers 1870-1930
DRAWINGS FROM THE MUSÉE D'ORSAY, PARIS

QUEENSLAND ART GALLERY
UNTIL 24 JUNE 2012

qagoma.qld.gov.au/modernwoman

Emile Bollvin / *Portrait de femme assise (Portrait of a seated woman)* (detail), 1884 / Acquired by the Musée du Luxembourg, 1923 / Collection Musée d'Orsay, Paris, dépôt at the Musée des Arts Décoratifs of the Louvre, Paris / Photograph: © RMN (Musée d'Orsay) / Thierry Ollivier



Continued from Page 13

— artists and scholars sought the vestiges of the world they were striving to recover. *Roma quanta fuit ipsa ruina docet*, it was said: her very ruins teach us how great Rome was.

It is these artists who dominate the opening section of Geelong Gallery's fine exhibition devoted to this evocative theme. One thing that is immediately apparent is that the artists of the *seicento*, while deeply responsive to the resonance of these remains of ancient Rome, feel quite at liberty to combine them in different ways or to move them to other sites altogether: thus there is a charming etching by Jan van der Velde (1615) in which he relocates the most popular of all ancient buildings, the Temple of the Sibyl at Tivoli, into a flat northern landscape.

Claude Lorrain too, in the beautiful little National Gallery of Victoria painting, situates the temple on a low hill in a gentle landscape with shepherds on the left. The association of ancient grandeur with the romantic bucolic theme may seem slightly incongruous, but is perhaps motivated by the passage in Virgil's first *Eclogue*, where one of the shepherds tells the other about his visit to the great city. Of course the Forum was by then a cow pasture — it was known as the Campo Vaccino — disconcertingly returning to the primitive state in which Virgil had imagined it, in *Aeneid VIII*, before the foundation of Rome. The centrepiece of this room, indeed, is the large early Claude view of the Forum.

The Forum, in modern times, was not only grazed by cattle — shared with scholars, artists and Grand Tourists — but also buried in metres of mud deposited by various floods of the Tiber. One result was that visitors were much closer to the tops of monuments than they are today, to capitals and entablatures, and also to the inside of the barrel vaults of the Arch of Septimius Severus, for example. (This experience probably impressed the young Masaccio on his visit to Rome in 1423 and inspired the painted vault of his Trinity that he painted a couple of years later at Santa Maria Novella in Florence.) A striking photograph from about 1890 in the exhibition shows the arch by then excavated, but the ground level behind still as it had been in the 18th century.

The capriccio of imaginary ruins or of real ones in arbitrary or poetic settings is still found in the 18th century, but there is also a new concern for the accurate depiction of sites. There are probably two reasons for this. The first is the new standard of archeological accuracy and scholarship established in the writings of Johann Winckelmann and through the excavations of the second half of the century, especially at Pompeii and Herculaneum. This concern for accuracy is combined with a proto-romantic sense of the sublime in Giovanni Battista Piranesi's dramatic views of the various monuments of ancient Rome, in which small contemporary figures seem to flail around like puppets beneath the cyclopaean masses.

The other reason for greater accuracy was the demand of the Grand Tourists for souvenirs of their stay in Italy. These collectors naturally wanted paintings that helped them remember, and no doubt recount, their stay in the Eternal City and elsewhere. One such picture is the impressive view of the Forum and the Capitol by Bernardo Bellotto, painted a couple of decades before Edward Gibbon explored the same places. As he famously recalls in his autobiography, "it was at Rome, on the 15th of October, 1764, as I sat musing amidst the ruins of the Capitol, while the barefooted friars were singing vespers in the Temple of Jupiter, that the idea of writing the decline and fall of the city first started to my mind."

THE ARTISTS FEEL QUITE AT LIBERTY TO COMBINE THE RUINS IN DIFFERENT WAYS

Romanticism brought not only an exalted sense of the grandeur of the ancient ruins, as exemplified in Piranesi's work, but also the characteristic obsession with death and decay and the futility of all human endeavours expressed in Shelley's sonnet *Ozymandias*. It also coincided with a vast extension of what one may think of as the canon of ruins for the purposes both of archeological research and poetic contemplation. Thus in addition to the newly discovered ruins of Greece, which transformed our understanding of classical art, there were also countless new sites discovered in the Middle East and in Asia.

At home there was also an internal renewal of the canon, corresponding to another set of romantic themes, the rediscovery of the middle ages and gothic architecture and the proto-nationalistic renewal of interest in local cultural traditions: the northern peoples of Europe started to take an interest in their own history and their own ruins. Britain in particular rediscovered the magnificent and tragic remains of monasteries suppressed by Henry VIII. Images of several of these are included in the exhibition, including John Buckle's evocative watercolour of Fountains Abbey, and several works by or after Turner.

Bernardo Bellotto's impressive *Ruins of the Forum, Rome*

The show has a coda downstairs displaying more of the remarkable prints of Piranesi, juxtaposed with modern photographs of some of the sites. In the main section, there also are more recent works by Australian artists, including views of Rome by Lionel Lindsay: the Church of San Lorenzo, built around the Temple of Antoninus and Faustina, and the strange round Temple of Romulus — not the founder of the city of Rome but the son of Maxentius — later incorporated into the Church of SS Cosmas and Damian.

But it really concludes with a reflection on the theme of the ruin in Australian art. Obviously the situation here could not offer a greater contrast with Italy, as Australians visiting the peninsula are still constantly reminded today. The stark reality is that Australia is a land where, for all practical purposes, nothing was built before the arrival of the English. The Aborigines had been here for thousands of years, long enough to have changed the flora of the continent, but without establishing permanent structures. It is part of the singular pathos of this land, where even today most of the buildings around us are the first erected on the soil.

Nonetheless, the romantic attachment to ruins is such that dilapidated colonial houses in the Rocks in Sydney, some of the earliest residential buildings in Australia, and run-down, abandoned farmhouses became subjects of Australian art as early as a century ago. As the exhibition's curator, Colin Holden, points out, the Port Arthur jail in Tasmania was drawn and painted by artists almost as soon as it was decommissioned. And I recall, as a child, playing in the hollow shell of Trial Bay jail, thinking that it was as atmospheric as a medieval fortress.

In the post-war years Hill End became a popular site for the theme in Australian landscape, discovered by Donald Friend and represented here in paintings by Margaret Olley and Russell Drysdale, including that most typical feature of almost completely ruined Australian farmhouses, the chimney stack standing when all else is gone. Hill End is hardly Rome, and the associations are sentimental rather than sublime, but the attraction of these humble subjects suggests the importance, in feeling truly at home somewhere, of tangible evidence that others have dwelt there before ourselves.



Heavy metal: Influential Australian jeweller and goldsmith Robert Baines at the exhibition of his work, Metal, which will be at Geelong Gallery until July 3. Photo: ALISON WYND

ILLUSTRATED TALK: The Friends of the Geelong Botanic Gardens will host the illustrated talk A Ramble through Wisley RHS Garden in Surrey, UK, presented by voluntary guide Lynsey Poore in the GBG Meeting Room today at 10.30am. Gold coin donation. Details: 5222 6053.

OP SHOP: Storehouse61 Op Shop, at 21 Apollo Place Whittington, is hosting a sale of 50 per cent off storewide from today until May 28.

SPIRITUAL HEALING: The Bruno Groening Circle of Friends wil host an information lecture about help and healing on the spiritual path at Cloverdale Community Centre ,167-169 Purnell Rd ,Corio, today at 5.30pm. Free entry. Details: 9844 4618.

Geelong News
May 18 2011
Page 15

Uganda crucible comes into focus

ELIZA SUM



Insight: Photographer Alison Wynd with images she captured in Uganda. Photo: REG RYAN

JAN Juc photographer Alison Wynd has been to the other side of the world and back for her work.

The *Geelong Advertiser* and *Echo* snapper was sent on assignment to the Ugandan town of Mannya last year, and has her work on exhibition at Geelong Gallery.

Joining Geelong footballers Brad Ottens and Tom Lonergan with a contingency of Cotton On staff, her journey into the heart of rural Africa was the experience of a lifetime.

"It was a moving trip into a desperately poor village and I hope that my images will also move those who view them," Ms Wynd said.

"When I returned I felt the villagers had given me so much during my stay and I had given them little in return.

"I decided to put this exhibition together to show the desperate plight of the people of Mannya and also highlight the incredible strength of the human spirit," she said.

Living among the villagers allowed Ms Wynd a rare insight into the lives of some of the planet's poorest people.

It was a difficult environment even for a short stay, living in cramped conditions without power or running water.

Yet it allowed Ms Wynd to bear witness to the lives of the Mannya people.

She shot thousands of powerful photographs that evoke a variety of emotions, none moreso than that of blind peasant Dorothia.

"They say a picture tells a thousand words, but the photograph of Dorothia could never adequately tell of the hardships of her life story," Ms Wynd said.

"The blind 87-year-old lost six of her children to AIDS and inherited 12 orphaned grandchildren.

"Living in a dark, dirt-floored hut, the bright eyes of the children shone through their deprivation. Their dazzling eyes were in stark contrast to the lifeless eyes of their grandmother."

me photo, Uganda is on display at the Geelong Art Gallery, Little Malop St, Geelong, from August 6 to September 4. Entry to the gallery is free and all photos are available for purchase via online bidding at cottonon foundation.org.

For further information and opening times see geelong gallery.org.au

The Echo
August 11 2010
Page 41

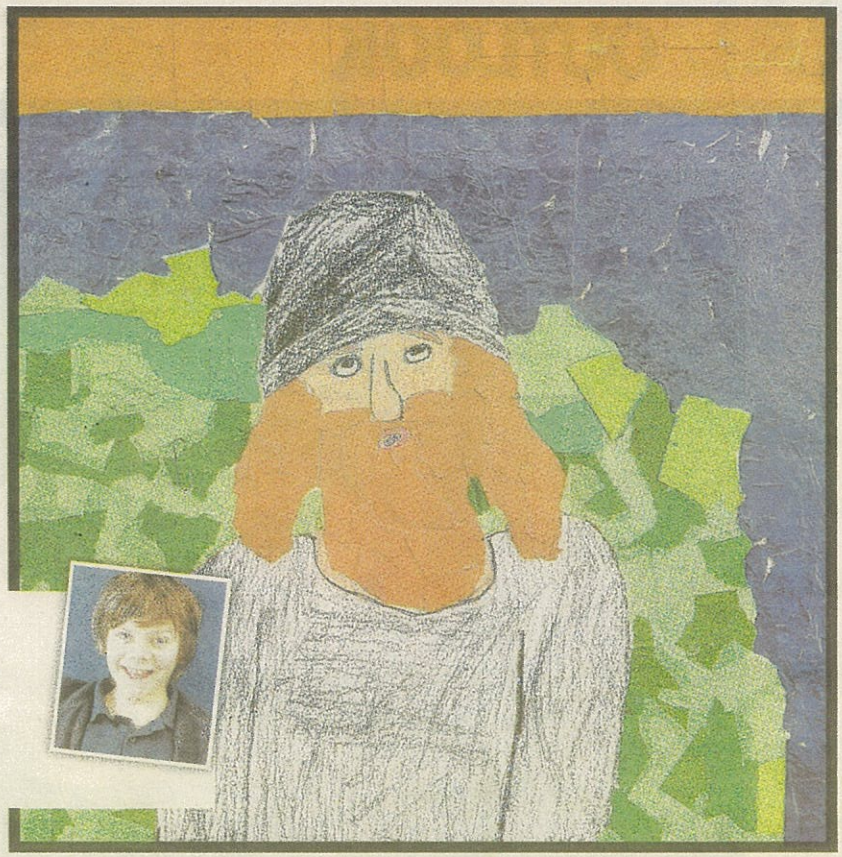
Geelong **Advertiser**

who's who

One of our most popular annual features, the Who's Who Student Portrait Prize, is back.
Today we give you just a taste of the terrific works already submitted by talented students from Wallington Primary School.
Of the entries, about 180 finalists are exhibited in the Geelong Gallery's Education Gallery. Prizes are awarded in five categories. A prize is also awarded to the artist whose portrait is nominated best in the 'Peoples choice' category.
Works must be submitted before September 2.
For more details go to www.geelongadvertiser.com.au and follow the links.



Finn, Year 5
DIETER
He is a really interesting man with a nice face.







Kyle, Year 6
JAMES PODSIADLY
He is my favourite player.

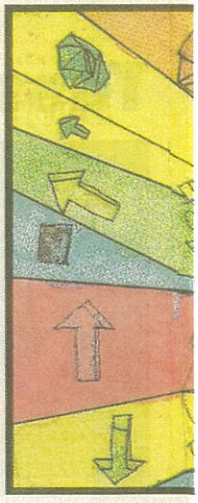














Simon Benz with his work at the Geelong Gallery. Photo: MIKE DUGDALE

From peninsula darkness to light in a snap

SIMON Benz works in oils but starts with his camera.

His works, on display at the Geelong Gallery in his *Out Of Darkness, Into The Light*, feature landscape scenes around the Bellarine Peninsula.

"It's not a record of the place like in a traditional landscape but more a moment in time," Benz said. "I want to suggest there's some sort of story going on, a narrative . . . so you're not sure what's was going on before or what is coming on afterwards. Even a moment or two after the image, it's quite a lot different. What I have seen has gone so I need the ability to grab that moment."

***Out Of Darkness, Into The Light* is on until October 16.**

Geelong Advertiser
Tuesday 27th Sept. 2001
Page 25

GEELONG ART GALLERY INC.

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30TH JUNE 2012

GEELONG ART GALLERY INC.

COMMITTEE'S REPORT

Your committee members submit the financial report of the Geelong Art Gallery Inc. for the financial year ended 30 June 2012.

Committee Members

The names of committee members throughout the year and at the date of this report are:

Gail Rooney	Judge Gerard Mullaly
John Nagle	Allison Murphy
Alan Currie	Denis Peacock
Peter McMullin	Rachel Schutze
Cr Barbara Abley	Robyn Everist (appointed September 2011)

Principal Activities

The principal activities of the association during the financial year involved the operation of a public art gallery encompassing exhibitions, permanent collections and related public programs.

Significant Changes

No significant change in the nature of these activities occurred during the year.

Operating Result

The surplus from operating and non-operating activities amounted to $292,417

Signed in accordance with a resolution of the Members of the Committee.

Alan Currie, Board Member

Geoffrey Edwards, Director

Dated this 25th day of Sept 2012

GEELONG ART GALLERY INC.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012	2011
		$	$
Revenue	2	1,583,334	1,442,372
Shop Revenue		209,363	218,359
Shop cost of sales		(114,757)	(107,253)
Shop gross profit		94,606	111,105
Marketing expenses		(423,340)	(420,783)
Administration expenses		(845,248)	(750,955)
Finance costs		(8,787)	(8,356)
Other expenses		(105,464)	(168,553)
Surplus / (Deficit) before income tax		295,101	204,830
Income tax expense	1(a)	-	-
Surplus / (Deficit) after income tax from ordinary activities		295,101	204,830
Other comprehensive income after income tax:			
Net gain on re measurement of investments in listed shares available for sale		(2,684)	1,711
Other comprehensive income for the year		(2,684)	1,711
Total comprehensive income for the year		292,417	206,541
Total comprehensive income attributable to members of the entity		292,417	206,541

The accompanying notes form part of this financial report.

GEELONG ART GALLERY INC.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2012

	Note	2012 $	2011 $
CURRENT ASSETS			
Cash and Cash Equivalents	3	1,664,263	1,674,814
Receivables		32,217	2,190
Inventories		56,323	37,158
Investments	4	50,535	53,219
GST Refundable		(40,505)	3,366
Other Assets		8,286	1,129
TOTAL CURRENT ASSETS		1,771,119	1,771,876
NON-CURRENT ASSETS			
Property Plant and Equipment	5	8,016,670	7,652,405
TOTAL NON-CURRENT ASSETS		8,016,670	7,652,405
TOTAL ASSETS		9,787,789	9,424,281
CURRENT LIABILITIES			
Creditors	6	47,810	30,134
PAYG Withholding		25,371	14,474
Provisions	7	159,354	134,020
Prepaid Income	8	-	4,295
Superannuation Payable		-	-
TOTAL CURRENT LIABILITIES		232,535	182,923
NON-CURRENT LIABILITIES			
TOTAL NON-CURRENT LIABILITIES		-	-
TOTAL LIABILITIES		232,535	182,923
NET ASSETS		9,555,254	9,241,358
MEMBERS' FUNDS			
Accumulated Reserves	9	4,455,647	4,434,168
Retained profits		5,099,607	4,807,190
TOTAL MEMBERS' FUNDS		9,555,254	9,241,358

The accompanying notes form part of this financial report.

GEELONG ART GALLERY INC.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2012

	Retained Earnings $	Financial Assets Reserve $	General Reserves $	Total $
Balance at 1 July 2010	**4,600,649**	**-**	**4,408,783**	**9,009,432**
Surplus for the period	204,830	-	-	204,830
Transfer to general reserves	-	-	25,385	25,385
Total other comprehensive income for the year	1,711	-	-	1,711
Balance at 30 June 2011	**4,807,190**	**-**	**4,434,168**	**9,241,358**
Surplus for the period	295,101	-	-	295,111
Transfer to general reserves	-	-	21,479	21,479
Total other comprehensive income for the year	(2,684)	-	-	(2,684)
Balance at 30 June 2012	**5,099,607**	**-**	**4,455,647**	**9,555,254**

The accompanying notes form part of these financial statements.

GEELONG ART GALLERY INC.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012 $	2011 $
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from revenue		1,784,149	1,659,661
Payments to suppliers and employees		(1,388,821)	(1,440,318)
Net cash provided from operating activities	11	395,328	219,343
CASH FLOWS FROM INVESTING ACTIVITES			
Proceeds from Sale of Assets		-	-
Purchase of Assets		(405,879)	(143,568)
Net cash from investing activities		(405,879)	(143,568)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds of loans from trust account		-	-
Repayment of loans		-	-
Net cash from financing activities		-	-
Net Increase/(Decrease) in cash held		(10,551)	75,775
Cash at the beginning of the financial year		1,674,814	1,599,039
Cash at the end of the financial year	3	1,664,263	1,674,814

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act Victoria. The committee has determined that the association is not a reporting entity.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

a. **Income Tax**

Association is exempted from income tax under the provisions of Income Tax Assessment Act – 1997 Subdivision 50-5.

b. **Inventories**

Inventories are measured at the lower of cost and net realisable value.

c. **Property, Plant and Equipment (PPE)**

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

d. **Investments**

Investments held are initially recognised at cost, which includes transaction costs. They are subsequently measured at fair value which is equivalent to their market bid price at the end of the reporting period.

e. **Employee Benefits**

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the amounts expected to be paid when the liability is settled.

f. **Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

g. **Revenue and Other Income**

Government contributions are recognised as revenue when the company gains control over the contribution, or the right to receive the contribution.

Revenue from the sale of assets is recognised upon delivery of the assets to the customer.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

All revenue is stated net of the amount of goods and services tax (GST).

h. **Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the assets and liabilities statement are shown inclusive of GST.

i. **Comparative Figures**

Where necessary, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

j. **Trade and Other Payables**

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the association during the reporting period, which remain unpaid.

