CITY OF GREATER GEELONG

MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 9 December 2014

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

COUNCIL:

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

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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, 9 DECEMBER 2014 COMMENCING AT 7.00P.M.

PRESENT: Crs D Lyons (Mayor), 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: G Miles (Chief Executive Officer), J Brown (Acting General Manager Corporate Services), P Bettess (General Manager Planning and Tourism), G Van Driel (General Manager City Services), J McMahon (General Manager Community Services), R Grant (Manager Tourism), K Paton (Manager Arts and Culture), S Sodomaco (Manager Health and Local Laws), R Bourke (Governance Co ordinator), D Chiller (Co ordinator Communication and Marketing), A Paterson (EO – Mayor)

OPENING: The Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

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

APOLOGIES: Nil.

CONFIRMATION OF MINUTES:

Cr Ansett moved, Cr Harwood seconded -

That the Minutes of the Ordinary Meeting held on 25 November 2014 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.

Belinda Ritchie submitted a question prior to the meeting, however as she was not present a written response will be forwarded.

Colin Wallace asked –

1) Would Councillors in their role as employers of the Chief Executive Officer and any readers of the Minutes of the Council Meeting of 25th November 2014 – in the present time and in the future – note the facts that I did not submit my question prior to the meeting, that my question ended with the words 'avoids completely the matter of whether these Minutes are important content?' and that I gave the sheet from which I read my question to Acting General Manager Mike Kelly upon the end of my participation in Public Question Time?
2) At the 25th November 2014 Council Meeting, Acting General Manager Corporate Services Mike Kelly had a prepared response which he used, even though he did not have access to my question beforehand, and his prepared response did not answer my question which by its nature could only be answered by the Chief Executive Officer – who was there at the time – and I am asking Councillors in their role as employers of the Chief Executive Officer, would they take responsibility for this which happened under their noses?
3) In the subsequent written response I received from the City of Greater Geelong, the question I put at the 25th November 2014 Council Meeting was evaded and would Councillors in their role as employers of the Chief Executive Officer take responsibility for this?

John Brown, Acting General Manager Corporate Services, noted the comments and added that Council has responded to this issue three times previously, and there is nothing further to say.

Mary Wallace asked would Councillors note that at the last Council Meeting, 25th November 2014, my question for Cr S Kontelj was not answered on the night and that in the subsequent written response from Council my question was evaded?

The Mayor noted the comment.

Ros Lewis asked the following in relation to the Art Gallery Redevelopment and Heritage Centre:

1) The Geelong Town Hall is one of the oldest in Victoria, and is one of the finest Classic Greek Revival town halls in Australia having served continuously as the centre of local government in Geelong since 1856. It's therefore important that the Town Hall remains the seat of local government and that Council continues to meet here.

   Could is please be clarified that under option 4, the Art Gallery expansion would take in the laneway and the later additions of this room and adjacent meeting rooms only, and that the original Joseph Reed 1854 design building will remain in Council use? Also on which building are the extra stories planned and is it possible that Council could regain extra floor-space, perhaps for a Council Chamber and grand staircase, by restoring the first floor level above the foyer area?

2) The old Heritage Centre contained the Bill Morrow Theatrette and the Phillip Brown Collection room. Bill Morrow, Ian Wynd and Peter Alsop, all now deceased, were instrumental in the creation of the Heritage Centre.

Can the new Heritage Centre please have areas called – the Phillip Brown Collection room and areas named in honour of Bill Morrow, Ian Wynd and Peter Alsop?

Cr Farrell asked the questions be taken on notice.

Jenny McMahon responded that as outlined in the Council report the preferred Option 4 will be made available to community members to make comment on.

Jennifer Bantow addressed Council as follows:

Geelong CBD Planning Authority

Its recently been reported that the new State Government will create a Geelong Planning Authority which would assume control over CBD development from the Council.

Could Council please advise what it knows of this proposal and if under this Authority some decisions may be reviewed, such as the 11 storey building in Myers Street. The Trust was advised that under recent planning scheme changes no advertising was required, not even to neighbours, and that no notice would be taken of any submission.

Also, perhaps recent residential zoning may be reviewed? The National Trust would like to see all properties with a Heritage Overlay reviewed to become Neighbourhood Residential.

The Mayor took the question on notice. He added the Government only finalised the Cabinet within the last 48 hours and Council will certainly discuss this matter in due course.

Motoring Museum in the old Federal Woollen Mill in North Geelong

This is a terrific idea. Could it be possible for other buildings on the site to be used for other museum collections? Many collections were identified in a study by the Arts and Culture Department a couple of years ago.

The Mayor responded that the Woollen Mill is privately owned and agreed the Motoring Museum is fantastic and that he is hopeful the buildings would provide for other collections.

Bill Clydesdale asked questions in relation to the Telstra Tower in Hamlyn Park:

Why was the process approved in all stages by a panel, cancelled? It was advertised that only 139 submissions were received against. Re-advertised for the purpose of the lease, a small group canvassed opposition, on quite immoral, biased views.

Why at this point were new and biased viewpoints accepted? A valid need for provision of services was subsequently denied. Why was a small group allowed to derail a need, purely for personal reasons? This is a mockery of the panel and their deliberation.

Cr Richards responded that he presented a Notice of Motion around the process. Council received an overwhelming number of petitions about not proceeding with the lease for the tower in Hamlyn Park and Council took into account what the public wanted. The public spoke loud and clear that they didn't want the tower there.

The Mayor added a written response will be forwarded in 14 days.

PETITION:

Cr Fisher presented a petition containing 95 signatures asking Council to relocate the skate park at Windsor Park in an effort to make the North Shore Football and Netball Club safer for families.

PRESENTATION OF AWARDS:

Cr Richards presented the Mayor with three Awards won by the City of Greater Geelong as a result of the M~M2014 : Mountain to Mouth event. The awards are as follows:

- Australian Event Awards 2014 - '*Best Cultural, Arts and Music Event'*
- Australian Event Awards 2014 – *'Best Community Event'*
- VicHealth 2014 Victorian Health Promotion Foundation Award – *'Building Health Through Arts'*

1. ELECTION OF DEPUTY MAYOR

In accordance with 11C(2) of the City of Greater Geelong Act 1993, Council must elect a Deputy Mayor upon the office becoming vacant.

Accordingly, nominations are called for the position of Deputy Mayor for a twelve month period.

Cr S Kontelj moved, Cr Fisher seconded –

That Council elect a Deputy Mayor for the period of twelve months.

Carried.

Cr S Kontelj moved, Cr E Kontelj seconded -

That Cr Harwood be nominated as Deputy Mayor for the period of twelve months.

Cr Farrell moved, Cr Fisher seconded -

That Cr Heagney be nominated as Deputy Mayor for the period of twelve months.

Cr Farrell moved, Cr Richards seconded –

That Standing Orders be suspended to discuss the candidates.

Carried.

Standing Orders were suspended at 7.20pm

Standing Orders were resumed at 7.49pm

A vote by show of hands declared Cr Heagney elected as Deputy Mayor for a period of 12 months.

Divison Requested:

For: Crs Heagney, Ellis, Fisher, Macdonald, Richards, Farrell, Irvine
Against: Crs Ansett, S Kontelj, Nelson, E Kontelj, Lyons, Harwood

2. REVIEW OF LOCAL LAW

Portfolio:	**Governance - Cr Lyons (Mayor)**
Source	**Community Services - Health & Local Laws**
General Manager:	**Jenny McMahon**
Index Reference	**Legal/Legislation/Local Laws**

Purpose

To present the draft *Neighbourhood Amenity Local Law 2014* and its appendices *(previously provided with briefing papers)* for final adoption and to seek Council's resolution for completion of the formal procedure to make the new Neighbourhood Amenity Local Law 2014.

Summary

- In reviewing its General Local Law 2005, Council undertook a preliminary feedback process involving internal and external stakeholders. Information received from this process was used to prepare a draft Neighbourhood Amenity Local Law 2014 for Council consideration.
- At its 9th September 2014 Meeting, Council considered the draft Neighbourhood Amenity Local Law 2014 and resolved that Council 'commence the statutory process for the making of a local law and endorses the draft Neighbourhood Amenity Local Law 2014 as a proposed local law for public exhibition and submissions under Section 223 of the Local Government Act 1989'.
- A Public Notice was published in the Geelong Advertiser on the 20 September 2014, advising the community of Council's intention to adopt a Neighbourhood Amenity Local Law and inviting submissions by 4.00pm on the 23rd October 2014 in accordance with Section 223 of the Local Government Act 1989. Submitters were able to lodge submission in writing or on line and view the proposed Neighbourhood Amenity Local Law 2014 at various Council building locations.
- 4 written submissions were received and are listed in Appendix 4.
- Internal review identified the need to consolidate supporting procedures, work instructions, systems and databases. This will lead to a fair, transparent and consistent approach to compliance, featuring a focus on education, awareness, mediation, resolution and enforcement. The Health and Local Laws department will play a lead role in this regard and support other departments with compliance matters.

Cr S Kontelj moved, Cr Harwood seconded -

That Council:

1) **notes the Local Law Community Impact Statement (Appendix 2), the Local Law Procedure Manual (Appendix 3) and copies of all s.223 submissions (Appendix 4);**

2) **having considered submissions in accordance with Section 223 of the *Local Government Act 1989*, revokes the existing *General Local Law 2005* and makes the new *Neighbourhood Amenity Local Law 2014* attached to this Report as Appendix 1;**

3) **affixes the common seal to the new Neighbourhood Amenity Local Law 2014;**

4) **gives Public Notice of the making of *Neighbourhood Amenity Local Law 2014* in the *Geelong Advertiser,* in the Victoria *Government Gazette*, and on Council's website;**

5) **forwards a copy of *Neighbourhood Amenity Local Law 2014* to the Minister for Local Government, in accordance with Section 119(4) of the *Local Government Act 1989;***

6) **thank the submitters for their comprehensive and informative submissions, and writes to the submitters advising of Council's decision to make the new Local Law and the reasons for it, which are to be found in the purposes of the new Local Law.**

Carried.

Background

Through the preliminary feedback and a formal submissions process, the Greater Geelong City Council General Local Law 2005 has been redrafted, taking into consideration the feedback and submissions and implementing many best practice requirements in a new (draft) *Neighbourhood Amenity Local Law 2014* (Appendix1).

In accordance with the *Local Government Act 1989*, a Council Local Law cannot be extended beyond 10 years. The City of Greater Geelong's *General Local Law 2005* expires in February 2015. The State Government's *'Guidelines for Local Laws Manual 2010'* provide new best practice procedures for making a Local Law including the key best practice values of being:

- Accessible, Accountable, Compliant, Consistent, Current, Efficient, Enforceable, Necessary and Transparent.

A formal consultation process was undertaken during September and October 2014 inviting people to make submissions relating to the proposed Neighbourhood Amenity Local Law during the exhibition period. Four (4) persons responded with only one (1) of those requesting to present his submission in person to Council. This request was subsequently retracted after the submitter realised that his request has been addressed in the new local law and as a result, a Council Submission Review Panel was not required to be established

Discussion

The development of the proposed Neighbourhood Amenity Local Law 2014 has been informed by an extensive community feedback process during May and June 2014 involving public forums, a web questionnaire, interviews with community members, groups and government agencies and a formal S.223 Submissions Review process during September and October 2014.

Four submissions were received which are listed in Appendix 4 along with the officer responses to such queries. Such queries include;

- Questioning the use of certain words such as 'alarm' and 'inconvenienced' with respect to persons potentially affected by wheeled non-motorised recreational vehicles;

- The inclusion of a compulsory purchase order for abandoned properties;

- The time restrictions and limitations associated with the mooring of boats on jetties for short term and long term scenarios; in particular the lack of enabling legislation about camping on boats during events organised by established boating clubs and associations; and
- Banning persons from feeding wild birds.

Response to these queries are listed in Attachment 4 and it should be noted that either the proposed local law satisfactorily addresses the issue through intent and purpose or the matter is subject to other legislative controls, such as the cases of feeding wild birds and abandoned properties.