NOTE 2: REVENUE	2012 $	2011 $
General Income	230,704	145,274
Grant Income	1,133,505	1,115,030
Sponsorship and Prize Income	94,204	129,126
Interest and Dividend Income	60,145	52,942
Donations	64,776	-
	1,583,334	**1,442,372**

NOTE 3: CASH AND CASH EQUIVALENTS		
Cash at Bank – Operating	238,011	61,601
Cash at Bank – Non operating	12,672	9,059
Cash at Bank – Investment Account	396,201	610,895
	646,884	681,555
Term Deposits		
Bequest Funds –Sybil Craig	101,325	95,680
Bequest Funds	777,626	769,443
General Deposits	138,428	128,136
	1,017,379	993,260
	1,664,263	**1,674,814**

NOTE 4: INVESTMENTS		
ANZ Shares	33,574	33,528
NAB Securities	16,961	19,691
	50,535	**53,219**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

NOTE 5: PROPERTY PLANT AND EQUIPMENT	2012 $	2011 $
Federation Building	2,069,635	2,069,635
Improvements at Cost	1,117,180	1,117,180
	3,186,815	3,186,815
Equipment at Cost	719,188	644,248
Less accumulated depreciation	(440,265)	(407,672)
	278,923	236,576
Office Equipment at Cost	146,010	149,789
Less accumulated depreciation	(115,603)	(110,686)
	30,407	39,103
Furniture, Fittings & Equipment	27,214	27,214
Less accumulated depreciation	(27,214)	(27,214)
	-	-
Collection Purchases	4,520,525	4,189,911
	8,016,670	**7,652,405**

NOTE 6: CREDITORS		
Trade Creditors	47,810	30,134
	47,810	**30,134**

NOTE 7: PROVISIONS		
Provision for Holiday Pay	54,624	48,187
Provision for Long Service Leave	104,730	85,833
	159,354	**134,020**

NOTE 8: PREPAID INCOME		
Prepaid Income and Grants	-	4,295
Prepaid Sponsorship	-	-
	-	**4,295**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

NOTE 9: RESERVES	2012 $	2011 $
Bequest Fund	790,286	768,806
Building Fund	1,518,288	1,518,288
Federation Grant	2,078,205	2,078,205
Other Funds	68,868	68,869
	4,455,647	**4,434,168**

NOTE 10: EVENTS AFTER THE BALANCE SHEET DATE

Since 30 June 2011, there are no matters or circumstances that have arisen which requires adjustments to or disclosure in the financial statements

NOTE11: CASH FLOW INFORMATION

Reconciliation of cash flow from operations with profit after income tax		
Profit after income tax	295,101	206,541
Cash flows excluded from profit attributable to operating activities		
Non-cash flows in profit:		
— depreciation	40,297	34,055
— net gain on disposal of property, plant and equipment	(1,317)	(336)
Changes in assets and liabilities, net of the effects of purchase and disposal of subsidiaries:		
— (Increase)/decrease in trade and other debtors	(30,027)	60
— (Increase)/decrease in inventories	(19,165)	(1,092)
— (Increase)/decrease in other assets	39,348	(2,823)
— increase/(decrease) in trade and other payables	17,676	(12,835)
— Increase/(decrease) in employee benefits	25,334	10,151
— Increase/(decrease) in other liabilities	6,602	(39,763)
— (Increase)/decrease in reserves	21,479	25,385
	395,328	**219,343**

GEELONG ART GALLERY INC.

STATEMENT BY MEMBERS OF THE COMMITTEE

The committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the committee the financial report as set out on pages 2 to 9:

1. Presents a true and fair view of the financial position of Geelong Art Gallery Inc. as at 30 June 2012 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Geelong Art Gallery Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:

Committee Member .....

Alan Currie, Board Member

Committee Member .....

Geoffrey Edwards, Director

Dated this 25th day of September 2012

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GEELONG ART GALLERY INC

We have audited the accompanying financial report, being a special purpose financial report, of Geelong Art Gallery Inc, which comprises the committee's report, the statement of financials position as at 30 June 2012, the statement of comprehensive income for the year then ended, statement of cash flows for the year ended 30 June 2012, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by members of the committee.

Committee's Responsibility for the Financial Report

The committee of Geelong Art Gallery Inc is responsible for the preparation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Act Victoria and is appropriate to meet the needs of the members. The committee's responsibility also includes such internal control as the committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, 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 association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Geelong Art Gallery Inc as at 30 June 2012 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the Associations Incorporation Act Victoria

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Geelong Art Gallery Inc to meet the requirements of the Associations Incorporation Act Victoria. As a result, the financial report may not be suitable for another purpose.

LBW Chartered Accountants

Chartered Accountants

Sripathy Sarma

Partner

Dated this 25th day of September 2012

CELEBRATING OVER 25 YEAR IN BUSINESS

LBW Chartered Accountants

GEELONG
35-37 Gordon Avenue
Geelong West 3218
T: 5221 6111
F: 5223 1966

MELBOURNE
Level 3,
365 Lt Collins Street
Melbourne 3000
T: 9670 4444
F: 9670 3344

COLAC
7 Bromfield Street
Colac 3250
T: 5231 5999
F: 5232 1400

POSTAL
PO Box 4115 Geelong Vic 3220
EMAIL
lbw@lbwaccountants.com.au
WEB
www.lbwaccountants.com.au

Liability limited by a scheme approved under Professional Standards Legislation

7. FINAL EVALUATION REPORT: EARLY CHILDHOOD INNOVATION AND DEVELOPMENT PROJECT

Portfolio: **Community Development - Cr Fisher**
Source: **Community Services – Family Services**
General Manager: **Jenny McMahon**
Index Reference: **Community Services – Projects/Programs – Early Childhood Innovations Development Project**

Summary

- The purpose of this report is to provide Council with a summary of the outcomes from the Early Childhood Innovations and Development (ECID) Project, completed in December, 2012.
- The ECID project was an eighteen month initiative funded by the Department of Education and Early Childhood Development (DEECD).
- The ECID project was aimed at the development and implementation of strategies to support the engagement and participation of children aged between 0-8 years of age, from high risk, vulnerable and marginal backgrounds, in universal early childhood and education services throughout the City of Greater Geelong.
- The project aimed to identify and develop service initiatives that contribute to building sustainable, systemic change, and enhance the capacity of local services to more effectively engage vulnerable children and families.
- In 2009 the Australian Early Development Index (AEDI) was completed in Greater Geelong for 2,453 children in their first year of primary school. This evidence indicates that overall, there are approximately nineteen per cent of local children who are classified as being developmentally vulnerable on one or more domain/s of the AEDI, and 9.4 per cent being developmentally vulnerable on two or more domains. The AEDI assesses children across five domains.
- Factors that contribute to children's vulnerability include: poverty and parental unemployment, disability, non-English speaking or Indigenous backgrounds, exposure to family violence and abuse, family instability, displacement, transient and/or homelessness, being placed in out-of-home care.
- Research clearly provides evidence that early intervention, provision of consistent support, and engagement in quality education are essential factors to promote positive protection, reduce critical risks, and optimise children's learning, development and health potential in the early formative years of life.
- An independent consultant was employed to conduct an evaluation of the ECDIP and identify key outcomes. The result of this evaluation concluded that despite the relatively brief duration of the project, there was clear evidence to indicate the project had made a valuable contribution toward better equipping service providers to respond to the complex needs and challenges associated with working with vulnerable children and families.

7. FINAL EVALUATION REPORT: EARLY CHILDHOOD INNOVATION AND DEVELOPMENT PROJECT (CONT'D)

Cr Fisher moved, Cr Heagney seconded -

That Council:

1) **acknowledges the achievements of the Early Childhood Innovations and Development Project and noted the evaluation report.**

2) **writes to the Minister to encourage further investment by the Victorian State Government into appropriate interventions that strengthen support for vulnerable children and families.**

Carried.

Report

Background

The Early Childhood Innovation and Development (ECID) Project commenced in April 2011, with funding of $125,000 provided to Council from the Regional Innovation and Disadvantage Fund, through the Department of Education and Early Childhood Development (DEECD), Barwon South Western Region.

Council was responsible for the management and implementation of the ECDIP over an 18 month period, until 30 December 2012. A full time project officer was employed for the duration of the project. The principal aims of the project were to:

- increase the participation of children (aged 0-8) from high risk and vulnerable backgrounds in universal early childhood and education services;
- improve the engagement of vulnerable children and families in universal early childhood and education services; and
- strengthen integration and partnership linkages between universal early childhood and education services, primary education provision, and organisations working with vulnerable children and families.

Vulnerable children and families commonly experience a range of significant barriers when seeking to access services and support. Evidence suggests these barriers are both systemic (part of the way services are provided) and personal (associated with the complex and individual nature of presenting client needs and issues). Commonly, these barriers tend to aggregate and many vulnerable families experience several concurrent barriers that impact on their access and inclusion within universal services.

A range of intervention strategies and project approaches were developed in response to the aims of the project and to address barriers referred to above.

Project events and activities resulted in 31 professional development training sessions being conducted with approximately 734 participants from local service organisations and education providers.

The experience of many early childhood services is that vulnerable and marginalised children and families often access services intermittently and may disengage or cease using support services for a variety of reasons. Consequently, some vulnerable children and families need more help to engage with services, and providers need to ensure their service delivery practices are relevant and responsive to the needs of children and families from vulnerable backgrounds.

7. FINAL EVALUATION REPORT: EARLY CHILDHOOD INNOVATION AND DEVELOPMENT PROJECT (CONT'D)

The ECDIP was responsible for conducting a specific pilot project aimed at engaging high risk families that had not maintained contact with Council's Enhanced MCH Service (EMCH). This initiative sought to:

- identify and re-contact families who had not maintained contact with the Enhanced MCH Service;
- explore the reasons why engagement or contact had not been sustained; and
- assist and support families to reestablish contact with either the Enhanced MCH or Universal MCH services.

This aspect of the ECDIP was responsible for conducting follow-up with a total of 215 children recorded on the EMCH data base.

Kindergarten enrolments for eligible three year old children known to Child Protection through the State Government's Early Start Kindergarten Subsidy, increased across Greater Geelong by over 89 per cent in conjunction with the ECDIP and other associated intervention activities.

Discussion

Current research evidence and service delivery practice clearly indicates that early intervention, support and education are essential to optimise children's learning, development and health in the early formative years and for life long health and wellbeing, especially amongst the most vulnerable children.

However, evidence also indicates that children and parents most in need often tend to be the ones who are least likely to access support. Families that are most vulnerable include those on low incomes; young parents; sole parents; Indigenous families; families from culturally and linguistically diverse communities, children and/or parents with disability, families experiencing problems with homelessness, domestic violence and abuse, substance abuse, and mental health or child protection issues.[1]

The ECDI project was developed in the context of increasing concern amongst Australian Governments regarding the capacity of the existing service system to address the increasingly complex needs of vulnerable children.

In January 2011, the State Government commissioned an enquiry to comprehensively investigate systemic problems in Victoria's child protection system and make recommendations to strengthen and improve protection and support. The resulting report on the outcomes of the enquiry was released in January 2012, and included recommendations regarding a number of major system reforms including the need for: *"a sector-wide approach to professional education with greater development and application of knowledge to inform policy and service delivery".*

The ECDIP was aimed at the development and implementation of strategies that would more effectively support the engagement and participation of children aged between 0-8 years of age, from high risk, vulnerable and marginal backgrounds, in universal early childhood and education services throughout the City of Greater Geelong. This includes participation in services such as Maternal and Child Health, kindergarten, child care, primary school, along with allied health and family support services.

7. FINAL EVALUATION REPORT: EARLY CHILDHOOD INNOVATION AND DEVELOPMENT PROJECT (CONT'D)

In May 2012, external consultants Kismet Forward were engaged to evaluate the ECID project. A copy of the evaluation report is attached for further reference and information.

The ECID project developed and implemented several successful strategies in an attempt to address the systemic barriers that often impede access for vulnerable children to receiving support and their participation in universal services.

A key focus of the ECDI project has been to build the capacity and understanding amongst the local workforce on strategies to work more effectively with vulnerable children and families. As identified in the State Government's Inquiry into Protecting Victoria's Children, it is necessary to ensure knowledgeable and skilled staff are available when working with vulnerable children and families.

The value of understanding why a family may be vulnerable and how service providers can best respond to and support the individual needs of a family is paramount in maintaining the confidence and participation of the family with available services.

The complex and challenging nature of the issues commonly involved for staff when working with vulnerable children and families requires a multi-disciplinary approach. The ECDI project facilitated the development of opportunities for multi-disciplinary professional consultations and reflective practice through the creation of regular *Mentoring Groups for early year's professionals.*

These facilitated groups, provided valuable opportunities for discussion and relationship building amongst professionals working with vulnerable families, while also promoting a sound knowledge and understanding of available support services and referral requirements, especially working with child protection and family support.

Also clear from the implementation of the ECDI project was the importance of persistent and proactive follow-up of children and families that have disengaged or that are no longer attending a service. Processes and procedures to keep track of children and families are very important, and the ECDIP was able to implement specific pilot initiatives to follow-up children and families that had previously disengaged from Council's Enhanced Maternal and Child Health Service.

Outcomes from the ECDI project indicate that it is necessary to ensure that such capacity is sustained, and similar initiatives adopted as part of routine practice within other parts of the universal early childhood and education service system. All too often children continue to 'fall through the net' and are not identified until a critical incident brings them to the attention of authorities.

In addition to the activities referred to above, the ECDI project hosted a total of 17 local professional development forums. This included a special community forum to acknowledge 2012 Child Protection Week. The Child Protection Week forum was opened by the former Mayor, Cr John Mitchell and featured presentations by the Victorian Child Safety Commissioner, Mr Bernard Geary; Dr Karen Sutherland, Principal Practitioner, Department of Human Services, Child Protection and Family Services Branch; Gabrielle Nagle, Chief Executive Officer Glastonbury Community Services; and Grant Boyd, Chief Executive Officer, Bethany Community Support.

In conjunction with the ECDIP, Council has also been involved with a parallel Early Childhood Development Project funded by the Department of Human Services and managed by Bethany Community Services. The aim of the Early Childhood

[1]Carbone et al., (2004). *Breaking Cycles, Building Futures. Promoting inclusion of vulnerable families in antenatal and universal early childhood services: A report on the first three stages of the project.* Melbourne: Brotherhood of St Laurence.

7. FINAL EVALUATION REPORT: EARLY CHILDHOOD INNOVATION AND DEVELOPMENT PROJECT (CONT'D)

Development (ECD) pilot project has focussed on strengthening the collaboration, linkages and partnerships between the early years' service system and the Child FIRST/Family services system.

Phase one of the ECD Project included a local scoping study which involved consultation with local services, a document review and literature scan. Phase one also included developing a System Improvement Service Enhancement outcomes framework and a range of resources to support the pilot. This was developed in collaboration with the ECD pilot project team and Steering Group on which Council has also been represented.

Both projects referred to above have now been concluded. The short-term nature of any project reduces the capacity for local actions to be sustainable and become embedded in routine policies and practices. However, evaluations of the ECDIP and ECD projects referred to in this report; clearly indicate that positive outcomes have been achieved. A range of opportunities have also been identified where some activities and approaches could be potentially sustained through ongoing commitment and collaboration amongst local organisations.

A number of important findings and implications have emerged from these projects, including information and research on vulnerability and risk factors amongst children and families. These include:

- Vulnerability is unpredictable and is not static – a child, young person or family may be vulnerable at different stages of their life depending on changing family circumstances and a child's developmental needs;
- Vulnerability commonly appears to be concentrated in particular geographic locations where there is also socioeconomic disadvantage, however evidence also indicates that different forms of childhood vulnerability exist in all communities;
- Access and inclusion do not automatically result from the mere existence of a program or service.
- In planning and developing early childhood and family support services and service systems, consideration should be given to ensuring that the known barriers to service access for vulnerable families are minimised.
- Preventing childhood vulnerability is about changing the balance between risk and protective factors so that risks are reduced and protective factors are promoted to increase children's resilience and boost their healthy development.

Further substantial and sustained investment is required in order the build effective capacity to respond to the needs of vulnerable children and families throughout Greater Geelong.

Environmental Implications

There are no environmental considerations.

7. FINAL EVALUATION REPORT: EARLY CHILDHOOD INNOVATION AND DEVELOPMENT PROJECT (CONT'D)

Financial Implications

The cost of the Early Childhood Innovations and Development Project (ECDIP) was fully funded ($125,000 over 18 months) by the Regional Innovation and Disadvantage Fund, through the Department of Education and Early Childhood Development (DEECD), Barwon South Western Regional Office.

A small amount of additional surplus income received by Council through the State Government Early Start Kindergarten Partnership Pilot was also used to support the implementation of the ECDIP.

Policy/Legal/Statutory Implications

Local government has an intrinsic role in building the capacity and responding to the needs of younger members of their communities. Council's role in supporting engagement and participation of vulnerable children and families into universal early childhood and education services is consistent with local government requirements stipulated under Section 3E (a) and (b) of the Victorian Local Government Act 1989 and also the Victorian Charter of Human Rights and Responsibilities.

Council also has statutory responsibilities for vulnerable children through the various services it operates for children. Section 5 of Victoria's *Child Wellbeing and Safety Act* 2005 sets out a number of principles relevant to the issue of child wellbeing including: societal aspirations for all children; key indicators associated with wellbeing; responsibilities; and the role of government.

Council's City Plan 2010-14 details corporate planning objectives, service delivery priorities and commitments that are consistent with and closely aligned to the matters contained in this report, especially in relation to 'improving the health and quality of life of all residents of Greater Geelong'; and improving opportunities for 'increased life long learning and literacy.'

The role and responsibilities of Council in relation to the issues referred to in this report are consistent with key recommendations endorsed by Council in the existing Municipal Early Years Plan and existing Children's Services Policy (2006).

Officer Direct or Indirect Interest

No officers or contractors involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

Risk Assessment

Inadequate provision of relevant support or access to services is likely to have a prejudicial impact on the outcomes for vulnerable children and families, who already face a significant range of challenges. Australian-based research provides clear evidence that early childhood vulnerability, including abuse and neglect, can lead to social disadvantage and exclusion which persists in adult life.

7. FINAL EVALUATION REPORT: EARLY CHILDHOOD INNOVATION AND DEVELOPMENT PROJECT (CONT'D)

All levels of governments and the community as a whole have a part to play in supporting the most vulnerable members of our community. The cost of failing to provide timely support to vulnerable children and families is considerable – as problems worsen, they become more difficult and expensive to remedy, and children and families become more marginalised.

Social Considerations

Children's active engagement and participation in universal early childhood and education services has significant social and developmental benefits, particularly among children experiencing disadvantage.

Disadvantaged neighbourhoods and communities, which may be characterised by high unemployment, high crime rates, lack of services and social supports, or poor community and social infrastructure, can compound vulnerability for individuals and families, in particular children. Conversely, strong, cohesive communities can provide important social supports and informal networks which play an important protective role for individuals, families and children and decrease the risk of negative outcomes.

Creating the opportunities and resources that every family needs to fully participate in the economy and community life through education, skills training, employment, adequate income support, secure housing, and access to support services when people need them are necessary to mitigate childhood vulnerability and disadvantage. Having at least one parent with a job helps to give children a positive start in life – it is a valuable source of economic security, family stability and positive role modelling.

Social capital is increased when children at risk are protected and vulnerable families are supported. With support vulnerable children have a greater chance of developing into adults who are healthy, more actively and constructively involved in society and who have improved employability due to achieving higher levels of education.

Provision of universally accessible services has an important role in responding to the needs of children and families. Strengthening the capability of those services and organisations involved lies at the heart of enhancing early identification of and intervention targeted at children and families at risk.

Communication

A copy of the final evaluation report for the ECDIP has been forwarded to the Department Education and Early Childhood Development.

Early Childhood Innovations Development Project

Project Evaluation

Produced for City of Greater Geelong
September 2012

CITY OF GREATER GEELONG

KISMET FORWARD

Document History

Version	Date	Submitted to	Status
1	10 September 2012	Carolyn McAlinden	Incomplete draft for discussion of recommendations
2	21 September 2012	Jacqueline Bell	Incomplete draft for discussion of feedback
3	8 October 2012	Jacqueline Bell	Draft for comment
Final	7 November 2012	Jacqueline Bell	Final Report

Project Reference Group

- Carolyn McAlinden, Early Childhood Innovations Development Project Officer, City of Greater Geelong
- Jacqueline Bell, Team Leader Family Services Department, City of Greater Geelong

The Early Childhood Innovations Development Project was funded for 18 months by the **Department of Education and Early Childhood Development** from April 2011 until end October 2012. It was designed and implemented by a full-time Project Worker employed by the **City of Greater Geelong**.

Kismet Forward is a Geelong-based consultancy
specialising in the areas of
community engagement, strategy, facilitation, evaluation,
park planning, project management and leadership coaching.

KISMET FORWARD

www.kismetforward.com.au

Contact: Jen@kismetforward.com.au or phone 0418 373 352

Table of Contents

Executive Summary 4

Glossary 9

1. Introduction and Context 10
   - 1.1 Vulnerability 10
   - 1.2 Geelong Context 11
   - 1.3 The ECIDP Project 12
   - 1.4 ECIDP Initiatives 12
   - 1.5 Related Project: Early Childhood Development Pilot Project 13
   - 1.6 This Evaluation 14

2. Policy Context 15
   - 2.1 Australian Government 15
   - 2.2 Victorian Government 17
   - 2.3 Other Policy work 20

3. Professional Development Sessions 21
   - 3.1 Overview 21
   - 3.2 Evaluation Methodology 22
   - 3.3 Evaluation Results 22
   - 3.4 Opportunities 29

4. Mentoring Groups 30
   - 4.1 Overview 30
   - 4.2 Evaluation Methodology 31
   - 4.3 Evaluation Results 33
   - 4.4 Opportunities 42

5. Maternal and Child Health Innovations Pilot 43
   - 5.1 Overview 43
   - 5.2 Evaluation Methodology 44
   - 5.3 Evaluation Results 44
   - 5.4 Children in Out of home care (OOHC) 50
   - 5.5 Opportunities 51

6. Supporting Vulnerable Families with Kindergarten Enrolment 52

7. Early Start Kindergarten 53

8. Discussion: Addressing the Key Evaluation Questions 54

9. Conclusion 57

10. References 59

Executive Summary

Introduction and Context

The Early Childhood Innovations Development Project (ECIDP) was aimed at the development and implementation of strategies to support the engagement and participation of children aged between 0-8 years of age, from high risk, vulnerable and marginal backgrounds, in universal early childhood and education services throughout the City of Greater Geelong.