The new draft *Neighbourhood Amenity Local Law 2014* proposes 10 new provisions related to non-smoking areas, alcohol consumption allowed in parks and foreshores in daylight (and permit for footpath traders), controls for fireworks, controls on shipping containers, controls on unauthorised occupation of Council land, unreasonable interference with quiet enjoyment (replacing nuisance), events permits, individual animal plans for aggressive dogs, parking on reserves and a law enabling extended prohibition from entry to Council facilities.

Other changes include revisions to the numbers and types of animals allowed, building and waste management laws, mowing of vacant city allotments, strengthening of dilapidated buildings law and the use of Local Law permits for nature strips and use of reserves.

The *Local Law Community Impact Statement* (Appendix 2) is a mandatory requirement for every new Local Law that details the process undertaken in reviewing the law, including community consultation and analyses new Local Laws by purpose and intent, alternative approaches, comparative municipalities, cost benefit analysis, national competition policy, human rights charter and a risk analysis.

A new *Local Law Procedure Manual* (Appendix 3) is incorporated by reference (i.e. is part of the Local Law) and includes guidelines for officer discretions. Unlike the Local Law itself (which requires a full review procedure to amend), this document will be relatively easy for Council to change by simple resolution and gazettal on a needs basis.

Environmental Implications

The Local Law Review will impact some aspects of Council's Environment Policy as it affects the management of Council assets and community amenity in many areas. Local Laws are used to control waste collection, protect Council assets (including water ways, roadside vegetation and Council reserves) and other aspects of private and public land use, such as camping, dog litter, motorbikes and so on. The review will have minimal impact on Council's internal energy and resource use.

Financial Implications

The cost of the review is included in the 2013/14 and 2014/15 Health and Local Laws Departmental budget. The review is expected to have a total cost of approximately $40,000, which includes the acquisition of specialist technical advice, a range of legal review processes and mandatory public advertising.

Current approved budget.

1. The Local Law Review when completed will not impact Council's permit fees and charges income. While the Local Law authorises permit fees, actual fee amounts are set in Council's budgetary process.

2. The review will impact the very limited penalty income derived from breaches of the Local Law. Penalties have been reviewed and increased, reflecting changes in community expectations and levels of risk to public safety and public assets. However it should be noted that the maximum penalty under any Local Law is fixed by statute at $2000 (20 penalty units) and unlike penalties in other legislation, this amount is not subject annual indexation.

3. Infringement Notice penalties are also reviewed, which, in accordance with best practice should be no more than 20-25% of the maximum penalty. These changes are not anticipated to be financially significant within the total Departmental budget.

4. The Local Law Review will not impact future expenditure in any significant way. Some minor internal Council documentation changes are anticipated in several departments, but these should be 'in the normal course of business' expenses. Training of Local Law officers and other staff in the new Local Law will be a minor, once up expense allowed for in staff training budgets.

Policy/Legal/Statutory Implications

The new Local Law will comply with the *Local Government Act 1989* and a range of State and Commonwealth legislation. The draft law has been checked by Council's solicitors.

As a result of the review, a number of documents used in several departments may need to change. This is to enhance legal authorisation and to minimise risk and liability.

The need to consolidate supporting procedures and work instructions as well as systems and databases has been identified through this process. Consolidation will lead to a fair, transparent and consistent approach to compliance, featuring a focus on education, awareness, mediation, resolution and enforcement

Changes to alcohol consumption laws are consistent with current Council policy and with the work being done to review that policy. Change may occur for new footpath trader alcohol permits for extended liquor licences on footpaths

Alignment to City Plan

This review aligns with City Plan 2013-2017 under:

- Community Wellbeing Objective: 'Healthy Together Geelong: to enhance health, well being and quality of life of Greater Geelong communities' including the provision of 'safe, hazard and nuisance free environments';
- Growing Our Economy Objective: 'Securing Geelong's economic future';
- Sustainable Built and Natural Environment Objective: 'Partnering with our community to protect and enhance our natural ecosystems'.

Officer Direct or Indirect Interest

There are no direct or indirect interests by officers engaged in this report.

Risk Assessment

The new mandatory *Local Law Community Impact Statement* includes a risk analysis of each new Local Law.

The review of the Local Law focuses on reducing risks to community safety and amenity, and to Council assets. It also endeavours to reduce ratepayer liability in relation to Council's activities, procedures and legal authority.

Social Considerations

A Local Law has considerable impact on the community. It not only protects amenity, but also regulates certain business, building and individual activities on both Council and private land. The social impact of the draft Local Laws is discussed in the new mandatory *Local Law Community Impact Statement*.

A number of the changes in the draft Local Law are a result of changes in community attitude. Allowing the consumption of alcohol in Council reserves and foreshores during daylight is an example. This received strong community support. At the same time Vic Police are empowered to reverse this approval if the situation warrants due to poor and unruly conduct/behaviour.

Unauthorised Occupation of Council Land is designed to assist Council protect ratepayer assets from unfair and unreasonable annexation by community members while potentially permitting community gardens once appropriate policy is developed and adopted in the future.

The smoke-free areas Local Law, sets up a fair procedure so that Council may create enforceable non smoking areas to enhance community amenity and health, and has been endorsed by legal advice.

Individual Animal Plans for proven aggressive dogs is a measure that fills a gap in existing laws and better protects the community, especially children from dogs known to have an aggressive tendency.

All the proposed Local Law changes are designed to improve or protect the safety and amenity values of the Geelong community.

Human Rights Charter

Part of the new mandatory *Local Law Community Impact Statement* is an analysis of the new Local Law under the Human Rights Charter and the National Competition Policy.

Consultation and Communication

Consultation Plan

Community consultation was a significant part of this review. A detailed report on community consultation forms part of the mandatory *Local Law Community Impact Statement*.

The community consultation plan had two stages of public forums. The first stage consisted of 3 public forums in Geelong, Drysdale and Norlane on 19th and 23rd of May. The second stage was 3 public forums which occurred on Oct 6th and 9th in Drysdale, Norlane and Geelong West. Both stages included advertising in the local press and on Council's website.

There were also been numerous one-on-one community stakeholder meetings and interviews, as well as consultation with government agencies, such as Parks Victoria and Victoria Police.

An on-line web questionnaire on Council's website was available between 8 May 2014 and 6 June 2014.

Lastly, the draft local law was endorsed for exhibition and Submissions on 9 September Council Meeting, was gazetted on 18 September and placed in the *Geelong Advertiser*. Public Submissions closed on 23 October 2014 (35 days).

Issued raised by the Community

During the first community forums in May, 20 people raised a number of concerns. These concerns were in three categories:

1. Problems around use of reserves and public spaces: glass on foreshores, trip hazards on footpaths, bicycle speed on shared paths, dogs at large on shared paths, locked public toilets in reserves, placement of alfresco dining tables and chairs, smoking in public places especially in alfresco dining, and very strong representation in favour of nature strip community gardens.
2. Problems surrounding dilapidated buildings, including unsightliness drug use, crime, arson and behavioural problems. The CFA and an ambulance officer reinforced this perception.
3. Other non-local law issues such as: the lack of off-leash parks, cat curfew, insufficient disabled and city parking, summer pop-up retailers, street plantings, recyclables waste education, shipping containers, road markings, reserve maintenance.

Analysis of the web-based questionnaire showed there were 74 respondents. While some individual issues were raised, such as banning fake grass on nature-strips and the merits of miniature pigs as pets, statistically the list below shows the most mentioned issues.

(The percentage shown is the number of respondents who commented on the issue divided by the total number of respondents. Results below 5% are not listed.) Respondents supported:

1. Nature Strip Gardens (70%),
2. Non-Smoking Laws (34%), including prohibition in Afresco Dining Areas (20%)
3. Maintaining or Increasing Pet Numbers (15%),
4. Controlling or Improving Dilapidated Buildings (12%),
5. Increasing Dog Litter Enforcement (11%),
6. Allowing Greater Alcohol In Public (11%),
7. Increasing Protection of Council Trees and other Assets (9%),
8. Retaining Controls on Fencing and Litter from Building Sites (9%),
9. Improving Procedures to Control Barking Dogs (8%), (not a local law matter)
10. Requesting A Regular Hard Rubbish Collection (5.4%), (not a local law matter)
11. Requesting a Ban on All Cats (5%), (not a local law matter)
12. Supportive of Alfresco Dining (5%).

Some of the many single issues raised included: poultry housing too close to neighbours; against nature strip gardens (4%); overgrown footpaths and tripping hazards; increase heritage protection; camping on private land; wants braziers on open decks; tip fees are too high; dogs at large; ban dangerous and aggressive dogs; ban private fireworks; motorbikes on private land; and personal trainers in parks.

The one-on-one direct individual community interviews included conservation groups, the ratepayers association, a real estate agent, a trader group, local farmer, local landscape architect, organic gardeners, tourism association, and government agencies such as Parks Victoria and Victoria Police.

The second round of public forums, although well-advertised, attracted only 3 attendees. Issues discussed included personal trainers occupying parks; aggressive dogs; non-smoking areas; nature strip gardens; and increasing municipal tree cover.

Not directly concerning the draft Local Law, there has also been strong feedback from many stakeholders recommending Council invest more in enforcement, especially in relation to dogs at large, managing dilapidated buildings, protecting persons and children in parks and on shared pathways from dogs and speeding cyclists, dog litter in streets, dogs at large, improving barking dog procedures, opening existing toilets in public parks, and on issues of such as illegal fireworks and non-smoking areas (if introduced).

3. GEELONG GALLERY REDEVELOPMENT

Portfolio: **Arts and Culture - Cr Richards**
Source: **Community Services - Arts and Culture**
General Manager: **Jenny McMahon**
Index Reference: **Subject: Arts and Culture /Reports – Arts and Culture / Reports**

Purpose

The purpose of this report is to recommend a preferred option for the redevelopment of the Geelong Gallery and make the preferred option available for community comment.

Summary

- The Gallery forms a pivotal component of Geelong's Cultural Precinct and has been identified as having the greatest potential as an arts/cultural tourism attractor for Geelong and the region. The Cultural Precinct and Geelong Gallery are also a key focus for activating the heart of Geelong in the Central Geelong Action Plan.
- The Geelong Gallery's possesses one of the finest regional collections in Australia with a number of acknowledged national treasures contained within its 2,200m2 building.
- The Gallery's capacity to contribute to the region's economic and cultural renewal is undermined by its current physical limitations of space and layout, severely constraining its ability to properly showcase the collection, and to attract high quality large touring exhibitions as well as to develop major in-house exhibitions.
- In 2014 Council and the Geelong Gallery were successful in securing funding from the State Government under Regional Development Victoria to undertake a Redevelopment Business Case. This is essential to determine the future options for the Gallery's development and to provide a platform for possible future funding bids.
- As part of this process, the needs, demands and future development/expansion options for the Geelong Gallery have been investigated in order for it to achieve a 'sector best practise' standard. Costs, benefits, risks and opportunities have also been analysed for the Gallery to deliver on its potential to be the major arts tourism attractor for the Cultural Precinct, Central Geelong and the G21 region.
- A benchmarking study helped guide the demand and spatial requirements. The study identified 5,400m2 is required for the Geelong Gallery to adequately service the visitors and residents of Greater Geelong and the region, a region experiencing and projecting significant population growth.
- Ten options were assessed (Attachment One: Summary Table Geelong Gallery Redevelopment Options). The assessment included a range of development options in the current location, as well as alternative locations, with spatial massing designs and costs estimates undertaken for each.
- The analysis identifies that Option 4 delivers the best value for investment. In this option the Gallery expands eastwards and upwards into the laneway and meeting/conference rooms of City Hall (note: space lost to Council from City Hall is re-claimed through an additional story/s).

- Option 4 requires a one off total capital investment of $39.8M with an increase in recurrent operating costs. It would provide the Gallery with sufficient space to both develop and secure major ('blockbuster') ticketed exhibitions, increase the quantity of collection items on display, develop its shop offering and a restaurant and provide crucial preparation and storage areas.
- As part of any such development, the Gallery would need to undergo a fundamental repositioning, substantially broadening and deepening its audience profile. This is anticipated to lead to a tripling of annual visits from around 60,000 to up to 200,000 bringing significant financial and job benefits to Geelong's economy.

Cr Richards moved, Cr Ansett seconded -

That Council:

1) **note Option 4, that is the Gallery expanding eastwards and upwards into the laneway and meeting/conference rooms of City Hall, is the preferred option for the redevelopment of the Geelong Gallery;**
2) **make Option 4 available for community comment as the preferred option for the Gallery's redevelopment.**

Carried.

Background

The Geelong Cultural Precinct Masterplan (December 2007) recognised the Precinct had significant potential as a major contributor to Central Geelong, with associated cultural, social and economic benefits to the G21 region.

All the major cultural institutions within the Precinct have had business cases completed to determine best options for their future, with the exception of the Geelong Gallery. This has led to funding of the new, integrated Geelong Library & Heritage Centre, currently under construction, and the major upgrade for GPAC, with Stage 2 now a certainty for development.

In 2014 Council and the Geelong Gallery were successful in securing funding from the State Government under Regional Development Victoria to undertake a Redevelopment Business Case, essential to determine the future options for the Gallery's development.

Discussion

The process of doing this type of Business Case is rigorous. The Victorian Department of Treasury and Finance standard format investigating costs, benefits, risks and opportunities has been used. The process positions Council and the Geelong Gallery Board well for determining the best option/s for the Gallery's future as well as providing a platform for possible future funding bids.

Opportunities for the Geelong Gallery's future direction were considered through a process of demographic, existing and potential market opportunities, gap and SWOT analysis. A set of eight objectives for the project were established.

A benchmarking study with other galleries identified 5,400m2 was required for the Geelong Gallery to adequately service the residents of Greater Geelong and the region, as well as enabling it to develop into a significant cultural tourism draw-card.

As a result of this process, ten options (including do nothing) were identified for consideration. All options were evaluated against the eight objectives and the additional consideration of achievability – important in the context of likely funding constraints for both capital and operation. The ten options are presented in Attachment 1.

Out of the ten options, Option 4 has been identified as the preferred option. In this option the Gallery expands eastwards and upwards into the laneway and meeting/conference rooms of City Hall (note: space lost to Council from City Hall is re-claimed through an additional story/s). The existing Gallery site of 2,200 m2, plus a new 3,200m2 addition made up of multi floor expansion into the laneway – including 700m2 of the contemporary conference area of City Hall – would provide the Gallery with a total of 5,400m2. The option includes an allowance to replace the 700m2 of City Hall to ensure Council business is not disadvantaged. In this option potential also exists for future Gallery expansion if/when required.

The remaining options have both positives and negatives but following analysis and weighed against the project objectives, Option 4 delivers the best value for investment.

Option 4 requires a one off total capital investment of $39.8M with an increase in recurrent operating costs in the order of $775,000. To realise the capital development, investment will be required from Federal, State and Local Government as well as the Gallery.

As part of any such development, the Gallery would need to undergo a fundamental repositioning, substantially broadening and deepening its audience profile. The re-development would provide the Gallery with sufficient space to both develop and secure major ('blockbuster') ticketed exhibitions, increase the quantity of collection items on display, develop its shop offering and a restaurant and provide crucial preparation and storage areas. This is anticipated to lead to a tripling of annual visits, from around 60,000 to up to 200,000, having a significant impact on Geelong's economy. The Gallery Board and staff are already extending their programming initiatives to respond to the growing population, to reach a wider audience, including education, and to further attract the tourism market. As part of a redevelopment, the Gallery would need to secure and develop major ('block buster') exhibitions and evolve other programming initiatives. The Geelong Gallery is confident it can make a significant contribution to an increased programming budget, specifically major exhibitions through fundraising, corporate and business sponsorships and the sourcing of grants.

Option 4 brings direct economic benefits and job creation. The construction phase would provide an additional 67 regional jobs (direct and indirect). An additional 51 ongoing jobs (annually) would be created once a redeveloped Gallery is operational. Once completed the project would cause regional output to increase (conservatively) by $13.3M annually (direct and indirect). Over the first ten years it would contribute $133M to the Geelong economy.

As the next phase of the process, it is recommended community comment is sought on the vision of Option 4. It will be important to ensure the spatial representation is not interpreted as any form of design, but purely an indication of how much space is needed. Following the Community Comment period a final report will be presented to Council.

Environmental Implications

The development of the Business Case included a review of current environmental issues as well as consideration of best practice for future development. Council's Sustainable Buildings Policy has been referenced along with other relevant documents such as the (currently draft) Environment Management Strategy. There is currently an allowance in construction costs of 3% for ESD works. Option 4 utilises the existing gallery negating the need for a complete rebuild.

Financial Implications

There are no financial implications at this stage. Council will need to consider its financial contribution towards this project at a later date following the completion of the community comment period. The project would also need to be considered with due regard to Council's existing commitments and future budgets.

For the project to become a reality a financial partnership between the Federal and State Governments, the City of Greater Geelong, the Geelong Gallery and potential other funding partners would be required.

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 elected each year at the Annual General Meeting. The Board operates under a Charter. Councillor Andy Richards, Portfolio Holder for Arts & Culture is currently Council's representative on the Geelong Gallery Board.

A Project Steering Group was established to oversee the development of the Business Case. It is composed of three representatives (each) from Council, the Geelong Gallery Board and the State Government. A Working Group composed of staff of the Geelong Gallery and City of Greater Geelong provides advice to the Steering Group.

Alignment to City Plan

The development of a Business Plan aligns with multiple City Plan Strategic Directions and Priorities:

Community Wellbeing

- Connected, creative and strong communities

Growing Our Economy

- Support existing businesses and encourage new and emerging growth sectors
- A successful and vibrant City Centre
- A leading city for tourism, arts, culture and events

How We Do Business

- Lead by advocating and collaborating on issues important to the Greater Geelong community

The Business Case will respond to key principles embodied in multiple Council strategies, including:

- Central Geelong Action Plan
- Implementation of the Cultural Precinct Masterplan
- Council's current Cultural Strategy Creativity +
- Geelong Major Events Strategy

Officer Direct or Indirect Interest

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

Risk Assessment

The Business Case incorporates a well developed risk analysis with all forseen risks listed with rankings and mitigating actions to be taken.

As the City's cultural institution with the potential to become its most significant arts tourism draw-card, and custodian of a nationally significant collection of works of art, consideration of the Geelong Gallery's development is crucial. No major development has occurred since 1971 although some additional upgrading of the facility took place in 2001.

In order to safeguard the Collection on behalf of the Geelong community, to maximise its tourism potential and to vastly improve the visitor experience, it is essential to establish the best option for the Geelong Gallery's future development.

The Gallery has a reputation as a leading regional gallery to maintain and enhance. To do so it must be able to continue to develop its exhibition and educational/public programmes and activities, particularly to attract the tourism market and to substantially develop its educational activities. The physical constraints, making the hosting or development of large-scale temporary exhibitions extremely challenging, put at risk the Gallery's other operations and reputation.

Social Considerations

Galleries play a significant role in the cultural, social, educational and economic development of the city and region. 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 Gallery's programmes are similarly a contributor to community wellbeing. The reputation of the Gallery, as one of the finest regional galleries in Australia, is a source of civic pride for some and has the potential to be for many more. The Galleries exhibitions, educational and public programmes as well as curatorial services are highly valued and sought-after resources. The opportunities that the Gallery provides for our emerging and established artists are vital to the Region's cultural development. All these however are currently compromised by the Gallery's physical limitations.

Cultural facilities, cultural programming, cultural collaboration, cultural heritage and cultural identity bring a city alive, day and night, for locals and for visitors. Cultural investment renews and regenerates more than just the economy.

The focus on audience for the Gallery is critical. One of the great challenges for some cultural venues is finding the right mix and balance of programming for broader audience appeal – this is where the provision of space and facilities which give flexibility becomes so necessary and why major upgrades of galleries have proved so beneficial as evidenced by state, national and international experiences. Vibrant Galleries with a range of education programmes not only directly enhance young people's experiences and knowledge, they also contribute to sense of place. International experience demonstrates children, like university students, are more likely to want to stay in their city if they have wonderful experiences in that place.

Human Rights Charter

Responding to immigration, refugees and new arrivals with democracy and equality is an important issue for cultural organisations. Galleries, like other cultural institutions can make an important, even vital contribution to the perception and experience of new arrivals to this City as a welcoming, compassionate and appealing place.

Consultation and Communication

As the project is a partnership between Council and the Geelong Gallery, the recommendation within this report will be communicated by the Arts & Culture Department with the Media Department, and by the Geelong Gallery. Given the time of year, an extended period of six weeks would be made available to community members to make comment on the Preferred Option, Option 4. Council's usual communications methods such as the Have Your Say website will be utilised as will the Gallery's social media and other communication mechanisms.

Attachment 1

Summary Table Geelong Gallery Redevelopment Options

Options Assessed

Ten development options (plus do nothing) were defined and assessed. These are described in the table below:

Option description		Site/Land Required
0	Do nothing	Uses only the existing Gallery Site
1	Existing Site only	Uses only the existing Gallery Site
2	Existing Site + Laneway	Uses the existing Gallery Site. Adjacent lane to the East required.
3	Existing Site + Laneway + Conference	Uses the existing Gallery Site, Adjacent lane to the East required. Conference centre site required.
4	Existing Site (unchanged) + Laneway + Conference	Existing Gallery Stays as-as with minimal work to Gallery spaces Adjacent lane to the East required. Conference centre site required (but is replaced in the scheme)
5	Existing Site + Laneway + Conference + Town Hall	Uses the existing Gallery Site, Adjacent lane to the East required. Conference centre site required. Town Hall is required.
5A	Existing Site AS IS + Laneway + Conference BAS+GRD + Town Hall BAS+GRD	Uses the existing Gallery AS IS. Adjacent lane to the East required. Conference centre site required BAS & GRD of Town Hall to be used. 1st & 2nd fl Town Hall to remain council.
6	Move Gallery to new site	New site TBA
7	Move Gallery to potential waterfront location	New site TBA
8	Partial move of Galley to new site (or sites) + Keep old	New site TBA
9	Existing Site AS IS + Laneway + Plaza	Uses the existing Gallery Site. Adjacent lane to the East required. Plaza area required North of Town Hall

4. TOURISM PROGRESS REPORT AND MEMORANDUM OF UNDERSTANDING WITH TOURISM GREATER GEELONG AND THE BELLARINE

Portfolio:	**Tourism and Major Events - Cr Nelson**
Source	**Planning & Tourism**
General Manager:	**Peter Bettess**
Index Reference	**Council Reports 2014**

Purpose

To update Council on the progress of the Regional Tourism Board – Tourism Greater Geelong and The Bellarine Inc.

For Council to consider entering into a three year Memorandum of Understanding that will formalise the partnership with the Regional Tourism Board and neighbouring Councils (Borough of Queenscliffe and Golden Plains Shire).

Summary

- Council resolved in September 2013 to support the establishment of a new Regional Tourism Board called Tourism Greater Geelong and The Bellarine Inc. This resolution was also agreed to by the Borough of Queenscliff and Golden Plains Shire.
- Based on Councils resolution and with the support of the tourism industry the Board of Geelong Otway Tourism Inc transitioned its resources to the new entity, as have the two relevant Local Tourism Associations (Tourism Geelong Inc and Bellarine Tourism Inc.) prior to their cessation and wind up.
- Surf Coast and Colac Otway Shire resolved to align with and become members of Great Ocean Road Regional Tourism Limited (GORRT).
- Tourism Victoria (State Government Tourism Authority) informed Council on the 2nd of December 2013 that it will not recognise nor directly fund Tourism Greater Geelong and The Bellarine Inc. and maintains the position that Greater Geelong and The Bellarine should be integrated into GORRT.
- The Tourism Industry and Council have continued to lobby State Government for recognition and financial support.
- In August 2014 Tourism Victoria commenced a review of Regional Tourism Boards (structure, function) across Victoria with recommendations due December 2014.
- In October 2014 Tourism Greater Geelong and The Bellarine Inc was allocated a grant of $170k from the Regional Growth Fund (Regional Development Victoria) to implement a range of Tourism projects to support the transition of the Greater Geelong economy.
- An Interim Board for Tourism Greater Geelong and The Bellarine Inc was established in February 2014 and consisted of Municipal and Industry representation. The Interim Board endorsed the transition to the new entity, the development of a three year Strategic Plan and One Year Action Plan (industry funded).
- On 30 July 2014 at the first Annual General Meeting of Tourism Greater Geelong and The Bellarine elections were conducted and a new board was established in accordance with an adopted and approved Statement of Rules and Purposes.