Current research provides clear evidence that early intervention, support and education are essential to optimise children's learning, development and health in the early formative years and for lifelong health and wellbeing.

The project aimed to identify and address service initiatives to build systemic change and enhance the capacity of local services to engage vulnerable children and families. It also sought the active participation of key stakeholders.

The ECIDP developed several innovative strategies to address the barriers to access for vulnerable children to universal services. These strategies were:

- Five **professional development seminars** were offered to assist early childhood professionals to engage vulnerable families and effectively respond to children who have experienced trauma or poverty.
- **Mentoring groups** brought together early childhood professionals to discuss current issues, challenges and successes when working with vulnerable children and families in an informal setting.
- The **Maternal and Child Health (MCH) Innovations Pilot** identified families who had disengaged from the Enhanced MCH service. These families were supported to re-establish contact with either the Enhanced MCH or the Universal MCH service.
- In collaboration with the Geelong Kindergarten Association (GKA), the ECID Project Worker promoted the **Early Start Kindergarten** program to early childhood professionals, family support agencies and child protection.

Kismet Forward was engaged by City of Greater Geelong to evaluate the above initiatives against the following three Key Evaluation Questions:

KEQ 1 *To what extent have project activities contributed to increased participation of vulnerable children in early childhood education services?*
KEQ 2 *To what extent have project activities contributed to increased engagement of vulnerable children, parents and families with early childhood and education services?*
KEQ 3 *To what extent have project activities strengthened partnership linkages between Universal, early childhood services, primary education providers and organisations working with vulnerable children?*

Policy Context

The ECIDP Evaluation considered the national policy context for early childhood development and education. It is apparent that this has been an area of strong community interest for some years, through the work of the Council of Australian Governments (COAG) in developing the Early Childhood Commitment, the National Early Childhood Development Strategy, and two funded National Partnership Agreements on Early Childhood Education.

Similarly, at a State level, the Cummins Inquiry *Protecting Victoria's Vulnerable Children* and an Auditor General's report on *Early Childhood Development Services: Access and Quality* demonstrate that there is still much work to be done.

Professional Development Sessions

Five, 3-hour Professional Development sessions were held for early childhood and education staff working with children up to 8 years of age, in collaboration with the Bethany ECDP project and the Corio-Norlane Best Start Project.

The two **Vulnerable Families sessions** were convened as a result of discussions with early childhood and education staff at mentoring groups and networks. Many of these practitioners had commented that they found it difficult to approach and/or engage vulnerable families and that they lacked formal training or support as to how best to approach and manage this issue.

The three **Trauma sessions** were convened in response to early childhood and education staff in the region expressing the need for more education and support around working with children who have experienced trauma, resulting from family violence or abuse.

Feedback forms were completed by participants at the conclusion of each session, in order to gauge immediate reactions of participants. A total of 174 feedback forms were completed for the Vulnerable Families forums and 67 for the Trauma forums.

During August 2012 a follow-up survey was sent to 297 people who had participated in one or more of the sessions, in order to judge longer term benefits of the sessions. 60 people completed this survey.

Results from the Vulnerable Families and Trauma sessions (respectively) indicated that 60% and 96% of participants believed the sessions provided them with very helpful information and/or advice to enable them to work more effectively with vulnerable children and families.

In addition, 36% and 46% of respondents indicated that their attendance at the Vulnerable Families and Trauma sessions (respectively) had had a significant impact on their levels of awareness.

Immediately after the sessions, 90% and 91% of participants of the Vulnerable Families and Trauma sessions (respectively) indicated that they would adapt their work practices when working with vulnerable families as a result of attending the presentation. The remaining 10% and 9% of participants thought that they might adapt their practices.

In the follow-up (August) survey, respondents were asked to describe the extent to which they had adapted work practices when working with vulnerable children and families as a result of attending the presentation/s.

The Trauma sessions had the greatest impact on work practices: 16% of survey respondents indicated that a significant change in work practices had resulted from their attendance.

In addition, 29% and 35% of respondents indicated that their attendance at the Vulnerable Families and Trauma sessions (respectively) had resulted in a 'moderate' amount of practice change. Respondents of the August survey were also asked to cite examples of how attending the presentation/s influenced increased participation or engagement of vulnerable children and families at a universal early childhood or education service.

Mentoring Groups

Mentoring Groups involving early childhood and education staff were trialled by City of Greater Geelong in 2010 as part of the Early Start Kindergarten Program Pilot. The evaluation of the Early Start Pilot initiative regarded the mentoring groups as integral to the overall success of the pilot and recommended that they be continued.

In the context of ECIDP, Mentoring Groups provided an opportunity for early childhood and education staff working with vulnerable children and families to discuss and debrief issues, difficulties and successes. Groups were held in an informal setting every 6 to 8 weeks and were capped at 15 participants to enable the active participation of everyone in the group.

The groups were open to early childhood and education staff working in the municipality with vulnerable children and families in the 0 – 8 year age range. Participant numbers totalled 160 across the 14 sessions held.

The primary objective of the mentoring groups was to bring workers from different agencies together in order to better integrate practices and to provide a forum for sharing of knowledge and debriefing of issues.

To evaluate the effectiveness of the mentoring groups, 74 people who had participated were invited to attend one of five 1.5 hour focus groups or take part in one-on-one interviews. 19 people took up the invitation and contributed via focus groups, telephone discussions or emailed feedback. Follow-up discussions were conducted with 6 people to gain further detail.

As part of their feedback, 19 respondents were asked to rate the effectiveness of the Mentoring Groups with respect to each of the three Key Evaluation Questions.

There was significant variability in the ratings provided by focus group participants with respect to increased participation. This suggests that some people were uncertain about the link between the Mentoring Groups and levels of participation.

Ratings regarding engagement were consistent and indicated a general level of satisfaction that engagement with vulnerable children and their families had been increased as a result of the Mentoring Groups.

An overwhelming majority of focus group participants talked about the key value of the Mentoring Groups in bringing people from the various service providers together in order to:

- Build an understanding of the services that are available in Geelong;
- Gain better appreciation of the challenges faced by individual services;
- Build rapport across the services;
- Get practical advice from other experienced workers;
- Build an understanding of the issues faced by various services.

There was total support for the proposition put to participants as to whether the Mentoring Groups had been worthwhile. Also unanimous was the plea that the Mentoring Groups continue in order to build on the relationships and linkages that had been forged through the series.

Maternal and Child Health (MCH) Innovations Pilot

The Enhanced MCH Service responds assertively to the needs of children and families at risk of poor outcomes. This service is provided in addition to the key ages and stages framework that is offered through the Universal MCH service.

The objective of the Pilot was improved outcomes for vulnerable children by maintaining engagement in the Maternal and Child Health Service. Specifically, the Pilot aimed to:

- Identify and approach families who have not maintained contact with the Enhanced Maternal and Child Health Service;
- Explore the reasons why engagement was not sustainable;
- Support the family to re-establish contact with either the Enhanced or Universal MCH Service.

To evaluate the effectiveness of the Maternal and Child Health Innovations Pilot (*'the MCH Pilot')*, interviews were held with members of the City of Greater Geelong Maternal and Child Health service and the ECIDP.

There was good discussion in each of the interviews about the reasons that families disengage from MCH, and the barriers to participation and engagement. These included:

- Difficulties in accessing information from other services regarding changes to care and living arrangements;
- Local MCH practice around appointments and attendance policy;
- Accessibility of MCH services;
- Socio-cultural factors;
- Lack of awareness about MCH and why it is important;
- Family environment issues.

Of the 215 children who were 'inactive' or discharged from the Enhanced MCH service, 152 (71%) constituted 'justified' discharges. This left 63 children to be followed up by the MCH pilot. About a third of children were re-engaged as a direct result of the pilot (22 or 35%), compared with those who were contacted but did not re-engage (10 or 16%) and those who were not contactable (31 or 49%).

Re-engagement with 22 families was considered a successful outcome. Interviewees felt that participation had been increased due to families feeling valued as a result of increased communication, and the fact that they were provided with increased options regarding appointment timing and location. Communication included a range of approaches such as text messages, face to face and phone contact and letters.

Some actions were found to be less effective, including formal communication by letter, and cold-calling at home visits. In addition, there were information problems particularly with out-of-date phone numbers and addresses.

The key area of direct practice change was in improving documentation in the client database MACHS. In addition, the MCH service has implemented a number of system improvements to address the barriers that have been discussed in this report.

Community Child Health staff interviewed were asked whether the MCH Pilot had been worthwhile and/or effective. All were unequivocal in their response that the Pilot was both.

Summary of Opportunities

1	Develop a program of professional development for services working with vulnerable children and families that builds on the success of the 2012 sessions. Consider offering on a user-pays basis.
2	Continue to provide multi-disciplinary opportunities for training and development on an ongoing basis, considering the opportunities outlined in this report.
3	Work with Child Protection and Child FIRST to improve communication with MCH.
4	Work with Child Protection and Child FIRST to develop a process for notification of Out of home care arrangements to early childhood education and care services
5	Investigate implementation of an automated system of text message reminders regarding upcoming appointments
6	Make advance appointments wherever possible (implement as standard practice across the MCH service)
7	Implement a system of identifying and monitoring children with multiple risk factors to ensure that engagement is sustained across MCH services
8	Ensure detailed and consistent documentation in MACHS in line with MCH program standards – especially for children in Out of home care or when other services are involved
9	Ensure persistent and proactive follow up for children and families who disengage from the MCH service

Glossary

For the purpose of the project, the following definitions have been provided:

Engagement is the extent to which participating families use, connect with and/or relate to an early childhood service.

Enhanced MCH Service (EMCH) - assertively responds to the needs of children and families at risk of poor outcomes, in particular where there are multiple risk factors. This service is provided in addition to the suite of services offered through the universal MCH service. It provides a more intensive level of support, including short term case management in some circumstances[1].

Maternal and Child Health Service (MCH) is a universal primary care service for Victorian families with children from birth to school age. The service is provided in partnership between the Municipal Association of Victoria, local government and the Department of Education and Early Childhood Development and aims to promote healthy outcomes for children and their families. The service provides a comprehensive and focused approach for the promotion, prevention, early detection, and intervention of the physical, emotional or social factors affecting young children and their families in contemporary communities[2].

Out of home care is the term used to describe the placement of children away from their parents, due to concern that they are at risk of significant harm.

Participation refers to the numbers of vulnerable children/families who attend an early childhood service.

Universal MCH - supports families in the areas of parenting, health and development, promotion of health, wellbeing and safety, social supports, referrals and linking with local communities. The Universal service offers ten free Key Ages and Stages consultations. At each of these consultations, parents are given the opportunity to discuss their concerns, parenting experiences, and how to optimise their child's health, growth and development[3].

Vulnerable children/families are those who:

- Are identified as having protective issues – including abuse, neglect, poverty and disadvantage;
- Are from culturally and linguistically diverse backgrounds including refugees;
- Are of Aboriginal or Torres Strait Islander descent;
- Have ongoing high support needs including children with a diagnosed disability or undergoing continuing assessment with a disability[4].

Vulnerability is discussed in detail in Section 1.1.

---

[1] www.education.vic.gov.au
[2] Ibid
[3] Ibid
[4] Early Childhood Innovations Development Project *Progress Report April 2012*

1. Introduction and Context

1.1 Vulnerability

Vulnerability is difficult to measure and describe because it often results from a combination of factors affecting an individual child and their environment (their genetics, parents, family, neighbourhood and access to services).

Evidence also shows us that children and families move in and out of vulnerability at different times and as crises occur. Government does not have a comprehensive picture of vulnerable children. Information collected on children is generally by and within sectors (education, health, social development, justice), and specific to the services provided for them. However, the research shows us that:

- There are specific factors that accumulate and can make a child more vulnerable and these factors can change as a child grows up.
- There are two periods when children are especially vulnerable: when they are very young and when they enter adolescence

We know from research that vulnerability is the result of an accumulation of factors. While individual factors don't necessarily cause a poor outcome, they can work together to increase the level of vulnerability of children. Two examples of individual factors that can contribute to vulnerability are growing up in poverty, and having a disability or a significant health problem.

Research shows that poverty in itself does not determine life outcomes. Children growing up in households with not much money can have fulfilling and successful adult lives. But poverty in conjunction with other factors can further impact on children's futures. Studies demonstrate that living in relative poverty during childhood can interfere with a child's cognitive and behavioural development and readiness to learn at school. Children living in poverty can lack access to services and opportunities. We know from the research that child poverty is a greater issue in specific locations, such as isolated rural communities. The statistics also reinforce that child poverty is a greater issue for many Indigenous and refugee communities.

Having a disability and/or significant health problems can be another specific risk factor. The increased stress, time and cost of caring for a child with a disability or a significant health problem can affect how a family functions.

Early years

Children are most vulnerable when they are young (under 5 years) because of their developing brain and their dependence on caring adults to provide their basic needs. During this period it is mostly factors associated with the parents that signal increased vulnerability of children. Key risk factors include:

- Parents with drug and alcohol issues (3.5 per cent of parents)
- Parents who experience mental health issues (20 per cent of parents)
- Poor parenting or caregiving that is abusive or chronically neglectful.
- Children in Out of home care

Research shows us that dysfunction and violence in the home and poor relationships around, and with, a child can cause long-term damage. One of the most significant outcomes of a child in distress is the early development of significant behavioural problems. [5]

1.2 Geelong Context

There are 23,265 children aged between 0-8 years located within the City of Greater Geelong (ABS Census 2011), including 238 Indigenous children. Census data indicates that 152 children aged between 0-4 years within the City of Greater Geelong have core activity need for assistance and support. The Core Activity Need for Assistance measures the number of people with a profound or severe disability; those people needing help or assistance in one or more of the three core activity areas of self-care, mobility and communication, because of a long-term health condition (lasting six months or more), a disability (lasting six months or more)[6].

In 2009 the Australian Early Development Index (AEDI) was completed in Greater Geelong for 2,453 children in their first year of full- time school. Overall there are 19.0% of children developmentally vulnerable on one or more domain/s of the AEDI and 9.4 per cent are developmentally vulnerable on two or more domains. Of this population, 3.9% were children with English as a second language; and 1.8% were children from an Indigenous background.

The AEDI also identified that there were 131 (5.3%) of children with special needs; (* Children with special needs are those who have chronic medical, physical or an intellectual disability that requires special assistance. Teachers were asked to base their response on medical diagnosis); and 237 (9.7%) children identified by teachers as requiring further assessment (e.g. medical and physical, behaviour management, emotional cognitive development); 226 (9.3%) children attended an early intervention program.[7]

The service system in City of Greater Geelong has the following profile:

Maternity Hospitals: 2
Maternal & Child Health Centres (MCH): 20
Long Day Care Centres (LDC): 38 providing a total of 3,314 FT places
Family Day Carers (FDC): 53
Occasional Care Services (OCC): 8
Outside School Hours Care (OSHC) Services: 51
School Holiday Programs: 16
Kindergartens: 50
Primary Schools: 70 (including 2 special education schools)
Toy Libraries: 8
Playgroups: 117 (registered)
Family Support Agencies/Programs: Over 76 (+) existing programs and/or organisations providing a range of various services.
Early Intervention (ECIS) & Children's Disability Support Agencies: 10

---

[5] Adapted from http://www.childrensactionplan.govt.nz/project-definition/vulnerable-children-in-nz
[6] http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2901.0Chapter702011
[7] http://maps.aedi.org.au/lga/vic/22750

1.3 The ECIDP Project

Current research clearly provides evidence that early intervention, support and education are essential to optimise children's learning, development and health in the early formative years and for life long health and wellbeing.

The Early Childhood Innovations Development Project (ECIDP) was aimed at the development and implementation of strategies to support the engagement and participation of children aged between 0-8 years of age, from high risk, vulnerable and marginal backgrounds, in universal early childhood and education services throughout the City of Greater Geelong.

The project aimed to identify and address opportunities for specific service developments and initiatives that will contribute to building systemic change and enhancing the capacity of local services to more effectively engage vulnerable children and families. It also aimed to facilitate the active participation of key stakeholders in the development of collaborative approaches to achieve project outcomes.

ECIDP was funded for 18 months by the Department of Education and Early Childhood Development from April 2011 until end October 2012. It was designed and implemented by a full-time Project Worker employed by the City of Greater Geelong.

The key objectives of the project were:

1. To increase the participation of children (aged 0-8) from high risk and vulnerable backgrounds in universal early childhood and education services;

2. To increase the engagement of vulnerable children and families in universal early childhood and education services; and

3. To strengthen integration and partnership linkages between universal early childhood and education services, primary education provision, and organisations working with vulnerable children and families.

Strategies were then developed to deliberately target a cross-section of services. For example, the morning trauma training session was specifically marketed at student wellbeing teams within primary schools.

1.4 ECIDP Initiatives

The ECIDP developed and put into practice several strategies in an attempt to address the barriers that can impede access for vulnerable children to universal services. These strategies relate directly to the project objectives describe above and include:

1.4.1 Professional Development

Five seminars were offered to assist early childhood professionals to engage vulnerable families and effectively respond to children who have experienced trauma and poverty.

1.4.2 Mentoring Groups

Mentoring groups brought together early childhood professionals to discuss current issues, challenges and successes when working with vulnerable children and families

in an informal setting. Discussions at each of the 14 sessions were theme-based and were sparked by a guest speaker with relevant expertise.

1.4.3 Maternal and Child Health (MCH) Innovations Pilot

The MCH Innovations Pilot involved the identification of families who had disengaged from the Enhanced MCH service. These families were approached and supported to re-establish contact with either the Enhanced MCH or the Universal MCH service.

1.4.4 Supporting vulnerable families with kindergarten enrolment

In collaboration with the Geelong Kindergarten Association (GKA), the ECID Project Worker visited early childhood professionals, family support agencies and child protection to explain the kindergarten enrolment process and promote the Early Start Kindergarten program.

1.5 Related Project: Early Childhood Development Pilot Project

During 2011-2012 Bethany Community Support was funded by the Victorian Government to strengthen the collaboration, linkages and partnerships between the early years' service system and the Child FIRST/Family services system. It was one of 24 pilot projects across Victoria that aimed to maximise the opportunities for vulnerable children to access and remain engaged with universal and secondary early years' services and focused on two key objectives:

- *Systemic Improvement for vulnerable children (0-5 years)* through developing and enhancing partnerships between Child FIRST/ Family Services and universal and secondary early years' services.
- *Service Enhancements for vulnerable children (0-5 years)* through developing and facilitating targeted capacity building activities to enhance family services and early years' practitioner skills in assessing, planning and responding to vulnerable early childhood development needs[8].

The Bethany Early Childhood Development Project (Bethany ECDP) included a range of professional development opportunities for early years workers. The project officers from the Bethany ECDP and the (CoGG) ECIDP projects worked collaboratively in the planning and implementation of these initiatives.

[8] Bethany (2012) *Early Childhood Development Pilot Project Final Report*

1.6 This Evaluation

Kismet Forward was appointed by City of Greater Geelong to evaluate the above initiatives against the following three Key Evaluation Questions:

KEQ 1 *To what extent have project activities contributed to increased participation of vulnerable children in early childhood education services?*
KEQ 2 *To what extent have project activities contributed to increased engagement of vulnerable children, parents and families with early childhood and education services?*
KEQ 3 *To what extent have project activities strengthened partnership linkages between Universal, early childhood services, primary education providers and organisations working with vulnerable children?*

The critical aims of the ECIDP Evaluation Project include:

- To provide advice to Council and the Department of Education and Early Childhood Development on addressing the needs of vulnerable children and families.
- Consideration of the policy, planning and broader service delivery context in relation to responding to the needs of vulnerable children across the local early childhood and education service systems.
- Consideration of whether the ECIDP has contributed to strengthening (or otherwise) access to available local support for vulnerable children and linkages across the early childhood education and care services.
- Available evidence of improved outcomes for vulnerable children in relation to the key objectives of the ECIDP.

This report discusses the project initiatives individually, and then draws evaluation lessons together under each of the Key Evaluation Questions. Throughout the report are dotted direct quotes from some of the 89 people who contributed to this report via surveys, focus groups, interviews, emails and follow-up discussions.

2. Policy Context

The current government agenda for early childhood education and child care focuses on high-quality, accessible and affordable integrated early childhood education and child care. The agenda has a strong emphasis on connecting with schools to ensure all Australian children are fully prepared for learning and life. The rationale behind this approach is to invest in the health, education, development and care of children, not only to benefit children, their families and communities, but also to lift workforce participation and deliver better productivity for economic growth.