- Following an open advertised process managed by a Board Sub Committee, Mr John Stevens has been appointed as the Chair of Tourism Greater Geelong and The Bellarine.
- In recognition of the changed structure, Council endorsed on the 25th of February 2014 the updated Council Tourism Policy that was based on a partnership model with the tourism industry through the Regional Tourism Board.
- The partnership obligations of all parties (COGG, Tourism Greater Geelong and The Bellarine and the neighbouring Councils of the Borough of Queenscliffe and Golden Plans Shire) is detailed in the Memorandum of Understanding.

Cr Nelson moved, Cr Harwood seconded -

That Council -

1) **notes the progress of Tourism Greater Geelong and The Bellarine Inc including the finalisation of structure, governance, financial documentation, and the development of a Three Year Strategic Plan and One Year Action Plan;**

2) **based on the progress of the Regional Tourism Board and in accordance with Council's Tourism Policy, enters into a three year Memorandum of Understanding with Tourism Greater Geelong and The Bellarine Inc and the neighbouring Municipal Councils of the Borough of Queensliffe and Golden Plains Shire to continue the partnership with the Tourism Industry via the Regional Tourism Board.**

Carried.

Background

Following a State wide review of Tourism Structures initiated by Tourism Victoria in 2008, the City of Greater Geelong and Tourism Industry considered various reports and recommendations over that six year period to establish a new regional tourism structure for South West Victoria.

For over twenty years Council has supported an industry partnership and created Geelong Otway Tourism Inc widely regarded as one of the best tourism structures in Australia as evident by the many National and State Tourism Awards won for excellence and innovation.

By virtue of the strength and breadth of operations undertaken by Geelong Otway Tourism the review of the tourism structure for the South West was left until last in the State wide review.

The initial review of tourism structures for Geelong and The Bellarine was undertaken by Tourism Victoria in 2010 (Lightfoot Report) and recommended a stand alone Regional Tourism Board for Geelong and the Bellarine.

In response to this recommendation Senior Management of Tourism Victoria met with industry and Councils and urged for the consideration of a single integrated structure (Geelong to the Border) and promised a very significant increase in funding that failed to be realised.

In September 2013, Council considered the final report of the interim Great Ocean Road Regional Tourism Board that recommended Geelong and The Bellarine should be integrated into the proposed structure that was to encompass the area from Queenscliff to the South Australian Border.

Council resolved not to support the integrated structure for South West Victoria and expressed concern about the financial model presented in the report and about the potential loss of profile and identity for Geelong and The Bellarine in the proposed broad structure.

Council resolved to establish an alternate regional tourism structure, whilst recognising the partnership opportunities to work with Great Ocean Road Regional Tourism, that would better promote, market and develop the tourism industry and visitor experience of Greater Geelong and The Bellarine.

Underpinning Council's thinking was the significant change occurring in the Greater Geelong economy and the need for potential growth sectors like tourism to be nurtured, enhanced and expanded to ensure a more robust and broader based economy.

In February 2014 Council resolved to update the Tourism Policy to reflect the new structure whilst still retaining a partnership with the tourism industry and neighbouring Council (Borough of Queenscliffe and Golden Plains Shire).

Since Council's resolution of September 2013 to establish a new Regional Tourism Structure to better serve the needs of Greater Geelong and the local tourism industry the financial and governance arrangements have been established to create the new entity Tourism Greater Geelong & The Bellarine Inc.

An interim Board of Municipal and Industry representatives has overseen the transition from Geelong Otway Tourism Inc to the new structure including the winding up of two local associations (Tourism Geelong and Bellarine Tourism) and the development of a Three Year Strategic Plan and One Year Action Plan.

Elections took place at an Annual General Meeting on 30 July 2014 to establish a New Board, accept a changed Statement of Rules and appoint a subcommittee to appoint an independent chair. Following the advertising for an independent chair the subcommittee resolved to appoint Mr John Stevens as the chair for the next three years.

In recognition of the current challenges faced by Regional Tourism Boards across Victoria (Financial viability, challenges to established regions and broadening of scope beyond marketing) Tourism Victoria has initiated a review of Regional Tourism Structures. As part of that review submissions have been made from Tourism Greater Geelong and The Bellarine calling on Tourism Victoria to recognise and provide financial support to the Regional Tourism Board in accordance with the State-wide Regional Tourism Strategy. The case for recognition and funding support has been made directly to the Minister, Shadow Minister, Local Members and Candidates, Tourism Victoria Board, the peak Tourism Industry board Victorian Tourism Industry Council (VTIC) and Regional Development Victoria (RDV).

A meeting and presentation to Regional Development Victoria Senior Management Team resulted in a submission being made by Tourism Greater Geelong and The Bellarine for funding consideration from the Regional Growth Fund. Minister Ryan approved a grant of $170K in October for tourism related projects including Economic Modelling and Performance Data to attract and support private sector investment ($31K) and maximising tourism industry opportunities as Geelong transitions its economy ($140K).

The various specific projects funded via these grants have now been integrated into the One Year Action Plan 14/15 and the budget (industry funded). The projects have been matched with $147,000 of industry funding (membership and advertising buy in).

With the new structure in place including completed budget, planning and governance documentation, the industry is now well positioned to face the future from a position of strength. Critical to this success is the partnership with the City of Greater Geelong as detailed in the Memorandum of Understanding.

Discussion

The City of Greater Geelong has long recognised the importance of the tourism industry to the economic and social well being of Greater Geelong.

The Council was a foundation partner of Geelong Otway Tourism for close to twenty years and in more recent times initiated and supported the establishment of the new Regional Tourism Structure – Tourism Greater Geelong and The Bellarine.

The new structure provides greater focus on Greater Geelong and The Bellarine as a destination in its own right, particularly for the critical Melbourne market whilst it still recognises the need to enter into partnership marketing and development initiatives with our neighbouring regions of the Great Ocean Road, Melbourne, Mornington Peninsula and Ballarat Goldfields regions.

Tourism is a dynamic growth industry that is labour intensive with a very broad range of entry levels. As a sector, tourism will continue to play an increasingly important role in the Greater Geelong economy. This is particularly true as the Geelong economy transitions from its traditional manufacturing base to a greater reliance on service sector industries like tourism.

Council's partnership support of the tourism sector through the Regional Tourism Board has understandably been focused on economic return as demonstrated in employment and dollars contributed to the local economy.

Tourism Greater Geelong and The Bellarine commissions independent research to quantify the scope, scale and performance of the sector. Further to this the Commonwealth Government collects, analysis and distributes visitor data through Tourism Research Australia (Australian Bureau of Statistics) which is broken down to the regional level (Greater Geelong and The Bellarine) on a quarterly basis.

Tourism Performance

The latest tourism data collected by Tourism Research Australia (Australian Bureau of Statistics – Commonwealth Government) for travel to Geelong and The Bellarine was for the year ending June 2014. The data collected was from two primary surveys – National Visitor Survey (domestic overnight and day trips) and the International Visitor Survey (International overnight visitation).

Results for Greater Geelong and The Bellarine, year ending June 2014.

<u>Domestic Overnight Travel</u>

Visitors – 1 million domestic overnight visitors – up 18% on YE June 2013

Visitor Nights – 2.9 million nights in region – up 14% of YE June 2013

Day trips – 3.1 million day trips – up 2.5% on YE June 2013

Greater Geelong and The Bellarine received 8% market share of visitors to Regional Victoria – up .5% points.

<u>Top 5 Activities</u>

1. Eat at Restaurants – 60%
2. Visit Friends and Relatives – 58%
3. Go to Beach – 38%
4. General sight seeing – 28%
5. Shopping for pleasure – 27%

International Overnight Travel

Visitors – 42,400 international overnight visitors – up 2.7% YE June 2013

Visitor Nights – 615,800 nights in the region – up 11.7% on YE June 2013

Geelong and The Bellarine receives 11.3% market share of visitors to regional Victoria.

Top 5 Origin of International Visitors

1. New Zealand – 18.6%
2. United Kingdom – 16.1%
3. China – 11.5%
4. Germany – 6.1%
5. USA – 5.6%

Expenditure – All markets
Daytrips - $220 million
Overnight Domestic - $373 million
International - $43 million

Greater Geelong and The Bellarine continues to perform strongly in both attracting visitors to the region, increasing length of stay and maximising visitor expenditure.

The above broad data is also reflected in the performance of Visitor Information Centres and the Business Events Unit of Tourism Greater Geelong & The Bellarine.

Visitor Information Centres (VIC)

The following data is collected at two accredited Information Centres (Little River Service Centre and National Wool Museum) and four non accredited Information Centres (Market Square, Waterfront Booth, Avalon Airport and Barwon Heads Caravan). The Visitor Information Centres are staffed by 110 volunteers that are managed by two permanent staff.

For year ending June 2014, the Visitor Information Centres recorded the following:

145,000 walk in visitors

47% of these visitors were domestic

53% of visitors were international

8519 telephone enquiries

5405 mail outs to potential visitors

92% of visitors surveyed stated that they had been influenced as a result of their visit to one of the Visitor Information Centres. 48% spent more time in the region due to their visit, whilst 44% increased their expenditure.

87% of visitors noted the services of the VIC as excellent and 99% of visitors rated the volunteers customer services as ‘above average’.

Visitor Information Centres are a trusted source of information and advice to visitors demonstrating that the information and advice changes visitor’s behaviour and enhances the visitor experience.

The volunteers and staff of the Visitor Information Centres also provide the welcome to Geelong for Cruise Ship passengers as they disembark from visiting cruise ships.

Business Events Geelong

The Business Events Unit consists of three staff that work with the tourism industry and the community to bid for the right to host conferences, conventions, meetings and expositions in the Greater Geelong Region. This sector of the tourism industry is one of the highest yielding (expenditure and length of stay) and one of the most measurable (bids won or lost, delegates attending, length of stay).

Despite the fact that the Business Events Unit is significantly challenged by the lack of a dedicated Convention and Exhibition Centre in Geelong, the unit is highly regarded and the recipient of many State & National Awards. Awards include being inducted into 'Meetings and Events Australia' Hall of Fame for Australia's Best Regional Destination Marketing Organisation 2011-2014. Further to this the Unit was awarded National Tourism Awards in 2007 and 2008.

The performance data below was collected via an industry monitor with venues and operators collecting data on a monthly basis.

For the year ending June 2014 Greater Geelong & The Bellarine (including participating Great Ocean Road venues) hosted just over 2,000 business events that included 135,000 delegates to the region.

The Business Events Unit secured the following snapshot of events during the financial year, it should be noted that some events have over two years between winning the bid to host the event and the event being actually hosted in the Region.

- Linux 2016 Conference, 500-800 delegates for 5 days that will bring 2000 room nights to Geelong with an estimated direct economic benefit of $825,000.00.
- The 2015 Australian Marine Science Associated Conference, 400 delegates for 5 days that will bring 1600 room nights in Geelong with an estimated direct economic benefit of $660,000.00.
- The 2015 AMP Annual Sales Conference, 160 delegates for 4 days that will bring 480 room nights to Geelong & The Bellarine with an estimate direct economic benefit of $211,200.00.
- 2014 Country Women's Association State Conference recently held that brought over 800 delegates to Geelong for 3 days.
- 2014 International Melges 24 Class World Championships that was held over 5 days on Geelong's Waterfront.