The aims of the Early Childhood Innovations Development Project are highly congruent with the policy framework, and focus particularly on vulnerable children and families, with a view to achieving practical universality of access to services and programs.

2.1 Australian Government

The Australian Government has committed to work closely with state and territory governments, child care and early learning stakeholders and families on its policy agenda.

The policy agenda is based around the Council of Australian Governments' (COAG) Early Childhood Commitment, the development of a National Early Childhood Development Strategy, and two funded National Partnership Agreement on Early Childhood Education, along with other initiatives and programs.

2.1.1 *COAG Early Childhood Commitment*

All Australian Governments have committed to making early childhood an area for national reform[9]. Through the Council of Australian Governments, every State and Territory government and the Commonwealth has endorsed two funded National Partnership Agreements.

These funding agreements constitute part of a wider early childhood reform agenda that COAG has initiated, including action to:

- address early childhood workforce issues,
- establish a national Early Years Learning Framework,
- create a national approach to quality and regulation of early childhood education and child care,
- improve data and performance information in early childhood, and
- develop a national early childhood development strategy.

[9] Council of Australian Governments (2008) *Early Childhood Commitment* http://www.deewr.gov.au/Earlychildhood/Policy_Agenda/Pages/COAG.aspx

2.1.2 *National Early Childhood Development Strategy- Investing in the Early Years*

On 2 July 2009 the Council of Australian Governments (COAG) endorsed the National Early Childhood Development Strategy- *Investing in the Early Years*[10].

The Strategy is intended to build a more effective and better coordinated national early childhood development system across all levels of government to support the diverse needs of Australian children and their families. It covers children from before birth to eight years and aims to improve the health, safety, early learning and wellbeing of all children and better support disadvantaged children to reduce inequalities.

The Strategy provides the road map for action and for engaging effective partnerships across and between governments, with the non-government sector, and with families around the needs of young children.

The Strategy proposes six priority areas for reform to be further developed for COAG in 2010, recognising the different starting points of states and territories and as resources allow:

- Strengthen universal maternal, child and family health services
- Support for vulnerable children
- Engaging parents and the community in understanding the importance of Early Childhood Development
- Improve early childhood infrastructure
- Strengthen the workforce across Early Childhood Development and family support services, and
- Build better information and a solid evidence base.

2.1.3 *National Partnership Agreements*

Through the Council of Australian Governments (COAG), every State and Territory government and the Commonwealth has endorsed two National Partnership Agreements[11]:

- An Indigenous Early Childhood National Partnership Agreement, established as the next step to achieve the COAG Closing the Gap targets for Indigenous children. The Agreement includes a Commonwealth contribution of $490m over five years, matched by state and territory contributions of at least $75m. The funding will establish 35 Children and Family Centres, and improve access to maternal and child health services.
- A National Partnership Agreement on Early Childhood Education, which provides for $970 million in Australian Government funding to ensure that every child has access to a quality early childhood education program by

---

[10] Council of Australian Governments (2009) *Investing in the Early Years* http://www.coag.gov.au/node/205

[11] Department of Education, Employment and Workforce Relations (2009) – National Partnership Agreement on Early Childhood Education: State and Territory Bilateral Agreements http://www.deewr.gov.au/Earlychildhood/Policy_Agenda/ECUA/Documents/BASummaryTable.pdf

2013, delivered by a four-year university trained early childhood teacher, for 15 hours a week, 40 weeks a year in the year before formal school.

2.1.4 *Evaluation of the National Partnership Agreement on Early Childhood Education: Annual Progress Report 2010*

An independent evaluation of the National Partnership Agreement on Early Childhood Education is being undertaken in 2010-2014 to assess its effectiveness in achieving universal access outcomes. The 2010 evaluation annual report[12] shows progress to 31 December 2009 and includes a literature review, evaluation framework and an exploration of challenges, including data.

2.2 Victorian Government

The previous Victorian Government worked with the Australian Government under the COAG structure to enter into the National Partnership Agreement arrangements as outlined above. The current Victorian Government has maintained those arrangements and extended work on the 15 hour kindergarten program from 2013. The Government has also initiated an Inquiry Panel into Victoria's child protection system.

2.2.1 *Protecting Victoria's Vulnerable Children Inquiry*

On 31 January 2011, the Victorian Government announced the *Protecting Victoria's Vulnerable Children* Inquiry to investigate systemic problems in Victoria's child protection system and make recommendations to strengthen and improve the protection and support of vulnerable young people. The Minister for Community Services, the Hon Mary Wooldridge tabled the report of the Inquiry in Parliament on 28 February 2012[13].

The Inquiry made 90 detailed recommendations in the following major system reform areas:

- Vulnerable Children and Families Strategy: A whole-of-government vulnerability policy framework with the objective of focusing on a child's needs (overseen by government through a Cabinet sub-committee);
- Clearer departmental and agency accountability for addressing the needs of vulnerable children, in particular, health and education;
- An area-based approach to co-located intake with clear accountability for decision making on statutory intervention;
- Expanded Vulnerable Child and Family Service Networks

---

[12] Department of Education, Employment and Workforce Relations (2010) – Evaluation of the National Partnership Agreement on Early Childhood Education: annual progress report 2010 http://www.deewr.gov.au/Earlychildhood/Policy_Agenda/ECUA/Documents/AnnualProgressReport2010.pdf

[13] Victorian Government (2012) *Protecting Victoria's Vulnerable Children* Inquiry http://www.childprotectioninquiry.vic.gov.au/report-pvvc-inquiry.html

- Strengthening the law and its institutions;
- Out of home care funding and services aligned to a child's needs;
- Improved community sector capacity with a clearer governance and regulatory framework;
- A strengthened regulatory and oversight framework;
- A plan for practical self-determination for guardianship and Aboriginal children in Out of home care and culturally competent service delivery;
- A sector-wide approach to professional education with greater development and application of knowledge to inform policy and service delivery.

2.2.2 *Victorian Auditor General's Report Early Childhood Development Services: Access and Quality*

The Victorian Auditor General[14] found that:

> *"Access to universal maternal and child health and kindergarten services, and services for vulnerable children has improved over the five years to 2010 as shown by increasing participation rates.*
>
> *While this is positive, DEECD cannot demonstrate that early childhood services are accessible when and where needed, especially for vulnerable children and families. The department's inability to reliably identify all vulnerable children and families means it does not know the extent to which children are missing out on the benefits of attending targeted services specifically developed and funded to meet their needs.*
>
> *DEECD also does not sufficiently understand or effectively manage demand for early childhood services. It needs to better identify which children and families do not use its services, and why, and then act to remove barriers to participation."*

The Auditor General made several recommendations for DEECD to improve its oversight of maternal and child health and kindergarten services, and planning with local government.

2.2.3 *Universal Access to Early Childhood Education*

Victoria is moving to provide access for all children to 15 hours per week of a quality early childhood education program[15] in the year before school. Under this program, a 15 hour kindergarten program delivered by a qualified early childhood teacher will be available in long day care centres, community kindergartens, schools, children's hubs and other early childhood settings.

---

[14] Victorian Auditor General (2011) *Early Childhood Development Services: Access and Quality* http://download.audit.vic.gov.au/files/20110525-Early-Childhood.pdf

[15] Department of Education and Early Childhood Development (2012) - *Victoria's approach to Universal Access to Early Childhood Education* http://www.education.vic.gov.au/earlylearning/universalaccess/default.htm

Hours are being increased because of benefits of early childhood education in learning, health and behaviour that continue into adulthood. Recognising these benefits, UNICEF has set the participation of four year olds in an accredited early education services for a minimum of 15 hours a week as an international minimum standard for early childhood service systems around the world.

2.2.4 *Victoria's approach to universal access to Early Childhood Development opportunities*

Driven by the National Partnerships approach, the Victorian Government is working across several complementary areas to achieve universal access. The Government's website indicates that it seeks strong engagement, partnership and communication with the Commonwealth Government, Local Government, kindergarten cluster managers, early childhood education staff, committees of management, community organisations and private providers. There are seven action areas, outlined below.

The seven key areas for action are:

- Municipal Planning
- Optimising Available Places
- Access to Increased Hours
- Innovation - Trialling New Approaches
- Improving Access for Vulnerable Children
- Infrastructure
- Workforce

Action areas are usually linked and will be pursued in parallel, rather than sequentially. Victoria's approach to implementation was developed in consultation with key partners. The Government focus in the first years of implementation is on optimising capacity, as well as pilot programs and trials.

2.2.5 *Breaking Cycles, Building Futures project*

The Breaking Cycles, Building Futures project[16] is aimed to identify, implement and evaluate strategies to promote more inclusive antenatal and universal early childhood services, which better engage and assist vulnerable families. This is the key initiative in the *Improving Access for Vulnerable Children* action area.

The Brotherhood of St Laurence was contracted by the Department of Human Services to undertake this project. The report acknowledges the importance of efforts to better support vulnerable children and their parents, not only as an important immediate measure, but also as a strategy to prevent poverty and social exclusion in the future.

[16] Department of Education and Early Childhood Development (2004) - Breaking Cycles, Building Futures project
http://www.eduweb.vic.gov.au/edulibrary/public/beststart/ecs_breaking_cycles_best_start.pdf

2.3 Other Policy work

2.3.1 *Royal Children's Hospital Policy Brief No 18: Barriers to Engaging Marginalised and Vulnerable Families*

The Royal Children's Hospital Policy Briefs translate childhood research evidence to inform policy, practice and service delivery. The series is a succinct, easy to read publication aimed to stimulate informed debate about issues that affect children's health and wellbeing.

Brief No.18[17] summarises service level (or structural) barriers, family level barriers and relational barriers that inhibit marginalised or vulnerable families from taking up services. It suggests that the way in which services engage and work with families is critical, more so than the content of the services. It puts forward some primary and secondary factors which are important in engaging vulnerable parents.

[17] Royal Children's Hospital Policy Brief No 18 (2010): *Barriers to Engaging Marginalised and Vulnerable Families* http://www.rch.org.au/emplibrary/ccch/PB18_Vulnerable_families.pdf

3. Professional Development Sessions

3.1 Overview

Five 3-hour Professional Development sessions were held for early childhood and education staff working with children up to 8 years of age, in collaboration with the Bethany ECDPP project and the Corio-Norlane Best Start.

Professional Development Sessions			
Date	Title	Presenter	No. Attendees
21 March 2012 (2 sessions)	Engaging With Vulnerable Families – Having Those Difficult Conversations *"Vulnerable Families Sessions"*	Nairn Walker	191
9 May 2012 (2 sessions) 17 July 2012 (1 session)	Understanding and Responding to Children Who Have Experienced Trauma *"Trauma Sessions"*	Jeanette Miller, Australian Childhood Foundation	71 78

The Vulnerable Families sessions were convened as a result of discussions with early childhood and education staff at mentoring groups and networks. Many of these practitioners had commented that they found it difficult to approach and/or engage vulnerable families and that they lacked formal training or support as to how best to approach and manage this issue.

Nairn Walker, a leading expert in this field, provided information on the entrenched generational aspects and indicators of vulnerability, and strategies for service providers to help them to effectively engage with people from vulnerable backgrounds.

Bethany Community Support contributed $2000 to the cost of these sessions, enabling workers from adjacent municipalities to participate.

The Trauma sessions were convened in response to early childhood and education staff in the region expressing the need for more education and support around working with children who have experienced trauma. Staff had commented through mentoring groups and networks that it is often difficult to understand why a child may be behaving in a particular manner, and that there were apparent links between this behaviour and experience of trauma. In particular, student wellbeing teams within primary schools were targeted for the first trauma training session.

Jeanette Miller (Australian Childhood Foundation) presented on the impacts of trauma on child brain development, the importance of early identification and intervention, and strategies for workers when dealing with traumatised children.

Best Start sponsored 30 places of the Trauma sessions for staff working within the Best Start area of Corio-Norlane.

3.2 Evaluation Methodology

Methods to ascertain the value of the Professional Development sessions were undertaken in two stages:

Feedback forms were completed by participants at the conclusion of each session, in order to gauge immediate reactions of participants. 174 feedback forms were completed for the Vulnerable Families forums and 67 for the Trauma forums.

During August 2012 a follow-up survey was sent to 297 people who had participated in one or more of the sessions, in order to judge longer term benefits of the sessions. 60 people completed this survey.

The following table shows the response rate for each of the surveys (immediately after the sessions and later in August). It also shows the breakdown of respondents to the August survey in terms of which session they had attend.

	Response rate (returns as a % of total participation) (immediately after sessions)	Response rate (returns as a % of total participation) (August survey)	# Responses to August survey (% of total responses received[18])
Vulnerable Families sessions (March x2)	91%	20%	39 (65%)
Trauma sessions (May x2)	45%	21%	15 (25%)
Trauma session (July x1)		31%	24 (40%)

3.3 Evaluation Results

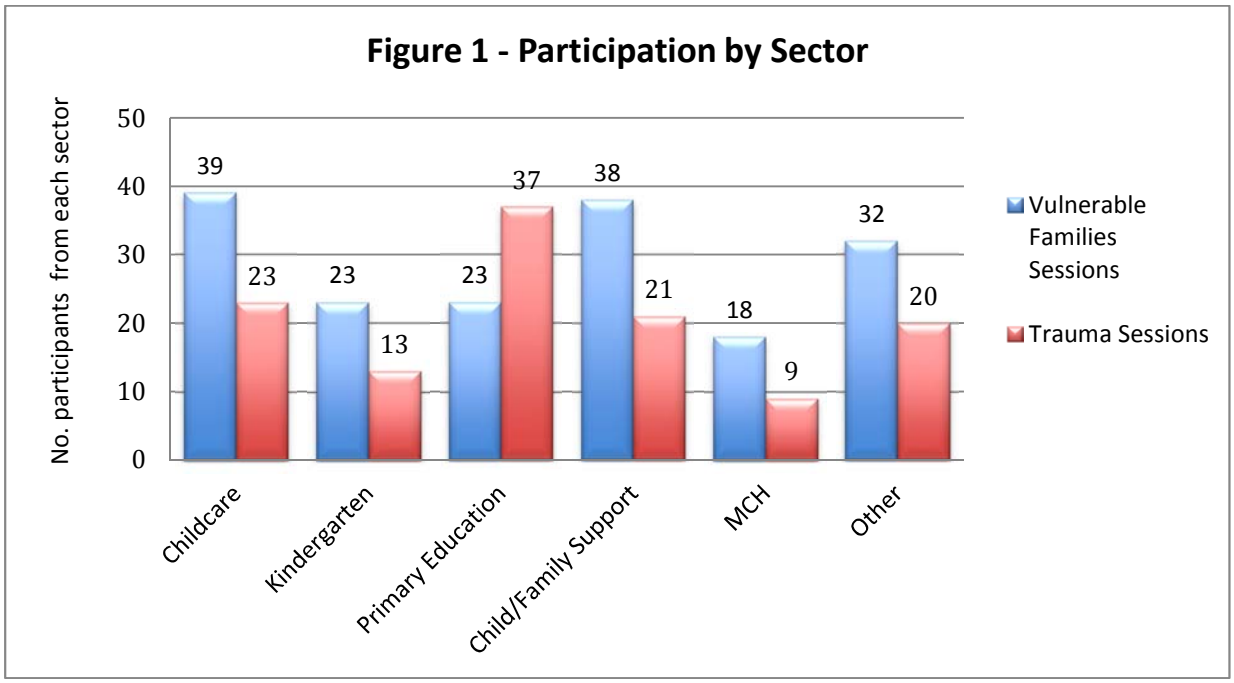
Both the Vulnerable Families and Trauma sessions addressed key policy areas laid out in the COAG reform agenda, particularly around the strengthening of universal services and meeting the needs of vulnerable children. The sessions also picked up on the Victorian Government agendas in *Breaking Cycles Building Futures*[19] and the seven areas for action in Victoria's approach to Early Childhood Development opportunities[20]. Many themes in the *Vulnerable Children* Inquiry[21] were also picked up in this program.

3.3.1 Who took part in the sessions

Initial feedback indicated that attendees of the Vulnerable Families and Trauma sessions were employed in a variety of service areas such as child care, kindergarten, primary education, child/family support and MCH. (see Figure 1).

[18] note that some people attended two sessions and hence are counted twice
[19] Department of Education and Early Childhood Development (2004) Op cit.
[20] Department of Education and Early Childhood Development (2012) Op cit.
[21] Victorian Government (2012) Op cit.

Childcare and child/family support workers were particularly well represented in both sessions; primary educators were also among the most numerous in the Trauma sessions.



Source: Feedback received immediately after sessions

Participants who nominated 'other' sectors for the Vulnerable Families sessions included community health, speech pathology, Barwon Inclusion Support Agency, Out Of School Hours Care, Best Start, supported play groups, family daycare, local government, Department of Education and Early Childhood Development, Early Childhood Intervention Service, Child Protection, special education, tertiary education, early intervention and allied health.

Participants who nominated 'other' sectors for the Trauma sessions included playgroups, counselling/ psychotherapy/ psychology, perinatal/ infant mental health, foster care, early intervention, kinship care and Child Protection.

A total of 54 (90%) of respondents to the August survey indicated that their role involves working directly with children and/or families.

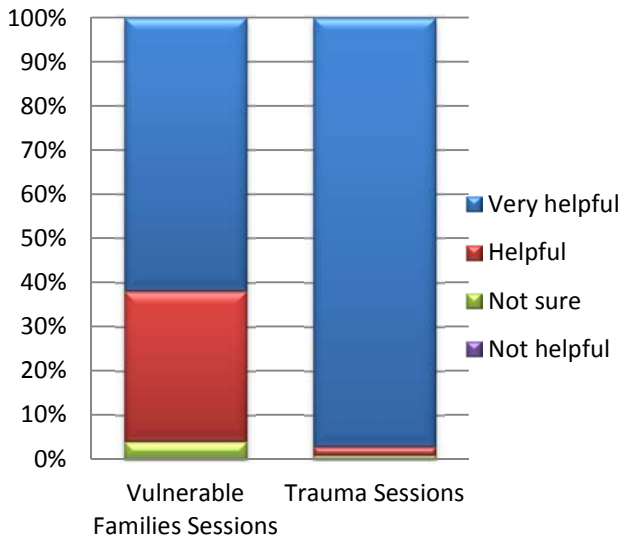
3.3.2 *Usefulness of information/advice*

Of the total number of participants in the Vulnerable Families and Trauma sessions (respectively), 60% and 96% indicated that the sessions provided them with very helpful information and/or advice to enable them to work more effectively with vulnerable children and families. (See Figure 2)

Comments received immediately after the Vulnerable Families sessions revealed that participants found the sessions to be interesting, challenging and thought provoking, with many people indicating that they had picked up useful strategies for their practice.

A number of people found the language register to be particularly useful. Those who had attended the 'Bridges Out of Poverty' training especially found it to be a useful refresher.

Figure 2 - Usefulness of information/advice



Source: Feedback received immediately after sessions.

Some participants felt that the session was rushed and many thought that more time (or a follow up session) would have been beneficial; others liked the pace and the succinct delivery of information.

Comments received after the Trauma sessions indicate that participants found them to be engaging, valuable and very informative. A number of people stated that they had learned strategies and/or received practical advice that could be directly applied in their workplace; others appreciated the helpful handout that was distributed. Many participants commented that the session provided great contextual information that enabled them to understand the links between trauma, brain development and behaviour and learning patterns of children.

Participants commonly stated that they would like the opportunity to learn more about this matter.

Comments from participants:

"(The Vulnerable Families session)…helped me understand the background/ mindset that most of our families come from and why they behave in certain ways. Very helpful strategies."
Special education worker

"(The Trauma Session) has given me more understanding of why children behave the way they do and how to handle or deal with children in situations like this"
Childcare worker

"The information (at the Trauma session) was very valuable to me as an individual in a large system. I struggle to convince staff that our traumatised children are not just naughty, but responding to experiences."
Primary education worker

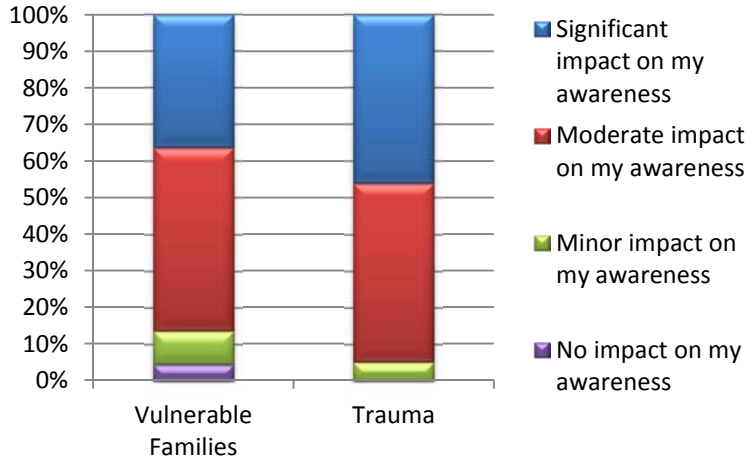
3.3.3 *Raising awareness*

Figure 3 shows the extent to which August survey respondents thought that the sessions had increased their awareness of appropriate ways to work with vulnerable children and families.

A total of 36% and 46% of respondents indicated that their attendance at the Vulnerable Families and Trauma sessions (respectively) had had a significant impact on their levels of awareness.

In addition, 50% and 49% of respondents indicated that their attendance at the Vulnerable Families and Trauma sessions (respectively) had had a moderate impact on their levels of awareness.

Figure 3 - Impact on Awareness



Source: Feedback received in follow-up (August) survey.

Attendees of the Vulnerable Families session cited a number of factors of which they had become more aware (as a result of their attendance), including:

- Why vulnerable people react in certain ways, how families living in poverty connect, what drives them and how they struggle to function;
- How to appropriately engage with vulnerable families – the "hidden rules", practical ways to have conversations, how to ask questions in a way that will build relationships;
- The meaning of generational poverty;
- The significance of the register of language and voice
- Different types of life skills and knowledge applicable to different social and socioeconomic groups.

Areas in which the Trauma session had increased awareness included:

- The impact of trauma on brain development, how children respond to trauma inwardly and outwardly;
- The significance of attachment during the first 18 months of life
- Strategies to deploy when dealing with traumatised children, including responsive learning and development planning and maintenance of calm environments;
- The importance of language and tone.

Only five percent of respondents who had attended the Vulnerable Families session commented that it had not increased their awareness of ways to work with vulnerable children and families.

> *"The session helped me to think about how we make lots of assumptions about families based on our own experience that may create barriers to the engagement and participation of families in our services. I learnt about thinking about the type of language that is best to use with vulnerable families and the motivating factors for these families that should be considered."*
>
> Participant of session on Engaging with Vulnerable Families

3.3.4 *Adaptation of work practices*

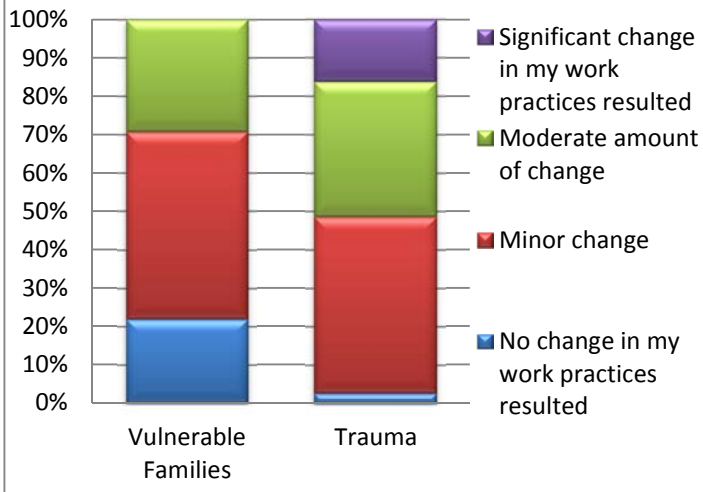
Immediately after the sessions, 90% and 91% of participants of the Vulnerable Families and Trauma sessions (respectively) indicated that they would adapt their work practices when working with vulnerable families as a result of attending the presentation. The remaining 10% and 9% of participants thought that they might adapt their practices.

In the follow-up (August) survey, respondents were asked to describe the extent to which they had adapted work practices when working with vulnerable children and families as a result of attending the presentation/s.

As shown in Figure 4, the Trauma sessions had the greatest impact on work practices: 16% of survey respondents indicated that a significant change in work practices had resulted from their attendance.

In addition, 29% and 35% of respondents indicated that their attendance at the Vulnerable Families and Trauma sessions (respectively) had resulted in a 'moderate' amount of practice change

Figure 4 - To what extent did you adapt your work practices?



Source: Feedback received in follow-up (August) survey.

Attendees of the Vulnerable Families sessions indicated that their work practices had changed in ways such as:

- Changed expectations, trying to better understand and meet the needs of vulnerable families;

- Being more aware of ways of dressing, talking and asking questions, providing more positive feedback;
- Providing oral communication to supplement written notes;
- Using text messages to confirm appointments
- Sharing knowledge with colleagues.

Attendees of the Trauma sessions indicated that their work practices had changed in ways such as:

- Being more understanding of traumatised children; encouraging understanding and appropriate responses in staff/colleagues and parents/families; being more confident when communicating with traumatised families;
- Stimulating traumatised young children to help them to catch up on brain neuron development;
- Being more thoughtful of facial expressions, tone of voice and language when dealing with traumatised children
- Providing a calm environment in places where contact with traumatised families/children takes place.

However, 22% and 3% of respondents indicated that their attendance at the Vulnerable Families and Trauma sessions (respectively) had not resulted in practice change.

Comments from participants:

"We have stopped handing out written notes to families and assuming that they know about something coming up in the centre. We now send text messages and have had a huge positive response from families."

Childcare worker

"I am more understanding of what the child has been through, the physical effects. I now realise that they need more stimulation in these early years to catch up on brain neuron development."

Participant of session on Understanding and Responding to Children Who Have Experienced Trauma

3.3.5 *Increasing participation*

Respondents of the August survey were asked to cite examples of how attending the presentation/s influenced increased participation or engagement of vulnerable children and families at a universal early childhood or education service.

Examples relevant to the Vulnerable Families sessions included:

- Using SMS text message to confirm/ remind parents about appointments;

- Thinking about communication style when working with vulnerable families;
- Trying to understand the needs and perspectives of families before responding, making suggestions or providing advice;
- Being less judgemental, adjusting expectations, being more aware of the challenges faced by vulnerable families, asking questions differently when taking case histories.

Examples relevant to the Trauma sessions included:

- Utilising information to support others;
- Encouraging staff to be more patient & nurturing to traumatised children;
- Ensuring that the workspace where families meet with workers is as welcoming and as calming as possible.

Comment from participants:

"When vulnerable families want to enrol in programs, I now take the time to talk through their needs and options instead of relying on handing out too much written information. I have also started following up with families informally to check that the services are meeting their needs and that they have access to all relevant information to make choices that suit their family and child's needs."

Participant of session on Engaging with Vulnerable Families

Case Study

An experienced Family Services Worker was case managing a family who was engaged with Child Protection and Corrections on account of substance abuse and criminal activities. They were subject of a Magistrate Order to attend a Childrens Court Clinic in Melbourne. The Worker was aware that there was risk of the family not presenting at the Clinic. The family seemed to regard all services as one and dealt with all workers in a suspicious and at times aggressive manner.

The Family Services Worker attended the Vulnerable Families session and was reminded of 'microskills' such as the impact of language, dress and body language when dealing with vulnerable families.

On the basis of what had been covered in the Vulnerable Families session, the worker modified his attire, left all paperwork behind and sat down with the family to engage in an open and respectful conversation. He describes developing a 'more honest' relationship with the family as a result of these measures and was able to educate them about the roles that different services play. He was also able to explain what would happen at the Childrens Court Clinic, and the likely consequences if they didn't show up.

The worker is convinced that the session made a significant impact on his approach and behaviour while dealing with this family with the result that engagement was made possible.

In retelling this case study, the worker described the importance of attending sessions such as those offered through ECIDP to refresh skills, build awareness of how service workers are perceived by their clients, and modify approaches and behaviours.

3.4 Opportunities

1	Develop a program of professional development for services working with vulnerable children and families that builds on the success of the 2012 sessions. Consider offering on a user-pays basis.

4. Mentoring Groups

4.1 Overview

Mentoring Groups involving early childhood and education staff were trialled by City of Greater Geelong in 2010 as part of the Early Start Kindergarten Program Pilot. The evaluation of the Early Start Pilot regarded them as integral to the overall success of the pilot and recommended that they be continued in order to continue collaboration and knowledge sharing across services.

In the context of ECIDP, Mentoring Groups provided an opportunity for early childhood and education staff working with vulnerable children and families to discuss and debrief issues, difficulties and successes. Groups were held in an informal setting every 6 to 8 weeks and were capped at 15 participants to enable the active participation of everyone in the group.

It was intended that each group would include a representative from Child Protection, Child FIRST, Bethany Community Support and Glastonbury Community Services. A guest from a relevant organisation working with vulnerable children and families was invited to each session, at the initiative of the Project officer, to inform others about their service, inject new information and to spark the discussion.

The groups were open to early childhood and education staff working in the municipality with vulnerable children and families in the 0 – 8 year age range. Participant numbers totalled 160 across the 14 sessions held (see table below).

Participation at Mentoring Groups		
Date	**Guest**	**No. participants**
22/8/11	Northern Bay Family Centre	16
25/8/11	–	11
17/10/11	Enhanced Maternal and Child Health	8
20/10/11	MacKillop Family Services	12
5/12/11	Gateways Support Service	17
8/12/11	Koori Engagement Officer DEECD	14
20/2/12	Barwon Inclusion Support Agency	8
22/2/12	–	8
23/4/12	Families Where a Parent has a Mental Illness (FAPMI)	9
26/2/12	FKA Children's Services	10
18/6/12	Kinship Care Team Bethany Community Support	10
20/6/12	Early Childhood Intervention Service DEECD	12
12/8/12	Sexual Assault Investigation Team, Child Protection, DHS	15
16/9/12	Raphael Centre	10
	Total	**160**

The primary objective of the mentoring groups was to bring workers from different agencies together in order to better integrate practices and to provide a forum for sharing of knowledge and debriefing of issues.

The concept of mentoring groups is consistent with the policy platform of strengthening the early childhood education workforce in *Investing in the Early Years*[22], and in Victoria's approach to Early Childhood Development opportunities[23].

The sustainability and ongoing success of the mentoring groups is contingent on having someone to facilitate and maintain their progress. A very successful outcome of the project has been the initial discussion and subsequent agreement between the ECIDP and the Enhanced Maternal and Child Health Service for the EMCH to facilitate the ongoing operation of the mentoring groups. The groups will continue in a similar format and will continue to be offered to the early childhood and education sector in the City of Greater Geelong every six to eight weeks. This outcome was not known at the time when data was being collected for this evaluation.

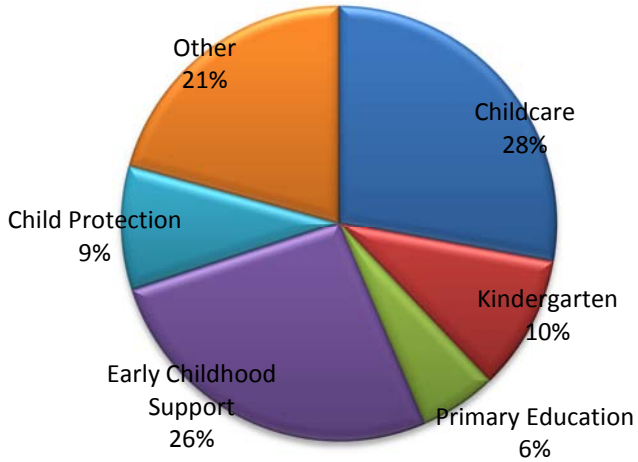
4.2 Evaluation Methodology

To evaluate the effectiveness of the mentoring groups, a two-stage process was deployed:

1. Feedback forms were completed by 140 Mentoring Group participants immediately following each session. They were asked whether the group had provided them with information/advice to work more effectively with vulnerable children and families, and whether the group had enhanced their links with other services in the early childhood and education sector.

   Respondents were from the following services:

Figure 5 - Mentoring Group Respondents



   Their insights have been included in Section 4.3 below.

[22] Council of Australian Governments (2009) Op cit.
[23] Department of Education and Early Childhood Development (2012) Op cit.

2. During August 2012, people who had participated were invited to attend one of five 1.5 hour focus groups or take part in one-on-one interviews. A total of 19 people took up the invitation and contributed via focus groups, telephone discussions or emailed feedback. Follow-up discussions were conducted with 6 people to gain further detail.

   Agencies contributing to the (August) evaluation are as follows; it should be noted that this is not necessarily representative of the mix of participation in the Mentoring Groups:

   - CoGG Early Learning & Family Centre Apollo
   - CoGG Maternal and Child Health
   - CoGG School Holiday Programs
   - CoGG Supported Playgroups
   - City Learning & Care Belmont
   - City Learning & Care Trudy Moritz
   - City Learning & Care The Link
   - Goodstart Early Learning
   - DHS Child Protection
   - DHS Child Protection (Community based)
   - Bethany Community Support
   - Glastonbury Community Services
   - Geelong Kindergarten Association
   - Barwon Inclusion Support Agency

   Seventeen of the August focus group participants reported that they work directly with vulnerable children/families; 11 had attended more than 3 sessions.

   As part of their feedback in the focus groups, 19 respondents were asked to rate the effectiveness of the Mentoring Groups with respect to each of the three Key Evaluation Questions, on a scale of 1-4 where

   1 = the Mentoring Groups barely 'scratched the surface' with respect to a particular KEQ, and

   4 = the Mentoring Groups were extremely effective regarding the KEQ.

   Detail about the number of responses received and the ratings provided for each KEQ is detailed below.

   At the conclusion of providing their input, respondents consistently expressed genuine appreciation for the opportunity to provide feedback on the Mentoring Groups, which they invariably had found to be most valuable.

4.3 Evaluation Results

4.3.1 Increasing Participation and Engagement

To what extent did participant involvement in the Mentoring Groups help to influence increased participation and engagement of vulnerable children into a universal early childhood or education service?

Figure 6: Average score and range of responses assigned by focus group participants regarding

Increased participation

Increased engagement

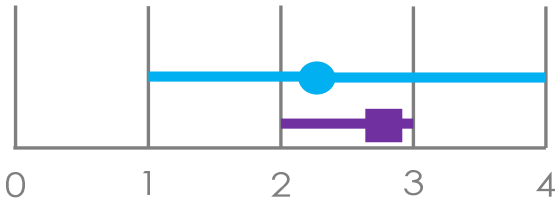


Figure 6 demonstrates the significant variability in the ratings provided by focus group participants with respect to increased participation (people provided scores from 1 to 4 out of 4). This suggests that some people were uncertain about the link between the Mentoring Groups and levels of participation.

Other people were clear about the impact of their involvement in the Groups in terms of increased participation, citing actual examples of referrals made on the basis of contacts made or information shared at the sessions. Some of these examples are included in the quotes and case studies at the end of this section.

Ratings regarding engagement were consistent (between 2 and 3 out of 4) and indicated a general level of satisfaction that engagement with vulnerable children and their families had been increased as a result of the Mentoring Groups.

Focus group participants talked about the Mentoring Groups being beneficial in influencing increased participation and/or engagement in the following ways:

- Building a partnership across services meant that workers could together determine appropriate pathways for vulnerable families, and ensure that monitoring of children would continue – for example, as they moved into childcare centres;
- Better understanding of available services, leading to more (or more appropriate) referrals;
- Sharing of information and knowledge enabling participants (or their staff) to engage more effectively with vulnerable clients. Some participants talked about receiving follow-up calls after a session from other attendees who wanted more information or to discuss a specific issue;
- Greater understanding about vulnerable families, in turn leading to attitudinal and potential behaviour change.

Comments from participants:

"At one session a speaker from the Kindergarten Association told us about the criteria for funding applications. I took that back to my caseload to determine who could apply, and passed this information on. This is knowledge I wouldn't otherwise have had."
Family Services Worker

"I often have children coming to my service who have additional needs and have never made a referral to ECIS. Often these children have attended childcare centres for several years, but the workers there did not have the skills to pick up the issue. Many childcare workers are not exposed to the services, or how to identify children with additional needs."
Mentoring Group participant

"Networking helped others to know about our service and why it is appropriate for vulnerable children"
Childcare Worker

"We are getting more referrals as a direct result of the contacts made at the Mentoring Groups."
Child First Worker

"The Mentoring Groups have had a great flow-on effect in our centre. I have talked with my staff about the issues raised; this has led to better engagement with families."
Childcare worker

"The Mentoring Groups supported educators to get greater insight to what is going on for a family. This means that they will be less judgemental, have different expectations about that family and provide a more approachable service."
Inclusion Support Facilitator

"I have had other attendees ringing me after a Mentoring Group session to find out more information such as childcare options, whether a worker can call a childcare centre on a parent's behalf (and what to say/ask), what to put in the support letter for childcare benefit."
Childcare worker

Case Study – ECIS Referral

A Geelong Childcare Centre worked with a child from a disadvantaged background who they believed needed additional assistance with a range of developmental and behavioural problems. The parent was reluctant to engage in any form of intervention, which the worker felt was based on fear due to lack of knowledge.

The Mentoring Group that the Centre Director attended about the Early Childhood Intervention Service was timely and enabled her to refresh her knowledge about the intervention referral process and how to support a parent in the process. She described the discussion as invaluable – not only from the information from the DEECD representative, but also from the tips and stories of other attendees about their experiences and what had (and hadn't) worked for them.

The Centre Director contacted the DEECD worker after the Mentoring Group session to further discuss the specific issues that the child was presenting. Together they determined that the best approach would be to begin with speech therapy, and work to address behavioural issues once the parent saw the benefits of the initial intervention.

The combined effect of the discussions at the Mentoring Group and the follow-up conversation with the DEECD worker gave the director confidence to engage with the parent regarding the child's needs and the referral is now in train.

Case Study – Facilitating Kindergarten for a Vulnerable Child

An Early Years Worker was attempting to place a child in a kindergarten close to the child's home. The worker was case-managing the family, and Child Protection was also involved. The kindergarten did not have any vacant places for the funded (13 week) program, and it appeared that the child would not be able to attend.

The worker participated in a Mentoring Group session that was attended by a Geelong Kindergarten Association representative. In the course of discussion at the session the worker was given a number of options, including details of funding available to children engaged with Child Protection. The Early Years Worker followed up the information and the child was funded for kindergarten.

Since this case the worker has placed an additional two children in kindergarten under similar funding arrangements – all on the strength of information received at the Mentoring Group session.

Focus group participants who provided lower scores cited reasons such as:

- The child care centres in which they work have already reached the limit of funded positions[24] for vulnerable children, so increased participation is not possible;
- Their interactions with vulnerable children/families are generally short-term and they don't see the benefits;
- The families with whom they have contact are already participating;
- It will take a while to see results – the momentum is growing.

Opportunities

Participants of focus groups and interviews suggested the following opportunities for future Mentoring Groups to increase participation and/or engagement of vulnerable children and their families:

- Hold Mentoring Group sessions at other services so that participants can see the service, meet the people who work there and get a better understanding of what they do (examples cited included the Raphael Centre, childcare centres, Wathaurang);
- Encourage more childcare centre and kindergarten staff to attend Mentoring Groups (the proportion of these staff seemed to decrease as the year progressed) and provide them with focussed professional development sessions involving speakers from Child Protection, Bethany and Glastonbury;
- Build an understanding of managers and childcare centre directors about the importance of workers developing skills to effectively engage with vulnerable families;
- Work with Gordon TAFE, universities and other courses that educate child care workers and teachers to ensure they are taught to recognise the signs of children with additional needs and the services available to assist;
- Provide a central database about what services are available, how funding could be accessed etc. It was clear that the Community Directory is not well known and/or used by focus group participants – this should be promoted more widely within the sector;
- Provide more opportunity to build understanding of (and compassion for) vulnerable families, why they are in this position and the issues that they face;
- The DEECD Quality Assessment and Ratings process[25] requires each education and care service to prepare a Quality Improvement Plan, which

[24] The Victorian Government provides up to 18% of a childcare centre's income to provide funded spaces for vulnerable children, although there are options for additional consideration to exceed the 18% limit – see chapter 14.7, p206 of the *Child Care Service Handbook* http://www.deewr.gov.au/EarlyChildhood/Resources/Handbook/Pages/default.aspx

could be used as a formal incentive to increase skill development in staff and Mentoring Group attendance by childcare workers. This could be communicated to all childcare centres;

- Develop a forward calendar that enables people to pick and choose relevant sessions. Ensure that the intended objectives of each session are clearly described, and offer a range of times to suit attendees.

Many of these suggestions are strongly reflected in the recommendations of the Cummins *Vulnerable Children* Inquiry[26], and COAG's *Investing in the Early Years*[27].

Comments from participants:

"Mentoring Groups should focus on building confidence in making referrals to family services. People seem to have so much anguish about this process, and yet we generally have really great outcomes for children. We are there to support families, yet many childcare workers seem to worry that a referral will result in a child being removed from their family. We need to build better understanding."