REMPLAN Economic Modelling – Tourism Performance

REMPLAN is system of economic modelling based on area specific data derived from the 2011 and 2013 census years.'

REMPLAN is used by the City of Greater Geelong (and all G21 Councils) and includes a specific tourism analysis module.

The tourism module details the tourism sectors contribution to local jobs, outputs, wages and salaries. It can also present the value of tourism relative to other industries in the local and region economy.

The table below compares the performance of the tourism sector in Greater Geelong between the census years 2011 to 2013.

REMPLAN TOURISM DATA 2010-11 vs 2012-13

	2011	2013	Change	% change
Tourism Output	$553m	$640m	+$87m	16%
Tourism Employment	3355	4000	+645 jobs	19%
Domestic day trip spend	$78	$102	+$24	31%
Domestic O/N spend	$253	$362	+$109	43%
International trip spend	$999	$1423	+$424	42%

It should be noted that for the same period (2011-2013)

Manufacturing output declined by 5.6%, jobs by 14.2%

Wholesale trade output declined by 18%, jobs by 8.8%

Arts and Recreation output declined by 3%, jobs by 10%

Transport output declined by 7%, jobs by 2%

Health output grew by 37% and jobs by 25%

Education output grew by 24% and jobs by 15%

In association with the development of the Victorian Regional Tourism Strategy 2013-2020 Tourism Victoria published a report comparing the contribution of tourism to all regions of Victoria as developed by Deloitte Access Economics.

Based on this report by Deloitte Access Economics employment for Greater Geelong is significantly higher (4,308 compared to 3,355) in the tourism sector. The report also highlights the fact that Greater Geelong and The Bellarine is 40% more reliant on tourism than is Melbourne.

Whilst around 55% of direct jobs based on tourist expenditure are part time, these jobs are often crucial first jobs for young people and the jobs that keep young people in the region. It should also be noted that there are higher income jobs in tourism managerial roles and the owners of the small business that directly rely on tourist spending.

The National Tourism Satellite Accounts (Federal Government Treasury) demonstrates that the Tourism Sector has a higher number of workers in the middle to senior management level than most other service sector industries in Australia.

In tourism towns on the Bellarine and in Central Geelong a significant number of businesses only exist at their current level of staffing based on the goods and services provided (financial, legal, retail) to support businesses that are directly dependant on visitor expenditure.

<u>Tourism Forecasts</u>

Based on data of the Tourism Forecasting Committee (Federal Government Official Tourism Forecaster) the City of Greater Geelong tourism performance is forecast to grow by 15% between 11/12 – 21/22.

Tourism Research Australia (June 2013) forecast for regional Victoria are as follows:

Projected growth between 11/12 – 21/22

Domestic visitor nights to grow at 1%pa

International visitor nights to grow at 3.4%pa

These results for Regional Victoria are significantly lower than that projected for Melbourne (3.9% pa)

It should be noted that as a result of Greater Geelong's close proximity to Melbourne if is projected that the forecast tourism performance for Greater Geelong will be significantly higher than that of Regional Victoria.

Tourism in Greater Geelong will continue to play an increasingly significant role in the economic and social wellbeing of the municipality. In accordance with Council's Tourism Policy, the Council will work in partnership with the Tourism Industry through the established Regional Tourism Board – Tourism Greater Geelong & The Bellarine Inc.

The relationship between Council, the tourism industry and neighbouring Councils (Borough of Queenscliffe and Golden Plains Shire) is detailed through the attached Memorandum of Understanding.

Memorandum of Understanding (MOU)

Based on the successful model established when Council formed Geelong Otway Tourism Inc the new structure will retain many of the aspects that were successful in delivering a strong, sustained and cost effective tourism partnership. Most notable is MOU between Councils and Tourism Greater Geelong & The Bellarine Inc. The MOU between Council and the Industry was well regarded nationally and often referred to as an example of industry best practice. As such the following elements have been retained in the draft MOU.

1. A joint partnership with industry whereby Council funds the staffing and administration costs, whilst the industry funds the delivery of the Three Year Strategic Plan.
2. The Board is an Incorporated Association and as such must comply with all legal obligations as administered through the Department of Justice.
3. The Board will consist of both industry and Council delegates and will have an independent Chair. The Chair will be Mr John Stevens (partner with Dench, McClean and Carlson).
4. Regular reports will be presented to Council seeking approval and detailing the progress performance plans.
5. The Tourism Manager for the City of Greater Geelong will be the Executive Director of the Tourism Board.
6. Council recognises that the Tourism Board will be an advocate for and representative of the tourism industry in tourism related matters in the media and at relevant forums.
7. Tourism Greater Geelong and The Bellarine will not expand its membership base to include new Municipal members unless agreed to by existing Municipal Members.
8. The Tourism Board will co-ordinate industry training and tourism policy formulation to ensure a consistent approach and application to tourism across the region.

The attached Memorandum of Understanding (see attachment one) includes 29 statements of understanding that focus on the key areas of resourcing, accountability, communication, visitor information centres, sustainable tourism and general items.

The MOU will last until 30 June 2017 (may be renewed or renegotiated) and provides a stable platform for the industry to establish and implement an industry funded Strategic Plan 2014-2017 to coincide with the time frame of the MOU.

Strategic Plan 2014-2017

The Board endorsed the attached Strategic Plan 2014-2017 (see attachment two) that provides a vision to establish the Greater Geelong and The Bellarine as a globally recognised destination that deliveries world standard visitor experiences.

The Strategic Plan states that the Mission of the Regional Tourism Board is to facilitate sustainable tourism development, related economic growth and employment.

The key focus areas and objectives of the Strategic Plan are listed below and they provide the framework for both the Strategic Plan and the Annual Action Plan.

Key Focus Areas and Objectives

Promotion – Market the region as a tourism destination to increase visitation, length of stay and expenditure.

Objective 1: To foster positive sentiment by growing our digital footprint and increasing consumer engagement.

Objective 2: To provide inspiration, information and a path to purchase to encourage travel to Greater Geelong and The Bellarine.

Development – Sustain a profitable, high-performing tourism industry that exceeds visitor expectations.

Objective 3: To grow the capacity of the industry so they are delivering high quality experiences.

Objective 4: To understand, share knowledge and advocate for the industry of tourism.

Objective 5: To actively pursue profitable tourism infrastructure of appropriate scale and location that compliments the region's tourism strengths.

Partnerships – Enhance performance by collaborating with member businesses, tourism and community organisations and all levels of Government for mutually beneficial outcomes.

Objective 6: To actively pursue and sustain partnerships with clear benefits for tourism in the region.

Objective 7: To engage with tourism members and provide relevant benefits that will grow membership participation.

Governance – To operate a sustainable, effective, transparent and responsible tourism organisation.

Objective 8 – To maintain accountability and good governance with thorough stakeholder engagement and reporting processes.

Performance Indicators

The Strategic Plan indicates that performance will be measured in two ways. Firstly the performance of the regional tourism structure and secondly industry performance.

Performance Measures – Regional Tourism Board

- Financial sustainability modelling to track and compare level of financial support from the industry across the areas of membership, program buy-in and sponsorship
- Report on success of delivering planned projects each year.
- Independent benchmarking and industry satisfaction research.

- Digital traffic including visitors/audience and, more importantly engagement levels.
- Specific Business Events measures will include number of events held, event days, delegate numbers and direct economic impact.

Industry tracking

- Monitor visitation, visitor nights and market share pertaining to domestic, international and day trip visitors through NVS/IVS data.
- Economic impact of tourism including expenditure and employment.
- Monitor trends regarding new tourism investment and business.
- Industry sentiment research, including businesses not accounted for in the NVS/IVS data.

1 Year Action Plan 2014/15

The Annual Action Plan (see attachment three) structure mirrors the framework of the Strategic Plan however provides further detail including specific actions to be undertaken for each objective. Further to this the Action Plan presents a budget allocated to each action and attributes a staff member to lead the implementation of the action.

The Board approved a budget expenditure (industry funded) of $879,000 to implement the 2014/15 Action Plan.

The budget for 2014/15 represents a slight decrease from previous years (13/14 - $937,846) as a direct result of the restructure that has reduced members numbers and revenue. The position taken by Tourism Victoria to not recognise nor fund Tourism Greater Geelong and The Bellarine has significantly reduced the scope and depth of the Objectives, Actions and budget of the 2014/15 Action Plan.

It is hoped that the current review of Regional Tourism Structures across the State will provide clarity about future funding and recognition from Tourism Victoria. The recent grants of $171K from Regional Development Victoria, is some recognition of the importance of tourism in the changing Greater Geelong economy.

Environmental Implications

Tourism Greater Geelong and The Bellarine Inc will continue to implement and support the Earth Check accreditation program.

Earth Check is a program aimed at reducing the impact of tourism related activities on the environment and includes training, incentives for those who participate and meet the prescribed benchmarks and standards.

Tourism Greater Geelong and The Bellarine Inc is accredited and benchmarked in its own right and was made Bronze status in 2014.

Financial Implications

Under the proposed structural changes, there is no change to Council's current contribution levels allocated to tourism. The current allocations are outline below.

Council's current breakdown to tourism is $1,838,923. The following is a breakdown of the 2014/15 budget.

1. Tourism Administration $1,093,360
2. Visitor Information Centre $369,770
3. Business Events Geelong $375,793

No impact to budget.

The Challenge for the Regional Tourism Board was to adjust the industry funded Annual Action Plan to reduce expenditure of $230,000 related to the anticipated funding from Tourism Victoria. The recent funding of $171,000 from Regional Development Victoria is prescriptive in relation to projects and is a one-off approach.

Further to this funding for strategic partnership projects will be explored with Great Ocean Road Marketing and Regional Development Australia.

The total adjusted tourism budget (both Council and Industry) will still be in excess of $2.7Million with revenue close to $879,000 to support the Annual Action Plan via grants, membership, sponsorship and industry buy in.

Policy/Legal/Statutory Implications

Geelong Otway Tourism had operated under an extended Memorandum of Understanding (MOU) with five municipalities in the Geelong Otway Region (City of Greater Geelong, Borough of Queenscliffe, Golden Plains Shire, Surf Coast Shire and Colac Otway Shire) which expired on 30 June 2013.

Council resolved to extend the MOU with Geelong Otway Tourism until 30 June 2014 at its meeting on 25 June 2013.

Council also resolved at its meeting of September 2013 to continue the partnership with the Borough of Queencliffe, Golden Plains Shire and the tourism industry, in accordance with Council's Tourism Policy, and enter into a Memorandum of Understanding to establish a new Incorporated Association to progress and grow the Tourism Industry.

Council also noted that the Memorandum of Understanding will be based on the retention of the successful partnership model with Council allocating its resources to staffing, administration, visitor services and business events and industry through membership, sponsorship buy in funding the delivery of the business and marketing plans.

A new Memorandum of Understanding has been developed to support the recently established Incorporated Association, Tourism Greater Geelong and The Bellarine.

New Rules of Association for Tourism Greater Geelong and The Bellarine Inc have been established in accordance with legislation now governing incorporated associations in Victoria namely the Associations Incorporation Reform Act 2012.

Alignment to City Plan

Tourism is recognised in the City Plan 2013-2017 as a priority sector in growing the Geelong economy. Council's support of the tourism industry is base on the understanding of the need for a robust and diverse economic base for the City. Council recognised through City Plan and through Council's Tourism Policy that tourism can generate increased economic growth and can be further developed, enhanced and expanded through effective leadership and partnership models. The proposed new structure for tourism demonstrates Council's leadership through collaboration with industry on issues of importance to the economic and social well being of Geelong.

Officer Direct or Indirect Interest

This report has been prepared by the Tourism Manager, City of Greater Geelong, who is also the Executive Director of Tourism Greater Geelong and The Bellarine Inc.

Risk Assessment

Tourism Greater Geelong and The Bellarine plays a pivotal role in advocating on tourism related issues in a variety of settings and at different levels of Government. The organisation provides leadership to the regions tourism industry in dealing with both demand and supply issues, as well as opportunities to collaborate on a range of campaigns and initiatives. This leadership role will continue under Tourism Greater Geelong and The Bellarine Inc.