Family Services Worker

"DEECD should have a full-time worker assigned to specialist services for a region. This person should be visiting childcare centres to identify children with additional needs, and to have the (often difficult) ensuing conversations with parents. This is too complex for inexperienced childcare workers."

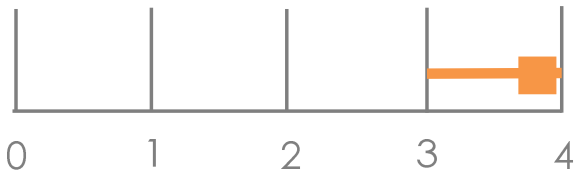
Childcare Worker

[25] The Quality Assessment and Ratings Process is administered by DEECD and covers all education and childcare centres in Victoria. It comprises 7 quality areas, including *Collaborative Partnerships with Families and Communities*
http://www.education.vic.gov.au/ecsmanagement/educareservices/nqf/qualassess.htm
[26] Victorian Government (2012) Op cit.
[27] Council of Australian Governments (2009) Op cit.

4.3.2 *Strengthening Integration*

To what extent did participant involvement in the Mentoring Groups help to strengthen integration and partnership linkages between universal early childhood and education services and other services/agencies?

Figure 7: Average score and range of responses assigned by focus group participants regarding strengthened integration and partnership linkages



Scores provided were all relatively high (3 to 4 out of 4), reflecting the fact that focus group participants generally felt that this objective had been achieved. This was also reflected in initial feedback – 97% of respondents thought that the group had enhanced their links with other services in the early childhood and education sector.

An overwhelming majority of people talked about the key value of the Mentoring Groups in bringing people from the various service providers together in order to:

- Share knowledge;
- Build an understanding of the services that are available in Geelong, their role, who they target and how they can be accessed. Who the people are – putting faces to names;
- Gain better appreciation of the challenges faced by individual services, and how they can be supported by others;
- Build rapport across the services – breaking down barriers, addressing misconceptions about some services (this was assisted by the informal atmosphere);
- Get practical advice from other experienced workers and be able to ask them specific questions;
- Building understanding of the issues faced by various services. A number of participants from family support services particularly valued learning more about the issues faced by childcare workers.

Opportunities

People contributing to this evaluation suggested the following opportunities for future Mentoring Groups to increase integration:

- Develop a directory/list of contacts/updatable database for people in relevant services (including brief description, hours). Some focus group participants cited the $15 annual publication by Lifeline as a good model; it was clear that the Community Directory is not well known or used by many of the workers who contributed to this evaluation;

- Keep the same frequency, length and size of participation of meetings, and flexibility in timing – repeat sessions in the one week on a morning and late afternoon/evening;
- Ensure a calendar of future meetings is publicised well ahead, and is responsive to participants' needs;
- Use the Geelong Directors Network[28] to disseminate information (such as the Community Directory and the calendar) that is shared at Mentoring Group sessions;
- Continue to provide a list of who will be attending a session, and where they work;
- Allocate informal time for people to catch-up before (preferably) or after the session – for example 15 minutes over coffee and cake.

Comments from participants:

"(At the Mentoring Groups)….there were often members of the professional groups who didn't understand how we interact with children. It gave them an opportunity to have a conversation with Child Protection where otherwise they might be a bit scared to approach us. These were informal conversations that educated people about what we do. It was fantastic to be able to interact with other services without it being in the context of raising a formal report."
Child Protection Worker

"I moved to Geelong early this year. The Mentoring Groups provided invaluable opportunity for me to learn about the services available in Geelong and to meet people from these services. I have passed a lot of this information on to others in my organisation."
Family Services Worker

"It is much easier to pick up the phone and call someone that you have met – especially if it is about a sensitive issue."
Family Services Worker

"Good to see services working with young children together and exchanging information"
Mentoring Group participant

[28] Geelong Directors Network was established for all Long Day Care Centre Directors to share information.

Case Study – Knowledge of other services

An Early Years Worker attended a Mentoring Group session regarding services provided by the mental health team. The worker had previously been unaware of the service and found the discussion enlightening.

Two weeks after the session she met a very distressed mother in the course of her work. The worker referred to her notes from the Mentoring Group and was able to link the mother immediately with a triage service. She explains that she would not have known what to do with that family if she had not attended the Mentoring Group session.

4.3.3 Were the Mentoring Groups worthwhile?

There was overwhelming support for the proposition put to focus group participants as to whether the Mentoring Groups had been worthwhile: all rated the initiative a 4 out of 4 in this respect.

This correlates with the results of the feedback received from Mentoring Group participants immediately after each session: 46% thought that the session had been **helpful** in that it provided them with information/advice to work more effectively with vulnerable children and families. 54% thought that it had been **very helpful** in this regard.

Unanimous among focus group participants was the plea that the Mentoring Groups continue in order to build on the relationships and linkages that had been forged through the series.

In particular, attendees of the Mentoring Groups valued:

- Learning from each other and the (highly relevant) guest speakers;
- The forum for some services to pursue their objectives for providing education, sharing information and linking with others;
- Being in a collegiate group in which work-related issues could be discussed openly and questions answered;
- The opportunity to establish and develop professional relationships, with the understanding that all participants were working together for the benefit of children and families;
- The constant reminder for services to re-evaluate their processes and approaches;
- The important role played by the facilitator who made everyone feel welcome and safe, and ensured that conversations were relevant and involving everyone. Many people appreciated that they could open difficult areas of conversation without fear of judgement;
- The lack of agenda because it enabled the conversation to evolve with the needs of the participants;
- The ability to choose which Mentoring Groups were most valuable, to provide feedback and influence future session topics;

- The intimate size of the group, which enabled people to stay engaged and for the discussion to remain focussed. Keeping the group size at a maximum of 15 helps everyone participate in the conversation;
- The frequency (6 weekly) and duration (1.5 hours) made the groups accessible without placing undue impost on a workplace to cover staff;
- Informal networking before and after the session;
- The central location (but not the parking);
- Printed resources and handouts that were available to support the theme of each group.

Quotes from the initial feedback forms:

"It was beneficial to understand the perspective of other service providers."

"There was a feeling that services wanted to gain knowledge of how others work with children."

"It was honest, open, child focused communication"

"It was good to be able to support services we know of and provide a bridging role to others."

"I felt comfortable in the environment, confident that I could speak up, ask questions, offer insights."

"It was good to hear others are finding an increase in the complexity of families also."

"It was engaging and open discussion and interesting to hear of different experiences across the sector."

Comments from focus group sessions:

"Getting first-hand information from guest speakers about their processes and referral criteria (etc) was much more beneficial than reading a pamphlet."
Mentoring Group participant

"I rate the Mentoring Groups 10 out of 4!! They opened up so much dialogue between the services, and instilled the notion that we are all working together for the benefit of children in the region."
Mentoring Group participant

"I really enjoyed the Kinship Care session and have organised the speaker to come out and talk to my staff. It is highly relevant to our service."
Childcare worker

"*The Mentoring Group reinforced the need for me to be in more contact with childcare workers."*
Family Services Worker

Focus group participants felt that the following groups had benefited from their involvement in the Mentoring Groups:

- Mentoring Group attendees – building of confidence (for example in referring clients to appropriate services, and validation of current practices), increased knowledge, peer support etc;
- Colleagues and staff of the participants – through the sharing of information;
- Organisations – promoting the role and services offered by each service provider;
- Vulnerable families and children – through the provision of information made available in the groups, accessing a new service to which they have been referred, timely intervention, and being on the receiving end of changed attitudes and practice (for instance on the part of childcare workers). These factors can all lead to greater empowerment and building of confidence on the part of clients.

A number of people mentioned the value of having one person accountable for coordinating the Mentoring Groups including logistics, invitations and researching/ securing speakers. The added benefit of the coordinator's facilitation skills was invaluable. It was commonly felt that without a dedicated coordinator, the groups would lose momentum and not be sustained.

4.4 Opportunities

2	Continue to provide multi-disciplinary opportunities for training and development on an ongoing basis, considering the opportunities outlined in this report.

5. Maternal and Child Health Innovations Pilot

5.1 Overview

Maternal and Child Health Innovations Pilot (*'the MCH Pilot')* was a proactive intervention whose objective was to **improve outcomes for vulnerable children by maintaining engagement in the Maternal and Child Health Service.** Specifically, the Pilot aimed to

- Identify and approach families who have not maintained contact with the Enhanced Maternal and Child Health Service
- Explore the reasons why engagement was not sustainable
- Support the family to re-establish contact with either the Enhanced or Universal MCH Service.

The experience of many early childhood services including Maternal and Child Health is that vulnerable and marginalised families often access services intermittently and disengage for a variety of reasons. Most parents will have contact with services, but some then cease attendance, attend infrequently, or do not become fully engaged.

The Enhanced MCH Service responds assertively to the needs of children and families at risk of poor outcomes. This service is provided in addition to the key ages and stages framework that is offered through the Universal MCH service.

Keeping track of the location of families and ensuring that all necessary consultations are undertaken is an administrative challenge for the MCH team. Practice is guided by a DNA (Did Not Attend) Policy that allows for three attempts to establish contact when an appointment has been missed. The policy also provides for a report or referral to Child FIRST if there are concerns about the child's welfare. Otherwise no further attempts are made to re-establish contact and the family is discharged.

The MCH pilot involved the appointment of a 0.2 EFT Maternal and Child Health Project Officer to locate 215 families who had disengaged from the Enhanced MCH service over a 12 month period.

In the course of the project's implementation the Project Officer logged all attempts to contact a family and assessed why families had disengaged, why they didn't want to re-engage, what barriers prevent them from attending MCH appointments and how these might be resolved.

5.2 Evaluation Methodology

To evaluate the effectiveness of the MCH Pilot, interviews were held with members of the City of Greater Geelong Maternal and Child Health service and the ECIDP:

Interview #	Participants
1	ECIDP Project Worker
2	MCH Innovations Project Officer
3	Community Child Health Coordinator
4	Senior Team Leaders MCH (x2)

Feedback has been validated with data and other information provided by the ECIDP Project Worker and the MCH Pilot Project Officer.

5.3 Evaluation Results

5.3.1 *Why do families disengage from MCH?*

There was good discussion in each of the interviews about the reasons that families disengage from MCH, and the barriers to participation and engagement. These included:

- **Linkages between services** – Difficulties in accessing information from other services regarding care arrangements and/or family contact details; communication not always occurring between Enhanced and Universal services when a family is discharged
- **Local MCH practice** - Implementation of DNA policy (families discharged too quickly, often several attempts to engage are required); long lead time between 2yo & 3.5yo visits; the appointments process (appointments not made at the end of a visit, parents unsure as to how to make an appointment, appointment reminders necessary, appointments process often takes time - parents are often limited by phone credit); difficulties establishing rapport between service staff and families
- **Accessibility of MCH services** - Appointments not available in a short time frame; MCH Nurse centre visiting/opening hours not suiting families; mothers still in school or at work and not able to get to the centre during opening hours; appointments not possible in non-CoGG daycare centres; lack of transport, difficulty negotiating public transport with several young children
- **Socio-cultural factors** - Knowledge/research and professional opinion may be dismissed; some parents will not respond to phone messages (but will to texts); language barriers; families engaging in practices that are discouraged by the MCH (such as co-sleeping)

- **Lack of awareness about MCH** and why it is important - MCH is voluntary; some people see the service as not necessary; parenting information being provided by others in the community; MCH is not given credibility; Getting parenting education or health advice from another service – e.g. GP
- **Family environment issues** - substance abuse, lack of stability, transience, chaos; lack of mobile credit; contact details may have changed and MCH can't locate them; MCH may not a priority for the family; some families don't want workers in their home; seeing the service as a threat (e.g. if currently referred to Child Protection – may see all services in a negative light); completion of Court Orders that require engagement with MCH

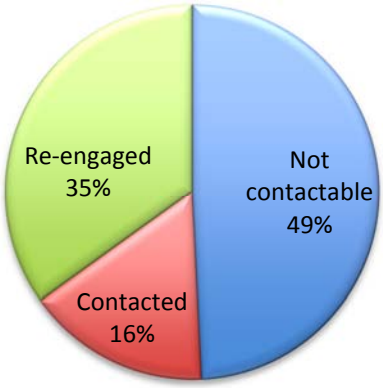
5.3.2 Did the pilot increase participation and engagement?

Of the 215 children who were 'inactive' or discharged from the MCH service, 152 (71%) constituted 'justified' discharges:

Justified discharge	# children
Completed 3.5yr check	42
Moved out of region	35
Attending Universal MCH	35
Completed 2yr check	36
Outside funded Key Age Stage	4
Total Justified discharge	**152**

This left 63 children to be followed up by the MCH pilot. Figure 8 shows the relative proportions of children who were re-engaged as a direct result of the pilot (22 or 35%), compared with those who were contacted but did not re-engage (10 or 16%) and those who were not contactable (31 or 49%).

Figure 8 - Disengaged Families



Families in the 'non-contactable' category were generally so because they had either moved out of the region/to an unknown location or the children were in Out of home care (See Section 5.4)

Re-engagement with 22 families was considered a successful outcome. Interviewees felt that participation had been increased due to families feeling valued as a result of increased communication, and the fact that they were provided with increased options regarding appointment timing and location. Communication included a range of approaches such as text messages, face to face and phone contact and letters.

Interviewees felt that increased engagement was evident in the high number of parents who responded to the Project Officer's messages, even if they did not wish to make an appointment with MCH. It is clear that persistent attempts to contact families resulted in greater engagement; MACHS records show that otherwise many months might pass between attempts to contact a family.

Interviewees commonly stated that the levels of participation and engagement would have been higher if the Project Officer was available for more than 1 day/week and/or for a longer period (beyond the end of the Pilot). The Enhanced Team are currently looking at how this work can be continued.

5.3.3 What worked well in re-engaging families?

Interviewees noted that the work undertaken through the Pilot was effective in the following ways:

- Being proactive and persistent with families, given that it took on average 4 attempts to contact a family to re-engage.
- Sending texts to parents and offering texting as an alternative method of responding to calls.
- Following up secondary contacts (e.g. grandparents) to assist in convincing parents to re-engage.
- Individual, personalised service – being friendly, having all details of the child available when making calls.
- Ability to offer a 2.5 year-old check or the 2-3 Program[29] to keep families engaged.
- Knowing when to cease: not continuing to call/leave messages when a parent doesn't want contact.

While the interviews intentionally did not cover aspects of project process, a few attributes emerged as being beneficial:

- Continual oversight by the ECIDP Project Worker to monitor the project and assist in removing obstacles

[29] The 2–3 year program is designed to offer parent education across specific topics to support families between the last two key age and stage visits. (2yr to 3.5yr)

- Accommodating the Project Officer with the MCH Team, and her ability to make an appointment for a family immediately

5.3.4 What didn't work well?

- Phone numbers and addresses on the Maternal and Child Health System electronic client database (MACHS) were often out of date or otherwise incorrect
- Letters were not successful – look very official
- Cold-calling/home visits – too confronting
- Inability to provide appointment times that were convenient to parents
- Inability to make appointments in a short timeframe following contact being made

5.3.5 Was there any practice change?

Community Child Health staff were asked whether there had been any changes in practice throughout the Pilot project as information was shared with them.

The key area of direct practice change was in improving documentation in the MACHS; the issue of information management in the DEECD system was also highlighted by the Victorian Auditor General in 2011 and by the Cummins *Vulnerable Children* Inquiry this year[30].

This was addressed by including a session on 'quality documentation' as part of the Professional Development Day for all MCH staff held in August 2012.

In addition, the MCH service has implemented a number of system improvements to address the barriers that have been discussed in this report; some of those are listed in Section 5.3.7.

MCH is awaiting the outcomes of this evaluation so that further change can be built into the service and the Service Improvement Plan. Results will be discussed within the MCH team and with others, such as Child Protection, in order to improve future practice.

5.3.6 Was the MCH Pilot worthwhile?

People interviewed from Community Child Health were asked whether the MCH Pilot had been worthwhile and/or effective. All were unequivocal in their response that it was both.

Reasons stated included:

- Twenty-two families were re-engaged with MCH services as a direct result of the Pilot.

[30] Victorian Auditor General (2011) Op cit.; Victorian Government (2012) Op cit.

- The Pilot provided time over and above the resources that would normally be available to make contact with disengaged families. While there is not the capacity to absorb and replicate this effort after the Pilot concludes, it gave good insights about the additional time and resources that are needed to engage vulnerable families.
- The Pilot gave a picture as to why families had disengaged, and what could be done to prevent this happening with others in the future. The importance of following up contacts – particularly families who are discharged from Enhanced to the Universal service - was highlighted
- Having someone from outside the team looking at notes in MACHS has highlighted the need to improve record keeping
- It gave MCH evidence that validated their insights that the team already had.

5.3.7 Opportunities for practice change

Interviewees were asked to suggest changes to the MCH Service that could be implemented to overcome barriers to participation and engagement; suggestions are listed in the table below. Some of these opportunities were the result of client feedback that had been documented by the MCH Pilot Project Officer.

Suggestions for Practice Change (arising from consultations)	
Opportunity	**Detail** (✓ indicates this opportunity is now implemented by MCH, is proposed or is being considered for implementation)
Improve communication, linkage and follow-up between Universal, Enhanced, Child Protection and other services	• Improve communication between Enhanced and Universal services • Ensure an Introduction Appointment with Universal after discharge from Enhanced • Greater willingness on part of other agencies to work with MCH to follow up with families • Improve communication with Child Protection so that MCH is up to date with a child's care arrangements • Pursue opportunities to follow up children in Out of home care • Ensure that foster and kinship carers are provided with details about MCH and how to make an appointment.

Suggestions for Practice Change (arising from consultations)	
Opportunity	**Detail** (✓ indicates this opportunity is now implemented by MCH, is proposed or is being considered for implementation)
Change local MCH practice	• Send text messages regarding appointments and reminders about these (requires appropriate software/technology that is linked to MACHs to enable automated texts) • Make appointments closer to time of re-engagement (while parent is keen to re-engage) ✓ Follow up families discharged from Enhanced for an appointment with the Universal Service within 2 months (can be done during final Enhanced visit) • Allocation of more time/resource to follow up disengaged families ✓ Improved record keeping in MACHS
Improve accessibility of MCH services	✓ Conduct a trial introducing MCH into playgroups and childcare centres in the 3214 postcode • Establish an 'outpost' centre somewhere local and central – e.g. Corio Village • Provide home visits by Universal service (currently offered in extenuating circumstances) • More staff, centres open for longer hours, flexibility of hours and locations (while providing for wellbeing of staff and within agreed workloads)
Build awareness about MCH and why it is important	• Produce a plain English information sheet and pursue opportunities to develop non-written information tools for parents with low literacy levels • Provide education at the time of the first home visit about the importance of the service and the benefits of maintaining engagement

5.4 Children in Out of home care (OOHC)

Seventeen of the families that were subject of the MCH pilot involved children in Out of home care, the purpose of which is to provide children who are unable to live at home due to significant risk of harm, with a placement, which ensures their safety and healthy development and achieves stability[31].

Families with children in OOHC are transferred from EMCH to a universal MCH service as it is deemed that the child is in safe care and no longer requires additional support. In this scenario it is assumed that a carer of a child in OOHC will access MCH more readily, but as the pilot discovered this is not always the outcome, and as such there is the possibility of a highly vulnerable child not accessing MCH.

Engagement with these families is generally difficult due to the fact that all contact must be via Child Protection or Child FIRST. There is opportunity to improve communication between the MCH team and Child Protection/Child FIRST workers, including notification to MCH when a child is removed from – or returned to - the family home. This will inter alia reduce risk to service staff who visit a home in which parents are angry about the loss of their children.

There is also opportunity to improve the ability of the MCH team to get contact details of case workers.

These opportunities are consistent with

- A requirement of DHS in the *Children Youth and Families Act 2005* to *"work with other government agencies and community services to ensure children in Out of home care receive appropriate educational, health and social opportunities".*
- MCH Service Guidelines (2011) stating that *"when a child comes into Out of home care, it is important for the Child Health Record to be given to the carer. This will help to ensure that there are no gaps in health care for the child and that the care is right for the child."*

The challenges explained by MCH staff regarding engaging with children in Out of home care are consistent with those described in the *Report of the Protecting Victoria's Vulnerable Children Inquiry (2012).* The report discusses the submission by the Victorian Child Death Review Committee (VCDRC), which stated that *"statutory child protection services and service partners need to put a higher value on reciprocal communication and constructive challenge of divergent assessments in order to build shared understandings as the basis of working together."*

[31] http://www.dhs.vic.gov.au/cpmanual/out-of-home-care/overview-of-placement-of-children-and-young-people/1395-definition-and-purpose-of-out-of-home-care

5.5 Opportunities

3	Work with Child Protection and Child FIRST to improve communication with MCH.
4	Work with Child Protection and Child FIRST to develop a process for notification of Out of home care arrangements to early childhood education services
5	Investigate implementation of an automated system of text message reminders regarding upcoming appointments
6	Make advance appointments wherever possible (implement as standard practice across the MCH service)
7	Implement a system of identifying and monitoring children with multiple risk factors to ensure that engagement is sustained across MCH services
8	Ensure detailed and consistent documentation in MACHS in line with MCH program standards – especially for children in Out of home care or when other services are involved
9	Ensure persistent and proactive follow up for children and families who disengage from the MCH service

6. Supporting Vulnerable Families with Kindergarten Enrolment

Government policy recognises that quality early childhood experiences, such as participation in a kindergarten program, can reduce the effects of disadvantage and vulnerability[32]. Research indicates the positive impact is greater for vulnerable children if they are able to access two years of kindergarten before school.

Up to date and correct knowledge of kindergarten processes is vital for family support workers who are supporting and assisting families to access and enroll in kindergarten.

Over the course of the ECIDP, the Project Worker collaborated with Geelong Kindergarten Association to support and inform family support agencies and Child Protection on kindergarten enrolment processes.

A handout was created to cover some of the issues that can impede a smooth transition to kindergarten. It also explained the process of kindergarten enrolment for case workers from Child Protection and family support services.

The Project Worker and a representative from the Geelong Kindergarten Association attended various team and staff meetings involving local Child Protection and family support services to deliver the handout and address any questions that may arise.

The information was presented at team meetings to Glastonbury Community Services, Bethany Community Support, MacKillop Family Services, Child Protection, and the Early Childhood Support Agency Network, a total of 5 x 1 hour sessions (total of 49 participants).

The feedback from team leaders at each of those meetings was that the information was invaluable when working with vulnerable families. Many of the workers did not have current knowledge and information about the processes involved when enrolling children in kindergarten and also information about local kindergarten services in general. Highlighted at each of these presentations was the importance of good communication between family services staff and kindergarten teachers, and also the importance of involving kindergarten teachers in the case plan meetings for some of their families.

The feedback from team leaders at each of those meetings was that the information was invaluable when working with vulnerable families. Many of the workers did not have current knowledge and information about the processes involved when enrolling children in kindergarten and also information about local kindergarten services in general. Highlighted at each of these presentations was the importance of good communication between family services staff and kindergarten teachers, and also the importance of involving kindergarten teachers in the case plan meetings for some of their families.[33].

[32] Council of Australian Governments (2009); Department of Education and Early Childhood Development (2012)

[33] Early Childhood Innovations Development Project Progress Report, April 2012

7. Early Start Kindergarten

Early Start Kindergarten Program (ESKP) is a Victorian State Government funded initiative that provides eligible three year old children access to kindergarten at no cost. The initial pilot program in Geelong was funded from July 2009 until December 2010 and involved sixteen local government areas including City of Greater Geelong. From January 2011 the program was coordinated by the regional Department of Education and Early Childhood Development office.

There was ongoing support and promotion of Early Start Kindergarten funding by the ECIDP to all early childhood services, including

- MCH – flyers to each of the MCH centres, central email to MCH staff
- Kindergartens – flyers in every GKA kindergarten promotion pack at their PD day in July 2011 and a short information presentation on ESKP at their PD Day.
- Early Years networks – presentations on ESKP at various early years networks and flyers handed out at each meeting attended by ECID project officer.
- Child Protection – a meeting with unit managers and community partnerships manager to explain and promote the ESKP funding; attendance at a Child Protection Team meeting. Collaboration with the Community Based Child Protection worker to promote ESKP funding.
- Child FIRST – attendance at the Barwon Child and Family Services Alliance, management group meeting to explain and promote ESKP funding.

Awareness of the Early Start program was mixed among Child Protection workers, likely due to regular staff turnover. This indicated the need to raise awareness of Early Start among Child Protection workers on an ongoing basis.

One of the key issues with the Early Start Kindergarten funding is identification of eligible children, which ultimately begins with Child Protection, Child FIRST and Family Support workers having a good knowledge and awareness of available funding and eligibility criteria. Children who are eligible for the funding need to be identified and processes put in place for the child to access an eligible kindergarten. Monitoring and facilitation of the Early Start Kindergarten program needs to be occurring on a regular basis to ensure that current information is regularly being passed onto the relevant services[34].

[34] Source: Early Childhood Innovations Development Project Progress Reports, October 2011 and April 2012

8. Discussion: Addressing the Key Evaluation Questions

KEQ 1 To what extent have project activities contributed to increased participation of vulnerable children in early childhood education services?

Feedback from participants of the Professional Development sessions indicates that it is difficult to draw a link between session attendance and increased participation of vulnerable children in universal and education services. The sessions did not provide information about available services or referral processes and there is not conclusive evidence to suggest that more vulnerable families participated in services to a greater degree as a result.

It was difficult to definitively report on the numbers of additional children participating in services as a result of workers attending the Mentoring Groups. Some workers were unable to link their attendance and vulnerable child participation, while others drew on specific examples of referrals made as a direct result of their attendance.

Half of Focus Group attendees stated that they *thought* that the Mentoring Groups had resulted in greater participation. In particular, they thought that increased awareness and collaboration across the services ultimately led to more referrals.

When contacted for evidence to support this perception, some case studies were provided while other people were unable to cite specific examples. One Family Services Worker explained that it was part of her 'self-care' to not recall the specifics of the cases with which she works.

Other attendees said that it was difficult to attribute vulnerable child participation levels to any one initiative. Rather, they believe that any increase in participation is due to a combination of initiatives such as training sessions, Mentoring Groups and/or briefings by the ECIDP Project Officer.

This view was echoed by the Project Worker of the (Bethany) Early Childhood Development Pilot Project, the evaluation of which involved interrogation of case records. The Bethany ECDP project was implemented over a similar period as ECIDP, and professional development opportunities were coordinated across the two projects. The Bethany ECDP project's evaluation describes a 2037% increase in referrals to Early Years Services and a 71% increase in referrals to Child FIRST over the period July 2011-June 2012, compared with previous years. The Bethany ECDP Worker attributes this increase to a suite of activities initiated throughout the Geelong region including those initiated through her project and the ECIDP.

Although measurement of increased participation was not possible within the scope of this report, anecdotal evidence suggests that the objective of increased participation was achieved, particularly as a result of the Mentoring Groups.

The MCH Project followed up on 215 children who had disengaged from MCH practice in the previous 12 month period. Of the 215, 71% or 152 children were found to have been justifiably discharged from MCH services for a range of good reasons. Of the remaining 63, around half were not contactable, but a third (22 families) were re-engaged with the service, which was a successful outcome. Several good initiatives were implemented as a result to embed practice changes, including modes of contact and the value of home visits.

KEQ 2 To what extent have project activities contributed to increased engagement of vulnerable children, parents and families with early childhood and education services?

It is apparent that attendance in the Professional Development sessions resulted in participants gaining insights into how their behaviours can have a considerable impact on the ability of service workers to engage families in a manner that is cognisant of their sensitivities and needs.

The vast majority of contributors to this evaluation indicated that the information they had received was either 'helpful' or 'very helpful' and had resulted in some adaptation of their work practices. It was not possible to quantitatively measure increased engagement (as a result of attending the 3-hour sessions) within the scope of this project. However, feedback from participants suggests that adapted work practices were beneficial in this regard.

This is consistent with the feedback provided about the Mentoring Groups, with all Focus Group attendees stating that the Mentoring Groups had led to at least some increase in engagement with vulnerable children and families. This was generally attributed to the sharing of knowledge and information leading to practice change. Again the inability to verify this feedback with quantifiable data is evident.

The MCH Pilot directly resulted in the engagement (or re-engagement) of 22 vulnerable children with the MCH service. This was achieved through persistent attempts to contact parents who had disengaged with the service.

While difficult to definitively measure, it is reasonable to conclude that the collective result of the three initiatives described in this report is greater engagement of vulnerable families with more informed services. The objective of increased engagement was therefore achieved.

KEQ 3 To what extent have project activities strengthened partnership linkages between Universal, early childhood services, primary education providers and organisations working with vulnerable children?

Building relationships and hence linkages between services was a primary objective of the Mentoring Groups and feedback suggests that this objective was certainly achieved through information and knowledge sharing and discussion of common issues and practices. This will lead to greater collaboration in the services provided to vulnerable children and their families across the municipality.

One hundred and sixty early childhood and education staff from at least twelve services attended the 14 sessions. This alone was worthwhile for the reach and range of people involved in the area of work. Interestingly, the feedback was strong and surprisingly consistent. While participants may have been ambivalent about the impact of the sessions on participation and engagement of vulnerable children and families, there was unanimous support for the proposition that the Mentoring Group sessions were effective or extremely effective in strengthening integration and partnership linkages between services and agencies.

Another sign of the effectiveness of the Mentoring Groups was the range of comments received on the value of the sessions, and the strong support for the idea that the sessions should be continued into the future. Some interesting opportunities were also generated by the participants, including the idea of developing a directory

or updateable database for participants, as well as a calendar of future meetings or events. Anecdotal comments indicated the value of breaking down barriers between professional groups in the Geelong area.

Several participants noted that it was much easier to refer families to another service when the staff of the other service were known to those referring. Other comments suggested that meeting professionals from other services face-to-face gave participants a good sense that they were all working together for the benefit of vulnerable families and children. Participants believed that the Mentoring Groups made it easier to develop relationships of trust between different agencies and their staff members.

Neither the Professional Development sessions nor the MCH Pilot were designed for the purpose of strengthening partnership linkages, featuring little opportunity for interaction between participants from different services and sharing of knowledge.

9. Conclusion

In reviewing the results of various sessions and reading the responses from group participants and from focus groups, it is hard to avoid the conclusion that this project has stimulated considerable thought and insight into services provided in the Geelong region for vulnerable children and families.

Also unavoidable is the conclusion that there is a dearth of solid quantitative evidence to back up the claims made by professional staff about the value and outcomes of the ECIDP. Although some useful statistics were developed in the Bethany Early Childhood Development Pilot Project and in the Maternal and Child Health Innovations Project, there was otherwise limited ability to create incontrovertible connections between the objectives of these programs and the desired tangible results for vulnerable children and families.

Some of these information issues have been previously identified by the Victorian Auditor General and the Cummins Inquiry as systemic problems, and should be addressed at a statewide level. However, it is also clear that there is benefit in local programs being able to demonstrate in concrete terms to funding bodies that innovative programs such as these can provide clear value for the funding dollar.

Nevertheless, there is enough information to suggest that each of the projects evaluated in this report were of value to participants and indirectly made a difference to their clients.

The **Professional Development sessions** reached 340 participants, and addressed workforce strengthening objectives of several National and Victorian policy statements. An overwhelming majority of participants identified a moderate or significant impact on awareness of ways to work with vulnerable families and children. Participants also indicated that a large majority had adapted work practices to some extent. Areas of change included consideration of different ways of contacting families; communication styles; awareness of the background and needs of vulnerable children; and consideration of the setting for different conversations with children and families.

The **Mentoring Groups** involved 160 participants across at least twelve services, and featured invited guests who could bring new information or a different perspective from another part of the early childhood development sector. Participants had divergent views as to whether the sessions had promoted increased participation by children and families, and there was agreement that there was a moderate improvement in engagement of these clients. However, there was overwhelming support for the value of the groups in strengthening integration and partnership linkages between early childhood services and other agencies.

Not surprisingly, participants were also in agreement that the mentoring groups should be continued as part of the professional support network in the region. It was also suggested that this and other professional development opportunities should be built in as a commitment in each service's Quality Improvement Plan, mandated recently under the DEECD Quality Assessment and Ratings process.

Participants noted that the Mentoring Groups provided the opportunity to build partnerships across services to create good pathways for vulnerable families; a better understanding of referral options; knowledge sharing and support; and greater understanding leading to attitudinal and behavioural change on the part of the professional staff.

The **Maternal and Child Health Innovations Pilot** involved an intensive follow-up of 215 disengaged children, and provided useful information on families which had justifiable reason for moving on, as well as the reasons why other families were disengaged, but still in need of the services. The follow up was successful, with 22 families reconnecting with MCH services. Importantly, the Pilot highlighted the importance of better documentation, information management and information exchange between services.

In the case of out of home care, the pilot also provided some valuable insights and practice changes, including the imperative need for good communication across services.

Other learnings from the Pilot included the value of persistence and continued oversight of clients; different contact methods such as text messaging and personalised approaches; and awareness of the complexity of background reasons for disengagement.

Over the course of the Early Childhood Innovations Development Project, there was a focus on supporting vulnerable families through kindergarten enrolment, and in particular promoting the **Early Start Kindergarten Program**. It was found that there was mixed awareness of the program, and a need for good information exchange between services.

10. References

Australian Bureau of Statistics http://maps.aedi.org.au/lga/vic/22750

Bethany Community Support (2012) *Early Childhood Development Pilot Project Final Report*

City of Greater Geelong (2012) *Early Childhood Innovations Development Project Progress Report, April 2012*

Council of Australian Governments (2008) *Early Childhood Commitment* http://www.deewr.gov.au/Earlychildhood/Policy_Agenda/Pages/COAG.aspx

Council of Australian Governments (2009) *Investing in the Early Years* http://www.coag.gov.au/node/205

Department of Education and Early Childhood Development (2004) - *Breaking Cycles, Building Futures project* http://www.eduweb.vic.gov.au/edulibrary/public/beststart/ecs_breaking_cycles_best_start.pdf

Department of Education and Early Childhood Development (2011) *Quality Assessment and Ratings process* for education and care services http://www.education.vic.gov.au/ecsmanagement/educareservices/nqf/qualassess.htm

Department of Education and Early Childhood Development (2012) - *Victoria's approach to Universal Access to Early Childhood Education* http://www.education.vic.gov.au/earlylearning/universalaccess/default.htm

Department of Education, Employment and Workforce Relations – Early Childhood policy agenda (undated) http://www.deewr.gov.au/earlychildhood/policy_agenda/Pages/home.aspx

Department of Education, Employment and Workforce Relations (2009) National Early Childhood Development Strategy – *Investing in the Early Years* http://www.deewr.gov.au/earlychildhood/policy_agenda/pages/earlychildhooddevelopmentstrategy.aspx

Department of Education, Employment and Workforce Relations (2008) *National Partnership Agreement on Early Childhood Education*: State and Territory Bilateral Agreements http://www.deewr.gov.au/Earlychildhood/Policy_Agenda/ECUA/Documents/BASummaryTable.pdf

Department of Education, Employment and Workforce Relations (2010) – Evaluation of the National Partnership Agreement on Early Childhood Education: annual progress report 2010 http://www.deewr.gov.au/Earlychildhood/Policy_Agenda/ECUA/Documents/AnnualProgressReport2010.pdf

Department of Education, Employment and Workforce Relations (2011) *Child Care Service Handbook*
http://www.deewr.gov.au/EarlyChildhood/Resources/Handbook/Pages/default.aspx

Kismet Forward (2010) *Early Start Kindergarten Program: Evaluation of Pilot Conducted in Geelong*

Royal Children's Hospital Policy Brief No 18 (2010): *Barriers to Engaging Marginalised and Vulnerable Families*
http://www.rch.org.au/emplibrary/ccch/PB18_Vulnerable_families.pdf

Victorian Auditor General (2011) *Early Childhood Development Services: Access and Quality*
http://download.audit.vic.gov.au/files/20110525-Early-Childhood.pdf

Victorian Government (2012) *Protecting Victoria's Vulnerable Children* Inquiry
http://www.childprotectioninquiry.vic.gov.au/report-pvvc-inquiry.html

8. DELEGATIONS TO THE CEO AND COUNCIL STAFF

Portfolio: **Governance - Mayor**
Source: **Corporate Services - Administration and Governance**
General Manager: **Jeff Wall**
Index Reference: **Subject: Delegations**

Summary

- Council as a legal entity can only act in one of two ways, by resolution or through others acting on its behalf. To enable effective and efficient functioning of local government, decision making powers are allocated by formal delegation.
- The *Local Government Act* 1989 enables Council to delegate to the Chief Executive Officer (CEO), with specified exemptions, "any power duty or function of a council under this Act or any other Act".
- All delegations must be reviewed within 12 months of a Council Election. No changes are proposed for the delegation to the CEO from the previously approved Instrument of Delegation adopted March 8, 2011.
- Section 98 of the *Local Government Act* 1989, section 188 of the *Planning and Environment Act* 1987, section 58A of the *Food Act* 1984 and other legislation empowers Council to delegate its powers, duties and functions to appropriate Council officers.
- Whilst most delegations to Council staff are in the form of a sub-delegation from the Chief Executive Officer, there are a small number which require delegation from Council.
- This report addresses delegations from Council to the CEO and to members of staff.

Cr S Kontelj moved, Cr Harwood 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 instruments of delegation, 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* (Appendix 1), subject to the conditions and limitations specified in that Instrument.**

2) **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* (Appendix 2), the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.**

3) **The instruments come into force immediately the common seal of Council is affixed to the instruments.**

4) **On the coming into force of the instruments all previous delegations to the Chief Executive Officer and members of Council staff are revoked.**

Carried.

8. DELEGATIONS TO THE CEO AND COUNCIL STAFF (CONT'D)

Report

Background

Delegation of powers in local government is considered essential to enable day to day decisions to be made and actioned in a timely manner.

Council must review all delegations in force under Section 98 (6) of the *Local Government Act* 1989 within 12 months after a Council Election.

These delegations are based on a model developed and maintained by Maddocks lawyers who are engaged to provide an update service for Council and include changes up to December 2012.

The Maddocks model is based on:

1) Delegation from Council to the CEO

2) Delegations from Council to members of Council staff

3) Sub-delegations from the CEO to Council staff

This report covers the first two models of Instrument of Delegation of Council to the CEO and members of Council staff.

Section 98(3) of the *Local Government Act* 1989 empowers the CEO to sub delegate powers to Council staff at regular intervals without the need to submit the matter to Council.

Discussion

Under the Local Government Act the Chief Executive Officer is responsible for the day to day management of the Council's operations in accordance with the corporate plan.

The delegation from Council to the CEO is based on 'exception', which involves the delegation of all Council duties, functions and powers except those expressly reserved for Council. For example, the delegation limits the CEO's ability to approve contracts within budget to $2,000,000. No changes are proposed to the existing delegations from Council to the CEO as approved by Council resolution March 8, 2011.

The proposed delegations of Council to members of Staff detail particular sections of the Acts/Regulations and nominate officers by position title to undertake specific powers, duties or functions on behalf of Council. These delegations were last updated and approved by Council in April 2012.

Attachment 1 to the Instrument of Delegation sets out the complete schedule of the relevant powers, duties and functions being delegated, and specifies which officer(s) has responsibility for each power, duty or function.

Attachment 2 lists the changes from the previous delegations approved in April 2012.

The latest review of legislation by Maddocks Lawyers recommended the following changes to the schedule:

- Inclusion of sections 19AA of the Food Act that delegate the power to officers to take certain actions in relation to food premises, including power to direct persons not to allow food to be removed from the food premises.

8. DELEGATIONS TO THE CEO AND COUNCIL STAFF (CONT'D)

- Two new provisions in the Residential Tenancies Act 1997 regarding recording of information in respect of rooming houses.
- Renaming the *Planning and Environment (Fees) Regulations* 2000 to *Planning and Environment (Fees) Interim Regulations* 2012.

Environmental Implications

There are no environmental implications relative to this report.

Financial Implications

There are no financial implications relative to this report.

Policy/Legal/Statutory Implications

The delegation schedule has been prepared in accordance with the Maddocks Lawyers model and complies with the provisions of the *Local Government Act 1989.*

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has any conflicts of interest.

Risk Assessment

A properly maintained system of delegations minimises the likelihood of officers acting outside their powers and exposing Council to unacceptable risk. Regular review of the delegations ensures accountability and responsibility for decisions when the decision makers are identified. Delegations can be subject to legal scrutiny in courts and tribunals.

Social Considerations

There are no social implications relative to this report.

Communication

Delegations are published and maintained on Council's intranet site, Cityweb. Delegations are linked directly to position that enables officers to understand and access what their delegated responsibilities are.

9. REVIEW OF DELEGATIONS – SPECIAL COMMITTEES

Portfolio: **Governance – Mayor**
Source: **Corporate Services – Administration and Governance**
General Manager: **Jeff Wall**
Index Reference: **Subject – Delegations**

Summary

- Section 98(6) of the *Local Government Act* 1989 requires Council to review all delegations within 12 months of a Council election.
- Council has a number of Committees which are termed Special Committees under the Local Government Act, 1898. These Committees have delegated authority to exercise powers, duties and functions on behalf of Council.
- This report addresses delegations to Special Committees.