Without an organised and united approach, the industry would most likely suffer or remain stagnant. The new structure would allow for long term planning to be adopted in cooperation with neighbouring Regional Tourism Board's (RTB).

All staff are employed under the City of Greater Geelong Enterprise Agreement (No.7) 2011 as the tourism unit of the City of Greater Geelong. Staffing levels will be maintained under the new structure with a greater focus on Greater Geelong and the Bellarine, as well as the establishment of partnerships with neighbouring RTB's.

Social Considerations

The social impacts of tourism have been the subject of recent research by Sustainable Tourism Cooperative Research Centre. A set of indicators have been developed to measure these impacts, with further work proposed following finalisation of the relationship with State Government (Tourism Victoria).

Human Rights Charter

The recommendations considered in this report are in accordance with the Victorian Charter of Human Rights and Responsibilities. Following a review of the twenty basic rights that promote and protect the values of freedom, respect, equality and dignity, the most relevant right relating to the report is the right of freedom of movement. This report and recommendations recognise the right of people to move freely through out Victoria and Australia.

Whilst the proposed recommended structure focuses on Geelong and The Bellarine, the report and recommendations consider and allow for the establishment of strategic beneficial partnerships with other destinations and tourism bodies in recognition of the seamless non boundary nature of the tourism experience.

Consultation and Communication

Following Council's resolution of September 2013 to establish a Regional Tourism Board for Greater Geelong and The Bellarine immediate advocacy and discussions took place with Tourism Victoria seeking both recognition and funding support for the new structure.

When it became clear that Tourism Victoria would not directly support the Regional Tourism Board as a separate entity to the Great Ocean Road Regional Tourism further meetings and lobbying have taken place with local Members of Parliament, other Government Departments (RDV/RDA) and directly with the Premiers Office. Further lobbying continues to take place directly with Tourism Victoria and the State Government to resolve this current impasse. Tourism Victoria has initiated a review of regional tourism structures.

Regional Development Victoria has recognised the importance of tourism to the Greater Geelong economy and community and has funded grants of over $170k in October 2014 to support tourism in a transition economy.

Great Ocean Road Regional Tourism (Torquay to the South Australian Border) and other neighbouring tourism regions (Melbourne, Ballarat, Mornington Peninsula) have been informed that potential partnership programs will be considered following the finalisation of the Strategic and Action Plans.

The tourism unit, in partnership with Council's marketing and communications unit will establish a communications plan detailing the benefits and opportunities associated with the new approach and structure to tourism development and marketing.

Tourism Greater
Geelong
and
The Bellarine Inc.

Memorandum of Understanding

Until the 30th June

2017

MEMORANDUM OF UNDERSTANDING

between

TOURISM GREATER GEELONG AND THE BELLARINE INC.

Busport, Level 1, 48 Brougham Street, Geelong
("**Tourism Greater Geelong and The Bellarine**")

and

MEMBER MUNICIPALITIES

comprising:

GREATER GEELONG CITY COUNCIL . . . . . 30 Gheringhap Street, Geelong
QUEENSCLIFF BOROUGH COUNCIL . . . . . 50 Learmonth Street, Queenscliff
GOLDEN PLAINS SHIRE . . . . . .2 Pope Street, Bannockburn
(collectively called **Councils**)

RECITALS:

R.1. Tourism Greater Geelong and The Bellarine is an association incorporated with the purpose of promoting and developing tourism within the Greater Geelong and Bellarine region (**Region**).

R.2. Tourism Greater Geelong and The Bellarine has prepared and adopted the attached business plan (**Business Plan**), which details the marketing and development initiatives, and performance targets that have been established to monitor performance.

R.3. The tourism industry, as represented through tourism related businesses, organisations and committees will fund the Business Plan through annual subscription fees and direct advertising. The Business Plan will be further supplemented by sponsorship and Federal and State Government grants.

R.4. The Councils are members of Tourism Greater Geelong and The Bellarine. The annual subscription fees payable by the Councils shall be determined as outlined in this memorandum of understanding (**MOU**).

R.5. In order to achieve greater certainty of Council support for Tourism Greater Geelong and The Bellarine until 30 June 2017 and the commitment from Tourism Greater Geelong and The Bellarine to the implementation of the Strategic Plan, the parties by this MOU have recorded their understanding of the relationship and obligations between the parties.

1. RESOURCING

1.1. Tourism Greater Geelong and The Bellarine will dedicate financial resources to the implementation of the regional marketing and development initiatives as detailed in the Business Plan.

1.2. The Greater Geelong City Council having regard to its overall budgetary constraints shall continue to provide to Tourism Greater Geelong and The Bellarine:

1.2.1. resources to staff, accommodate and allow effective administration of Tourism Greater Geelong and The Bellarine;

1.2.2. dedicated resources to seek, and support conferences and meetings, within the municipality operating as a unit of Tourism Greater Geelong and The Bellarine called Business Events Geelong; and

1.2.3. dedicated resources to coordinate the staffing (volunteers and council staff) and operations of the local and regional Visitor Information Centres located within the municipality.

1.3. The resources provided by Greater Geelong City Council as outlined in clause 1.2, are referred to as **Administrative Costs** in this MOU.

1.4. The Councils will continue to provide resources to Tourism Greater Geelong and The Bellarine via annual subscription fees.

1.5. The Board of Tourism Greater Geelong and The Bellarine (**Board**), in consultation with each Council's Chief Executive Officer or nominated Executive Officer, will determine the annual subscription fees payable for the forthcoming financial year prior to 31 March each year.

1.6. It is intended that the annual subscription fees will increase each year with regard to any increase in the Administrative Costs.

1.7. The Greater Geelong City Council will meet the Administrative Costs in lieu of its payment of the annual subscription fee.

1.8. The Councils will each be responsible for the provision of dedicated staff to further develop and coordinate tourism in the Region whilst recognising that Tourism Greater Geelong and The Bellarine will be the primary body developing the industry and promoting the Region.

1.9. Should the Executive Director of Tourism Greater Geelong and The Bellarine (**Executive Director**) resign or be replaced, Greater Geelong City Council agrees that the Chairperson of Tourism Greater Geelong and The Bellarine (**Chairperson**) and/or other members of the Board will be involved in the recruitment and appointment of the new Executive Director.

1.10. Tourism Greater Geelong and The Bellarine will support Councils to attract tourism related investment and tourism infrastructure to the Region and where appropriate will work closely with Councils' Economic Development Unit and relevant Council officers.

2. ACCOUNTABILITY & COMMUNICATION

2.1. Tourism Greater Geelong and The Bellarine will present to the Councils an annual progress report that details performance against key targets established in the Business Plan and outline the marketing program and key result areas to be achieved by the Board in the forthcoming financial year.

2.2. Tourism Greater Geelong and The Bellarine will provide Councils with regular statistical reports relating to the tourism performance of the Region.

2.3. The Councils recognise the independent role, structure, mission and expertise of Tourism Greater Geelong and The Bellarine and understands its function includes being an independent advocate for the tourism industry. This role also includes being a tourism industry voice in the local and national media and representation of tourism businesses in planning/development opportunities which may enhance, sustain and develop a sustainable tourism industry in the Region

2.4. The Executive Director and/or Chairperson will attend any Council meeting to discuss / present tourism related issues on request.

2.5. The management of the Greater Geelong City Council will consult the Chairperson for input into the annual performance review of the Executive Director. As part of the performance review process, the Greater Geelong City Council will seek input from the Chairperson on behalf of the Board to establish performance indicators for the following 12 months.

2.6. Tourism Greater Geelong and The Bellarine will hold its Board meetings approximately every eight weeks and will regularly communicate with Councils and its members.

2.7. The Councils will encourage local and municipal tourism officers to attend regular designated staff meetings with Tourism Greater Geelong and The Bellarine staff, and to communicate with the Tourism Greater Geelong and The Bellarine office on a regular basis.

3. VISITOR INFORMATION CENTRES

3.1. The staffing, management and operations of Local Visitor Information Centres in the Region will be the responsibility of Councils.

3.2. The Councils recognise the regional role of the Visitor Information Centre located at Little River.

3.3. Tourism Greater Geelong and The Bellarine will coordinate the implementation of consistent display and distribution policies for all Visitor Information Centres in the Region.

3.4. Visitor Information Centre Co-ordinators from the Region will meet on a regular basis to co-ordinate training, management and centre operations and to distribute relevant marketing materials. This may also include collaboration with neighbouring tourism regions.

4. SUSTAINABLE TOURISM

4.1. The Councils recognise the strengths and benefits of a sustainable tourism approach that will ensure the long-term survival of the tourism industry and to encourage industry best practice.

4.2. Tourism Greater Geelong and The Bellarine will support the Councils efforts to attract funding for additional sustainable tourism initiatives. Tourism Greater Geelong and The Bellarine will continue to source State and Federal funding support for initiatives in the Region.

4.3. The Councils will promote the initiatives in the Region and encourage participation in their implementation through communications with local communities and other key stakeholders.

5. GENERAL

5.1. Tourism Greater Geelong and The Bellarine will not expand its membership base to include new municipal members unless agreed to by the Councils.

5.2. Tourism Greater Geelong and The Bellarine will coordinate industry training and tourism policy formulation to ensure a consistent approach and application to tourism across the Region.

5.3. If any dispute or difference arises between the parties in carrying out the principles of this MOU, the parties will seek bona fide to resolve that difference or dispute between them.

5.4. Notwithstanding clause 5.3, each party maintains the right to exercise its individual powers as it sees fit. This MOU lapses on 30 June 2017 and may be renewed or renegotiated by further agreement between the parties.

5.5. Annual subscription fees as outlined under clause 1 will be invoiced at the commencement of each financial year to Borough of Queenscliff Council and Golden Plains Shire Council. Greater Geelong City Council will continue resourcing via the annual budget provisions as approved by Council in the Greater Geelong City Council budget process.

Memorandum of Understanding
2014 - 2017

DATED this..... **day of** **2014**

SIGNED on behalf of:)
TOURISM GREATER GEELONG AND THE BELLARINE INC.)
by its duty authorised representative:)

....
Witness

SIGNED on behalf of the:)
CITY OF GREATER GEELONG COUNCIL)
by its duty authorised representative:)

....
Witness

SIGNED on behalf of the:)
BOROUGH OF QUEENSCLIFF COUNCIL)
by its duty authorised representative:)

....
Witness

SIGNED on behalf of the:)
GOLDEN PLAINS SHIRE COUNCIL)
by its duty authorised representative:)

....
Witness



TOURISM GREATER GEELONG & THE BELLARINE

Strategic Plan 2014-2017

Introduction
Background
Vision
Mission
Values
Situation Analysis
Big Challenges
Bigger Opportunities
Measuring Success
Stakeholder Groups
Key Focus Areas & Objectives



Introduction



Tourism Greater Geelong and The Bellarine was founded in January 2014. It is a regional tourism organisation encompassing the region from Werribee to Armstrong Creek including Geelong, the Bellarine Peninsula, Queenscliff and the Moorabool Valley.

TGGB has a number of strategic partners within the region. Municipal partners provide financial and human resources for the delivery of regional tourism initiatives. These councils include the City of Greater Geelong, Borough of Queenscliffe and Golden Plains Shire. TGGB also has good working relationships with neighboring areas including Wyndham Shire and other Western Melbourne areas, Mornington Peninsula, the Great Ocean Road and the Ballarat region.

TGGB is managed by a board comprised of municipal stakeholders, tourism industry professionals and skills-based representatives. The board is led by an independent chairperson and administered by TGGB staff. Local tourism associations Bellarine Tourism and Tourism Geelong are important industry reference points for the regional body.

An executive director oversees the team of 14 staff (11.4 EFT) in the areas of marketing, industry development, business events, visitor information and administration.

This three year strategy was developed following a consultative process with board, staff and stakeholders. An accompanying action plan for each year of the strategy will be developed annually with details on specific projects, responsibilities, timelines and budgets.



Background

A statewide process to restructure tourism across Victoria included consultation with local government. Councils in Geelong, Queenscliffe and Golden Plains opted to establish an independent organisation for the Greater Geelong and Bellarine region. The existing staff and resources of Geelong Otway Tourism operated within the City of Greater Geelong and as such, this organisation evolved into Tourism Greater Geelong and The Bellarine. Operation under this new title commenced on 1 January 2014.

"The journey is the destination."
– Dan Eldon

The regional tourism footprint was refined for a number of key reasons:

- The product offer of Geelong and The Bellarine is developing rapidly and is not consistent with the brand and positioning of the Great Ocean Road.
- The primary tourism target market for the region is Melbourne, and with their intimate knowledge of this area within regional Victoria, do not consider Geelong and Bellarine and The Great Ocean Road to be the same region.
- Unique opportunities for Geelong and the Bellarine in non-traditional markets would not be explored as part of a broader region. Eg. Cruise, events, VFR.
- The need to diversify the economy of Geelong and drive a dedicated marketing campaign to grow the city's tourism market.
- The industry and product offer is mature enough to support a dedicated campaign.

The industry is vital to social and economic wellbeing of the region.
In the Greater Geelong and Bellarine region tourism supports 4,000 jobs and contributes $640 million to the economy annually.

In consultation with long-standing industry representatives and municipal partners, this brand new strategy has been developed to guide the establishment of the new organisation and to provide strategic direction during the first three years of operation.

Each partner organisation is a signatory to the Tourism Geelong and The Bellarine Memorandum of Understanding and agrees to a Statement of Rules and Purposes for the organisation.



Vision

Greater Geelong and The Bellarine is a globally recognised destination that delivers world standard visitor experiences.



Mission

Tourism Greater Geelong and The Bellarine exists to facilitate sustainable tourism development, related economic growth and employment.



Values

Integrity.

We are transparent, open, honest, true and committed.

Making a Difference.

We will make positive change, provide benefit, add value, respect, challenge.

Collaboration.

We will collaborate, share, support, achieve, contribute to common goals and be inclusive.

Professionalism.

With composure we exceed expectations, provide exceptional service, take pride, set and meet high standards and help provide great experiences.

Innovation.

We strive to improve, lead, develop, stand out, think, do, dare.

Leadership.

We are brave, we deliver, we listen, we are strong, we empower, we guide.

Commitment.

We honour our word, are driven by outcomes, strive for better, work towards goals and fully support the actions and activities that will achieve those goals.

Engagement.

Our programs and efforts will actively engage the industry, community and our partners for maximum positive impact.



Situation Analysis

The global tourism marketplace is changing rapidly and we must understand and adapt to these conditions to ensure our work is relevant and makes an impact. Plans are vital to working towards and achieving goals, but we must remain flexible enough to respond to new opportunities as they arise. It's highly likely the buzz 'thing' we'll all be talking about at the end of this strategy's lifespan hasn't been invented yet.

Tourism in our region is worth $640m.

Technology and its exponentially growing capacity has been the catalyst for many of the emerging trends, particularly in the travel sector. Every visitor is carrying a suite of equipment on the device in their pocket and using it to research, plan, record and share their holiday.

Consumers are increasingly savvy. They don't want to be marketed at, they want to engage with and understand their travel experience. They use online spaces and communities to do in-depth research, have conversations about travel and share their experiences. Dedicating resources to content development is vital, and the digital space is where the bulk of that investment should be.

Social media has evolved from an afterthought in the marketing department to a key platform in any contemporary marketing strategy.

Visitors and communities expect content to be good quality, inspirational and relevant. Words, images and videos – either user-generated or created as part of a promotional campaign – must be engaging. It is the key to building rapport, brand, loyalty, pride and desire.



This increasingly savvy consumer demands quality and value. The Geelong and Bellarine region has adapted to the shift towards last minute bookings. Coastal accommodation properties were traditionally booked for the subsequent six week summer school break period as those annual guests were checking out from the previous summer holiday. Now, whilst summer is still a solid period, bookings have much shorter lead times and shorter stays. The industry have adapted and adjusted their pricing and booking processes accordingly. Further challenges will need to be handled in the same way.

Tourism supports 4,000 jobs in Greater Geelong and the Bellarine.

Tourism promotion in general has taken another turn, and consumers are less interested in particular destinations and instead focus their attention on experience. They don't care what you have or where you are, they care about what they can do there and what kind of experience they will have.

With these fundamental changes in visitor behavior and preference comes great opportunity to capitalise. We must commit time and resources to research and understand these emerging trends and allow ourselves to be brave, take risks and reap the rewards of being a truly trailblazing organisation.



Big Challenges

The transitioning Geelong economy presents many challenges as the community adapts to enormous changes in the Geelong business landscape. Along with the uncertainty and economic strain on residents, there has been an impact on the brand sentiment within and towards Geelong – pity rather than pride. Media attention on the very human story of job losses and industry withdrawal does darken the mood. We need to understand the consumer awareness and perceptions around these issues and be mindful of psychological factors when we position the destination.

The ring road around the region, making the Surf Coast and beyond more easily accessible, is a challenge in itself. We must work to change the mentality of Geelong from a 'gateway to somewhere else' into a 'great way to escape'. Marketing should focus on the strengths and raise the profile of Geelong and Bellarine as a legitimate short break destination for Melbournians.

The organisational restructure of the regional tourism body itself has delivered some challenges, chiefly in the financial resourcing area. The reduction in geographic spread has also seen a reduction in revenue. This in part has been offset by the consolidation of the local and regional tourism structures into a single, united Regional Tourism Board – Tourism Greater Geelong and The Bellarine. Further to this a close partnership with State Government will provide additional financial resources to deliver the initiatives detailed in the Strategy and Action Plans of the organisation.



Bigger Opportunities

Technology provides amazing platforms to communicate, engage and deliver. Keeping abreast of relevant developments in this area, investing resources in smart technology and having the courage to take calculated risks in this area will see good results. Who dares wins!

50%
of our web traffic is using a mobile device.

The changing face of the Geelong economy provides enormous opportunity for the tourism industry. The positioning of Geelong as a 'smart city' to attract high-tech, cutting edge operations will lift the profile of the town while also providing first opportunity for our organisation to capitalise on any innovations that have a tourism application. The continued expansion of Deakin University coupled with the other first-class education institutions within the city form the nucleus of the 'Think Geelong' program, putting this region at the top of mind for the brightest students across the country and internationally.

The population projections for the region indicate a period of strong growth in the region, particularly with residential developments at Armstrong Creek expected to see 60,000 more people call Geelong home. This growth will support existing industry, see the development of new projects and will provide greater exposure to the visiting friends and relatives market.

The delivery of some proposed major infrastructure projects will have a positive impact on tourism in the region during the next few years. The Yarra Street Pier development will encourage the already growing cruise ship market to boom. A dedicated conference and event facility will grow capacity and solidify brand positioning for the corporate event market in Geelong. The Geelong Football Club is perhaps the best known brand Geelong has and the stage four and five redevelopment at Simonds Stadium will provide opportunity for significant events beyond the AFL fixture.

With Darryn Lyons elected mayor of the City of Greater Geelong in November 2013, his profile and character provides large scale exposure for the region. Tourism can work with the mayor and other high profile individuals, organisations and events these harness and capitalise on this profile to push key messages and help elevate public awareness and the prestige of the regional brand.



Measuring Success

Success in regional tourism must be measured in two ways. We will measure and report on our own performance, with targets for our deliverables as a regional tourism organization.

We must also monitor industry performance and trends to ensure greater understanding of the big picture – of how tourism is performing in our region.

PERFORMANCE MEASURES

- Financial sustainability modeling to track and compare level of financial support from industry across the areas of membership, program buy-in and sponsorship.
- Report on success of delivering planned projects each year.
- Independent benchmarking and industry satisfaction research.
- Digital traffic including visitors / audience and, more importantly, engagement levels.
- Specific Business Events measures will include number of events held, event days, delegate numbers and direct economic impact.

INDUSTRY TRACKING

- Monitor visitation, visitor nights and market share pertaining to domestic, international and day trip visitors through NVS / IVS data.
- Economic impact of tourism including expenditure and employment.
- Monitor trends regarding new tourism investment and business.
- Industry sentiment research, including businesses not accounted for in the NVS / IVS data.



Stakeholder Groups

From 2014 – 2017, Tourism Greater Geelong and The Bellarine will focus our effort on delivering services for five key groups:

1. EXISTING VISITORS

WHO ARE THEY?

Long term, repeat visitors who have an affinity with the region and feel like they already know it like a local. They champion the region among their networks and want to engage in meaningful conversations online. Although already very familiar with the destination, they will research to find out new and relevant information.

"Don't just tell a story, give a story to tell."
– Tourism Australia

They value the brand of the destination and being part of the community that is the reason for their visit – whether that is a regular summer holiday on the coast, or an event in Geelong with loved ones. The experience they have (regularly) is what they value about the region.

WHAT DO THEY WANT FROM US?

Up to date information about new product, things that have changed since their last visit – information they can 'top up' their existing knowledge with to plan their next visit. They want to be reminded and reminisce about the experiences they've had. They want accurate information about what will be on and open when they're here.

HOW WILL WE GIVE IT TO THEM?

The need for timeliness and accuracy in this group makes digital communication vital. We will work to attract them to our online environments including consumer websites and social media spaces by ensuring our content is rich, relevant and eminently sharable. We will also encourage direct contact by inviting them to subscribe to our updates, allowing more targeted and measurable direct messaging.

This group will also be pursued in more traditional ways, with print media and other print collateral still important in continuing to build brand pride and keep the region top of mind.



2. POTENTIAL VISITORS

WHO ARE THEY?

Individuals who either haven't visited the region at all, or who haven't visited for a long time. They may not yet have any desire to visit. Whilst much of what they require is similar to the 'Exisitng Visitor' group, their lack of existing affinity and previous connection with the region makes them more difficult to converse with.

Communication to this group will need to be attention grabbing and clever, as the region competes to attract initial attention and interest and build that interest to conversion.

WHAT DO THEY WANT FROM US?

They don't know they want anything from us yet! More traditional media, coupled with clever digital strategies will be used to build recognition and interest in the region.

HOW WILL WE GIVE IT TO THEM?

We'll need to find them first, with a combination of traditional promotional activity and some clever digital work to have them engage with us. Public relations efforts, partnership campaigns and cost-effective online strategies will reach out to this new audience.

Digital resources need to be geared for first-time visitors, their information needs are much deeper than repeat visitors. Unfamiliarity means maps, general destination information and searchability will be required. In digital spaces where existing and new visitors cross over (such as consumer websites) content will need to be structured in such a way that well-versed visitors aren't bored while at the same time ensuring new visitors aren't lost.



3. INDUSTRY PARTNERS

WHO ARE THEY?

Individual tourism businesses operating within the region and financially contributing to TGGB membership. They are the operators, owners, managers and staff of businesses delivering tourism experiences in the region.

Industry partners are also often other associations and organisations operating to service the tourism industry. They include a broad range of operations - from small local bodies, trader groups and advisory committees through to state and national associations.

WHAT DO THEY WANT FROM US?

As their regional association, member businesses want us to provide leadership and voice that unites the industry towards shared goals and purpose. They want us to organise, educate and advocate for the industry. They expect to be afforded opportunities and benefits for their business and have access to programs and campaigns that have practical and positive outcomes.

Other industry associations provide a range of partnership opportunities, reference points, expertise, advice and advocacy. Our existence and co-habitation as part the broader tourism industry family is mutually beneficial and outcomes are delivered for the benefit of the tourism industry generally.

HOW WILL WE GIVE IT TO THEM?

Members will have access to participate in cooperative marketing campaigns and ongoing digital programs. Professional and business development opportunities will be available, and staff will provide news and updates, individual support and professional guidance where appropriate.

Other tourism organisations will have access to communication channels, staff expertise, industry research and business networks.



4. MEMBER COUNCILS

WHO ARE THEY?