Cr Harwood moved, Cr S Kontelj seconded -

That in exercise of powers conferred by sections 86 and 87 of the *Local Government Act* 1989 ("The Act"), Council resolves to adopt the:

1) **Geelong Major Events Terms of Reference (Appendix 1) and attached Instrument of Delegation (Appendix 2).**
2) **Central Geelong Marketing Committee Terms of Reference (Appendix 3) and attached Instrument of Delegation (Appendix 4).**
3) **Potato Shed Committee of Management Terms of Reference and incorporated delegations (Appendix 5) and confirm that Committee members who are not Councillors are exempt from having to submit a primary and ordinary return as per section 81 (2A) of the Act.**
4) **Performance Review Committee – Chief Executive Officer Terms of Reference (Appendix 6) and attached Instrument of Delegation (Appendix 7).**

That in exercise of powers conferred by sections 86 and 87 of the *Local Government Act* 1989 and section 188 of the *Planning and Environment Act* 1987 Council resolves to adopt the:

5) **Planning Committee Terms of Reference (Appendix 8) and attached Instrument of Delegation (Appendix 9).**
6) **Development Hearings Panel Terms of Reference (Appendix 10) and attached Instrument of Delegation (Appendix 11).**

Revokes the previous Instrument of Delegations for the Committees listed in this report.

Carried.

9. REVIEW OF DELEGATIONS - SPECIAL COMMITTEES (CONT'D)

Report

Background

The Local Government Act 1989 ("the Act") empowers Councils to establish special committees of the Council. The Council may also delegate powers functions or duties to a special committee which are to be reviewed within 12 months of a Council Election.

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. Meetings are subject to the provisions of the *Local Government Act*, 1989 and Council's Meeting Procedure Local Law.

The following Committees have been established as Special Committees and are therefore required to be reviewed.

Committee	**Review Status**	**Action**
Geelong Major Events	Last reviewed 12 June 2012	Propose adoption without change
Central Geelong City Management Committee	Last reviewed 22 March 2011	Propose adoption without change
Bellarine Multi Arts Facility (Potato Shed)	Last reviewed 10 November 2009	Propose adoption without change
Performance Review Committee – Chief Executive Officer	Last reviewed 10 November 2009	Propose adoption without change
Planning Committee	Last reviewed 22 March 2011	Propose adoption without change
Development Hearing Panel (Planning)	Last reviewed 22 March 2011	Propose adoption without change

Discussion

Geelong Major Events (GME)

Geelong Major Events (GME) was established as a Council Advisory Committee in 1998 and formalised under Section 86 of the Local Government Act 1989 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. GME will be undertaking a further review later this year, including the development of a 10 year strategy which may impact existing Terms of Reference.

The existing Instrument of Delegation to GME was reviewed in June 2012 and no further changes are proposed.

9. REVIEW OF DELEGATIONS - SPECIAL COMMITTEES (CONT'D)

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 current Terms of Reference adopted in March 2011 reflect this activity and no further change are proposed.

Bellarine Multi Arts Facility (Potato Shed)

The Potato Shed was 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, and a Development and Joint Use Agreement was signed. The venue opened on 15 March 15 2001.

Since this initial appointment the Committee's role has evolved to one of promotion and development of the facility and the current Terms of Reference reflect this practice. No further changes to the Terms of Reference are recommended. However, should funding arrangements change the Terms of Reference will be subject to further review and report to Council.

A requirement for Special Committee members to complete primary and annual interest returns is flexible in relation to those members of the committee who are not Councillors. Section 81 (2A) 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 the same exemption continue.

Performance Review Committee – Chief Executive Officer

Council must review the performance of its Chief Executive Officer annually and a Special committee was established to undertake this process.

The committee, comprising of the Mayor and two other councillors is appointed as per the annual committee representation report to Council. The Committee's role is to review the CEO's position description and evaluate performance against set criteria, any changes to remuneration or unsatisfactory performance of the officer are subject to a separate report to Council.

There are no changes proposed to the existing Terms of Reference and delegated authority.

Development Hearings Panel

This committee, consisting of the Portfolio Councillor and officers 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 changes proposed to the existing Terms of Reference, however the Instrument of Delegation has been reviewed to reflect existing practices, rather than a broad delegation of powers duties and functions under the Planning and Environment Act.

9. REVIEW OF DELEGATIONS - SPECIAL COMMITTEES (CONT'D)

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 changes proposed to the existing Terms of Reference, however the Instrument of Delegation has been reviewed to reflect existing practices, rather than a broad delegation of powers duties and functions under the Planning and Environment Act.

Environmental Implications

There are no environmental implications relative to this report

Financial Implications

There are no financial implications relative to this report.

Policy/Legal/Statutory Implications

Special Committees established under section 86 of the Local Government Act, 1989 are open to the public, except where matters of a confidential nature, as prescribed in the Act, are to be dealt with. These Committees may be delegated various responsibilities by the Council.

The Terms of Reference and delegations for the various committees have been review in accordance with the requirements of the Act.

Officer Direct or Indirect Interest

No officers involved in the preparation of this report have a direct or indirect interest in the report content.

Risk Assessment

By adopting and reviewing the Terms of Reference and delegations of the 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.

Social Considerations

The appointment of committees to focus on aspects of the Council role enables committee members to gain expertise in the operation of a committee in a forum which is readily accessible and open to the community.

Communication

Terms of Reference and minutes are available on Council's website or upon request.

COMMON SEAL REGISTER

Cr Ansett moved, Cr Macdonald seconded –

That the following documents be signed and sealed by Council.

Carried.

1. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND CHRISTOPHER JAMES CARSON FOR 4 BELCHER STREET, HAMLYN HEIGHTS

Portfolio:	**Planning – Cr Macdonald**
Source:	**Economic Development, Planning & Tourism**
General Manager:	**Peter Bettess**
Property:	**4 Belcher Street, Hamlyn Heights**
Application No:	**738/2012**

Officers' Comments

This Agreement pursuant to Section 173 of the Planning and Environment Act 1987 was required by Condition 10 of Planning Permit No. 738/2012 issued on 11 October 2012 which allowed the construction of a second dwelling and subdivision of the land into two (2) lots.

The purpose of the Agreement is to ensure that the subdivided land is developed in accordance with the endorsed plans.

This Agreement has been prepared by one of Council's panel solicitors.

Owner's Obligations

All development on the land shall be in accordance with the endorsed plans forming part of the permit (or any amendment to the Permit) or any subsequent planning permit issued by Council.

Council Obligations

Nil.

2. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND FLOUR MILL ESTATE PTY LTD AND BARWON REGION WATER CORPORATION FOR 17-21 RIVERSDALE ROAD, NEWTOWN

Portfolio: **Planning – Cr Macdonald**
Source: **Economic Development, Planning & Tourism**
General Manager: **Peter Bettess**
Property: **17-21 Riversdale Road, Newtown**
Application No: **934/2010**

Officers' Comments

This Agreement, pursuant to Section 173 of the Planning and Environment Act 1987, was required by Condition 2 of Planning Permit No. 934/2010 issued on 21 February 2012 which allowed a two lot subdivision.

Condition 2 of the Planning Permit states:

"The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electricity, gas and telecommunication services to each lot shown on the endorsed plan in accordance with the authority's requirements and relevant legislation at the time."

The parties have agreed to enter into an agreement under section 173 of the Act to provide for a gravity sewer main and separate water supply from the reticulated water main for the separate lots created on the Land under the Plan of Subdivision, and to achieve and advance the objectives of planning in Victoria.

This Agreement has been reviewed by one of Council's panel solicitors.

Owner's Obligations

The Owner covenants and agrees with the Council and referral Authority that:

8.1 It is entirely responsible for the private water and sewer services currently contained within Lot 1 and Lot 2.

8.2 The Owner of Lot 1 will provide unrestricted access to its land to the Owner of Lot 2 to allow the Owner of Lot 2 to maintain its private water and sewer services, provided that in exercising such access the Owner of Lot 2 shall comply with all reasonable directions of the Owner of Lot 1.

8.3 A gravity sewer main is to be provided to Lot 1 and Lot 2 at the cost of the Owner upon the earliest of the following events;

8.3.1 The sale by the Owner of either Lot 1 or Lot 2; or

8.3.2 Any further subdivision of the Land; or

8.3.3 Any change of use of the existing buildings constructed on the Land which has the effect of substantially altering the discharge of sewer waste into the sewer main servicing the Land.

8.4 The water supply from the reticulated water main is to be separated for Lot 1 and Lot 2 upon the earliest of the following events

8.4.1 The sale by the Owner of either Lot 1 or Lot 2; or

8.4.2 Any further subdivision of the Land; or

8.4.3 Any substantial change to the use of the Land from the use as at the date of the Agreement.

Council Obligations

Nil.

3. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND KEVIN JAMES DONNELLY AND SUSAN MARY DONNELLY FOR 44-48 NEWCOMBE STREET, DRYSDALE

Portfolio: **Planning – Cr Macdonald**
Source: **Economic Development, Planning & Tourism**
General Manager: **Peter Bettess**
Property: **44-48 Newcombe Street, Drysdale**
Application No: **918/2010**

Officers' Comments

This Agreement pursuant to Section 173 of the Planning and Environment Act 1987 was required by Condition 3 of Planning Permit No. 918/2010 issued on 31 January 2011 which allowed subdivision of the land into two (2) lots.

The purpose of the Agreement is to register that any future development of the Southern lot other than a single dwelling will require the full construction of Elgin Street. The works may include but are not limited to kerb and channel, road pavement, water proof seal, verge profile, drainage, street trees, street lighting and the provision for pedestrian and cycle movement. The works are to include not only the frontage of lot B but also the Elgin Street frontage of Northern allotment (Lot 1) and any intersection treatment works. All costs associated with the full construction of Elgin Street are to be at the full cost of the developer.

The agreement will be registered on Title of the southern allotment (Lot B) so as to run with the land in accordance with Section 181 of the Planning and Environment Act 1987.

This Agreement has been peer reviewed by one of Council's panel solicitors.

Owner's Obligations

The Owner covenants, acknowledges and agrees with the Responsible Authority that:

3.1 Other than development for a single dwelling, no development may commence on Lot B of the Plan of Subdivision prior to the Owner undertaking the full construction of Elgin Street, Drysdale, being that section of Elgin Street fronting Lot B and Lot 1 on the Plan of Subdivision together with any treatment works to the intersection of Elgin and Newcombe Streets, to the satisfaction of the Responsible Authority;

3.2 The works referred to in Clause 3.1 must be designed and submitted to the Responsible Authority for approval and include construction of kerb and channel, road pavement, waterproof seal, verge profile, drainage, street lighting, the provision of street trees and provision for pedestrian and cycle movement;

3.3 The works referred to in Clause 3.1 are to be undertaken at the full cost of the Owner.

Council Obligations

Nil

4. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND DIANNE KATHLEEN MARSHALL FOR 23 PETTITT CRESCENT, NORLANE

Portfolio: **Planning – Cr Macdonald**
Source: **Economic Development, Planning & Tourism**
General Manager: **Peter Bettess**
Property: **23 Pettitt Crescent, Norlane**
Application No: **662/2012**

Officers' Comments

This Agreement pursuant to Section 173 of the Planning and Environment Act 1987 was required by Condition 13 of Planning Permit No. 662/2012 issued on 30 October 2012 which allowed construction of one additional dwelling and a two lot subdivision.

The purpose of the Agreement is to ensure the lots are developed in accordance with plan endorsed under Planning Permit No. 662/2011. This Agreement has been prepared by Council's solicitors.

Owner's Obligations

The Owner covenants, agrees and acknowledges with the Council that all development on the Subject Land must be in accordance with the endorsed plans forming part of the Planning Permit, or any subsequent planning permit issued by the Council relating to the Subject Land.

Council Obligations

Nil.

5. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND LIZA MANTZARIS AND SALLY-ANNE ENDERS 61 CLARKE STREET, NEWTOWN

Portfolio: **Planning – Cr Macdonald**
Source: **Economic Development, Planning & Tourism**
General Manager: **Peter Bettess**
Property: **61 Clarke Street, Newtown**
Application No: **390/2009/B**

Officers' Comments

This Agreement pursuant to Section 173 of the Planning and Environment Act 1987 was required by Condition 18 of Planning Permit No. 390/2009/B issued on 09 August 2012 which allowed the construction of two additional dwellings and a staged subdivision of land in to three allotments.

The purpose of the Agreement is to provide for all development of the land to be in accordance with the endorsed plans forming part of Planning Permit 390/2009 (or any amendment to that permit) or any subsequent Planning Permit.

This Agreement has been reviewed by one of Council's panel solicitors.

Owner's Obligations

The Owner covenants, acknowledges and agrees with the Responsible Authority that all development on the Land shall be in accordance with the endorsed plans forming part of the Development Permit (or any amendment to the Permit) or any subsequent planning permit issued by the Responsible Authority.

Council Obligations

Nil.

6. SECTION 173 AGREEMENT BETWEEN GREATER GEELONG CITY COUNCIL AND RUSELL ERIC JONES AND LOLY MARIA JONES FOR 105 FYANS STREET, SOUTH GEELONG

Portfolio:	**Planning – Cr Macdonald**
Source:	**Economic Development, Planning & Tourism – Statutory Planning**
General Manager:	**Peter Bettess**
Property:	**105 Fyans Street, South Geelong**
Application No:	**1340/2011**

Officers' Comments

This Agreement pursuant to Section 173 of the Planning and Environment Act 1987 was required by Condition 11 of Planning Permit No. 1340/2011 issued on 23 April 2012 which allowed the Construction of Two (2) Dwellings, Two (2) Lot Subdivision and Creation of Access from Road Zone Category 1

The purpose of the Agreement provides for all development to be in accordance with the endorsed plans forming part of Planning Permit 1340/2011 (or any amendment to that permit) or any subsequent Planning Permit for the abovementioned site.

This Agreement has been peer reviewed by one of Council's panel solicitors.

Owner's Obligations

The owner must ensure that the land is developed in accordance with the endorsed plans forming part of Planning Permit 1340/2011 (or any amendment to that permit) or any subsequent Planning Permit.

Council Obligations

Nil

ASSEMBLY OF COUNCILLORS RECORD

Portfolio: **Democracy and Governance**
Source: **Corporate Services**
General Manager: **Jeff Wall**

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 Councillors meeting(s) is attached as an Appendix to this report.

Cr E Kontelj moved, Cr Heagney seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCILLORS
(Council Meeting 12 February 2013)

Assembly Details	Councillor Attendees	Officer Attendees	Matters Discussed	Conflict of Interest Disclosures
Geelong Library and Heritage Centre – Project Control Group **11 December 2012**	Crs Fagg, Macdonald, Heagney, Harwood and Richards	J McMahon (GM) D Frost (GM) S Cavanagh (MGR)	• Welcome • Conflict of Interest • Project Background • Review of Previous Minutes • Summary of Community Consultation Sessions • General Business	Nil.
Councillor Briefing **5 Feburary 2013**	Crs Fagg, Ansett, Ellis, Farrell, Harwood, Heagney, Irvine, E Kontelj, S Kontelj, Macdonald, Nelson, Richards	S Griffin (CEO) J Wall (GM) D Frost (GM) J McMahon (GM) P Bettess (GM) G Van Driel (GM) K Paton (MGR) M Dougall (ACT/MGR) A Della Monica (CO ORD)	• Geelong Art Gallery Annual Report 2011/2012 • City Plan 2013/17 – Presentation • Waste Services Briefing Paper (Hard Waste) • Amendment C275 – Environmental Audit Overlay (EAO) 1-3 & 5-19 Princes Highway, Norlane – Adoption • Mt Brandon Landscape Management & Masterplan • Environment Management Strategy • Boundary Realignment – North Geelong (Bay Section) to Rippleside • Delegation to the CEO & Council Staff • Review of Delegations – Special • Proposed Road Deviation, Devlins Road, Ocean Grove • Business Visit Program Update • Final Evaluation Report: Early Childhood Innovation and Development Project • Debt Management – Sale of Tender of Properties to Recover Outstanding Debts	Nil.

PLANNING DELEGATIONS – JANUARY 2013

Portfolio: **Planning - Cr Macdonald**
Source: **Economic Development, Planning & Tourism - City Development**
General Manager: **Peter Bettess**
Index Reference: **Delegation**

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 Macdonald moved, Cr Fisher seconded -

That the information be received.

Carried.

Monthly Decisions Report - January, 2013					
App Number	Location	Application Type	Decision Date	Description	Authority Description
106/2011	190-192 Myers Street, GEELONG VIC 3220	Development of 193 apartments, use and development of offices, retail and a food & drink premises (cafe), reduction in car parking, waiver of loading bay requirements and partial demolition & alterations to heritage buildings.	11-Jan-2013	Grant a Planning Permit	Development Hearings Panel
1085/2012	1 Mayfair Drive, NEWTOWN VIC 3220	Construction of three (3) double storey dwellings	18-Jan-2013	Refusal to Grant a Planning Permit	Development Hearings Panel
1136/2012	2/85 The Parade, OCEAN GROVE VIC 3226	Use of Land for a Shop and a Reduction in the Requirement for Car Parking	7-Jan-2013	Grant a Planning Permit	Development Hearings Panel
303/2012	267 Roslyn Road, HIGHTON VIC 3216	Partial Demolition, Alterations and Additions to an Existing Place of Assembly, a Reduction in Car Parking Requirements, Display of Advertising Signage and Use and Development of a Car Park	8-Jan-2013	Grant a Planning Permit	Development Hearings Panel
441/2010	20 Tillys Road, LARA VIC 3212	Use and Development of Land for Horticulture (Market Gardens)	14-Jan-2013	Grant a Planning Permit	Development Hearings Panel
857/2012	93A Sunset Strip, OCEAN GROVE VIC 3226	Buildings and Works Associated with the Construction of Two Light Towers (Flood Lights) and a Digital TV Antenna	18-Jan-2013	NOD - Grant a Planning Permit	Development Hearings Panel
907/2012	206 Separation Street, BELL PARK VIC 3215	Construction of Two (2) Dwellings, a Two (2) Lot Subdivision and creation of access to a Road Zone Category 1	3-Jan-2013	Grant a Planning Permit	Development Hearings Panel
1027/2012	260A Yarra Street, SOUTH GEELONG VIC 3220	Construction of Two (2) Dwellings & Two (2) Lot Subdivision	16/01/2013	NOD - Delegate	Delegates Authority Objectors - 1
1343/2012	15A The Esplanade, GEELONG VIC 3220	Change of Use to Medical Centre (Vascular Surgical Practice) and Associated Signage	23/01/2013	NOD - Delegate	Delegates Authority Objectors - 1
330/2012	1B Victoria Street, NORTH GEELONG VIC 3215	Development of a Three (3) Storey Building Comprising Nine (9) Apartments, a Nine (9) Lot Subdivision and a Reduction in Visitor Car Parking	18/01/2013	NOD - Delegate	Delegates Authority Objectors - 3
565/2012	1/40 Aberdeen Street, GEELONG WEST VIC 3218	Demolition of Existing Garages and the Construction of Replacement Garages	15/01/2013	NOD - Delegate	Delegates Authority Objectors - 2

Monthly Decisions Report - January, 2013					
App Number	**Location**	**Application Type**	**Decision Date**	**Description**	**Authority Description**
611/2011	190 Ormond Road, THOMSON VIC 3219	Construction of Second Dwelling and Two (2) Lot Subdivision	08/01/2013	NOD - Delegate	Delegates Authority Objectors - 1
743/2012	21 Blessington Street, NEWTOWN VIC 3220	Construction of Two (2) Double Storey Dwellings and Two (2) Lot Sub Division	07/01/2013	NOD - Delegate	Delegates Authority Objectors - 3
752/2012	4 Bambra Street, GEELONG VIC 3220	Use of Land for a Medical Centre, Demolition of an Outbuilding, Erection and Display of Business Identification Signage and a Reduction in the Standard Car Parking Requirements	07/01/2013	NOD - Delegate	Delegates Authority Objectors - 4
863/2012	7 Park Street, GEELONG VIC 3220	Demolition of Existing Dwelling & Outbuilding, Buildings & Works Associated with the Construction of Two Dwellings, Garages and Front Fence	14/01/2013	NOD - Delegate	Delegates Authority Objectors - 1
889/2012	11 Staverly Road, HERNE HILL VIC 3218	Construction of Second Dwelling and Two (2) Lot Subdivision	08/01/2013	NOD - Delegate	Delegates Authority Objectors - 1

CLOSE OF MEETING

As there was no further business the meeting closed at 7.45 pm. Tuesday, 12 February 2013.

Signed: _____
Chairperson

Date of Confirmation: _____