The City of Greater Geelong, Borough of Queenscliffe and Golden Plains Shire are the municipalities within the TGGB boundaries and each council contributes financial resources to the regional tourism organisation. The City of Greater Geelong provides staffing and administrative resources for the regional organisation, and TGGB also serves as the tourism unit of the council. Each other local government is responsible for their own tourism staffing, including visitor information centres. Those staff and visitor centres are part of the broader regional network, sharing ideas and expertise as well as working cooperatively on agreed projects and standards.

WHAT DO THEY WANT FROM US?

Our municipal partners want direct tourism representation. They consider their financial contributions an investment in a high performing regional tourism organisation that delivers good results for their business community and regional economy. The increased civic pride and positive branding that comes from promotional activities and events are attractive to local government and there are tangible lifestyle benefits for host communities with well-operated tourism industries. Residents like to have fun too!

Member councils also want access to the professional tourism staff, resources and expertise available in a high-performing regional tourism body. For their financial investment councils also want a voice at the board table of the organisation to ensure goals and activities are consistent with overall council objectives.

HOW WILL WE GIVE IT TO THEM?

Through the appointment of a council representative from each municipal partner to the TGGATB Board, the local government will have the capacity to provide input and direction, as well as receive high level reporting, on the performance of the organisation.



5. INVESTORS

WHO ARE THEY?

Private and government investors seeking to establish new tourism related facilities.

WHAT DO THEY WANT FROM US?

Potential investors considering tourism related projects within Geelong and The Bellarine need insight and advice from the regional organisation. They want accurate information and assistance with lobbying, advocacy and references.

There is also a role for the regional tourism organisation in identifying opportunities for development that will enhance the tourism offer in the destination and lobbying government for support to attract the investment that will bring the opportunity to life.

HOW WILL WE GIVE IT TO THEM?

TGGB will maintain accurate and relevant statistical data and comprehensive industry knowledge to provide professional insight into investment proposals. Individual attention and representation for specific, beneficial projects that will provide economic return for the entire region.



Key Focus Areas & Objectives

PROMOTION

Market the region as a tourism destination to increase visitation, length of stay and expenditure.

Objective 1: To foster positive sentiment by growing our digital footprint and increasing consumer engagement.

Objective 2: To provide inspiration, information and a path to purchase to encourage travel to Greater Geelong and The Bellarine.

DEVELOPMENT

Sustain a profitable, high-performing tourism industry that exceeds visitor expectations.

Objective 3: To grow the capacity of the industry so they are delivering high-quality experiences.

Objective 4: To understand, share knowledge and advocate for the industry of tourism.

Objective 5: To actively pursue profitable tourism infrastructure of appropriate scale and location that compliments the region's tourism strengths.



PARTNERSHIPS

Enhance performance by collaborating with member businesses, tourism and community organisations and all levels of government for mutually beneficial outcomes.

Objective 6: To actively pursue and sustain partnerships with clear benefits for tourism in the region.

Objective 7: To engage with tourism members and provide relevant benefits that will grow membership participation.

GOVERNANCE

To operate a sustainable, effective, transparent and responsible tourism organisation.

Objective 8: To maintain accountability and good governance with thorough stakeholder engagement and reporting processes.

site by grindstone

TOURISM GREATER GEELONG & THE BELLARINE

1 YEAR ACTION PLAN 2014/15
FINAL - WITH STATE GOVERNMENT FUNDING

* This budget has been developed relating to actions as outlined in the draft three year strategy from 2014-2017. This is an update budget from the previously developed budget relating to no State Government funding which was outlined at a $67,700 deficit. This new budget will record an anticipated break even surplus of $300.
* The total funding which will be recieved as two streams from Regional Development Victoria - Putting Locals First Program relating to $140,000 for activities outlined under 1.1 - 1.5 below and $31,000 towards economic modelling under 4.2.
* It should be noted that membership revenue is based on current membership plus an increase of 10% in membership fees.
* Sponsorship revenue is based on current Greater Geelong and The Bellarine opportunities.
* Some items in the budget are reliant on further industry buy in and this will be taken into consideration relating to the expenditure levels to ensure the balancing of budgets are achieved.

Summary of Overall Budget 2014/15:

	Income	Expenditure	Net Result
TOTAL - PROMOTION	477,000	667,000	- 190,000
TOTAL - DEVELOPMENT	67,000	112,000	- 45,000
TOTAL - PARTNERSHIPS	269,000	51,000	218,000
TOTAL - GOVERNANCE	66,300	49,000	17,300
TOTAL BUDGET	879,300	879,000	300
NET SURPLUS (DEFICIT)	300		

Summary of Overall Forecast 2013/14

	Income	Expenditure	Net Result
TOTAL - DEMAND	464,940	761,607	- 296,666
TOTAL - SUPPLY	30,000	56,000	- 26,000
TOTAL - PARTNERSHIPS	315,950	93,673	222,277
TOTAL - GOVERNANCE	48,000	51,900	- 3,900
TOTAL - CARRY OVER PROJECTS	30,590	16,345	14,245
TOTAL 13/14 FORECAST FIGURES	889,480	979,525	- 90,044
ANTICIPATED NET SURPLUS (DEFICIT) 13/14	- 90,044		

Tourism - COGG Contribution 2014/15	$
Staffing and support	866,548
Administration Provisions including offices and fleet	226,812
Total	1,093,360

Business Events Geelong - COGG Contribution 2014/15	$
Staffing and support	250,293
Administration Provisions including offices and fleet	125,500
Total	375,793

Visitor Information Centres - COGG Contribution 2014/15	$
Staffing and support	172,744
Administration Provisions including offices and fleet	197,026
Total	369,770

Promotion

Market the region as a tourism destination to increase visitation, length of stay and expenditure.

Objective 1. To foster positive sentiment by growing our digital footprint

Action	Inc.	Exp.	Net Result	Staff Member	Timing
1.1 Content Marketing: Provide daily content to enhance digital footprint, engage with and grow database and to establish Geelong/Bellarine brand advocates enhancing reach.	14,000	24,000	- 10,000	Tracy Jamieson	Refer to strategy
1.2 Thematic Marketing: To focus imagery and stories on a specific topic (theme) each month based on regions competitive advantages (as identified in qualitative research).	11,000	21,000	- 10,000	Tracy Jamieson	Refer to strategy
1.3 Digital Marketing: Maximise access to digital footprint (internet and social media) via mobile devices (phone, iPad/tablets) and the establishment of WIFI hot spots in specific Geelong and Bellarine locations	58,000	110,000	- 52,000	Tracy Jamieson	Refer to strategy
1.4 Public Relations / Media Program: Implement a public relations strategy in Melbourne and Regional Victoria that focuses on competitive advantages and the new Geelong brand. Initiate and support media and bloggers familiarisation trips to the region. Initiate an 'Instameet' (high profile celebrity bloggers) for Geelong and The Bellarine.	30,000	50,000	- 20,000	Tracy Jamieson	Refer to strategy
1.5 Still and Moving Imagery Development: Provide refereshed still and moving imagery relating to the themes outlined above under 1.2 Thematic Marketing	43,000	55,000	- 12,000	Narelle Needham	Refer to strategy
1.6 Visit Victoria webpage strategy relating to the receiving and managing of funds from Tourism Victoria	70,000	70,000	-		
1.7 Attend relevant consumer and trade shows to promote regional strengths.	5,000	5,000	-	Narelle Needham	Refer to strategy
SUB-TOTAL	**231,000**	**335,000**	**- 104,000**		

Promotion

Market the region as a tourism destination to increase visitation, length of stay and expenditure.

Objective 2. To provide inspiration, information and a path to purchase to encourage travel to Greater Geelong and The Bellarine

Action	Inc.	Exp.	Net Result	Staff Member	Timing
2.1 Undertake international marketing through Great Southern Touring Route and Sydney to Melbourne Touring Route.	-	61,700	- 61,700	Roger Grant / Brett Ince	Ongoing
2.2 Market the region to interstate visitors by participating in the Destination Melbourne regional partnership program.	10,000	32,300	- 22,300	Brett Ince / Narelle Needham	Quarterly
2.3 Market the region as a Business Events destination to conference industry professionals through a tactical sales and marketing campaign.	122,000	142,000	- 20,000	BE Geelong Team	Refer to strategy
2.4 Implement marketing activities to attract the Visiting Friends and Relatives sector, including a focus on education tourism.	10,000	-	10,000	Narelle Needham	Refer to strategy
2.5 Support the growth of Geelong as a cruise ship destination with appropriate marketing collateral to cruise lines and visiting passengers.	-		-	Brett Ince / Brendan Sanders	October 2014 - March 2015
2.6 Produce an official visitor guide publication for the region.	85,000	85,000	-	Narelle Needham	Sep - Dec 14
2.7 Develop and implement a region-wide Visitor Information strategy.	-	-	-	Elizabeth Curtain	Ongoing
2.8 Develop and implement a specific marketing strategy for the Bellarine Taste Trail with links to all marketing activities undertaken by Tourism Greater Geelong and The Bellarine - expenditure in this item is also matched with $10,000 from Digital Strategy relating to redevelopment of BTT website under platform. Income relates to $9,000 industy buy in and $10,000 from Bellarine Tourism towards project.	19,000	11,000	8,000	Narelle Needham	Refer to strategy
SUB-TOTAL	**246,000**	**332,000**	**- 86,000**		
TOTAL - PROMOTION	**477,000**	**667,000**	**- 190,000**		

Development

Sustain a profitable, high-performing tourism industry that exceeds visitor expectations

Objective 3: To grow the capacity of the industry so they are delivering high-quality experiences

Action	Inc.	Exp.	Net Result	Staff Member	Timing
3.1 Implement industry development workshops and networking events for members including an industry engagement plan with quarterly forums for updating projects.	11,000	29,000	- 18,000	Narelle Needham / Brendan Sanders	Refer to strategy
3.2 Encourage participation in business development programs such as accreditation, awards and assessment tools.	-	-		Brendan Sanders	Ongoing
3.3 Develop a tourism industry workforce development plan to address skill and professional gaps in the region. - Please refer to 5.1.	-	-		Roger Grant	Relating to Dest Mgmt Plan
3.4 Implement a tourism industry leadership program to cultivate the next generation of industry leaders and grow professionalism within the region.	-	-	-	Narelle Needham	March 2015 - September 2015
SUB-TOTAL	**11,000**	**29,000**	**- 18,000**		

Objective 4: To understand, share knowledge and advocate for the industry of tourism

Action	Inc.	Exp.	Net Result	Staff Member	Timing
4.1 Brand Geelong: Undertake research and interpret data to ensure a good understanding of tourism trends and visitor perceptions. - contribution to project with management via COGG accounts.	5,000	10,000	- 5,000	Brendan Sanders	Quarterly
4.2 Economic Modelling and Performance Data for Private Sector Investment: Provide support to potential private sector investors through the provision of local tourism performance data to support business planning and finance acquisition proposals.	36,000	58,000		Brendan Sanders	Refer to schedule
4.3 Implement timely and effective industry communications activities.	-		-	Tracy Jamieson	Refer to schedule
4.4 Develop an ongoing series of local industry consultation workshops across the region to plan, update, request feedback and evaluate the effectiveness of programs delivered with local industry.				Narelle Needham	Refer to schedule
SUB-TOTAL	**41,000**	**68,000**	**- 27,000**		

Objective 5: To actively pursue profitable tourism infrastructure of appropriate scale and location that compliments the region's tourism strengths

Action	Inc.	Exp.	Net Result	Staff Member	Timing
5.1 Review and update Destination Management Plan to a dedicated Greater Geelong and The Bellarine document. - additional expenditure of $10,000 relates to 4.2 Economic Modelling above.	15,000	15,000	-	Roger Grant	Dependant on grant funding
5.2 Actively pursue, support and advocate for projects identified in the product gap analysis and tourism opportunities study. Eg. Yarra Street Pier, Geelong Convention and Exhibition Centre and Fort Queenscliff.	-	-	-	Roger Grant / Brett Ince	Ongoing
SUB-TOTAL	**15,000**	**15,000**	**-**		
TOTAL - DEVELOPMENT	**67,000**	**112,000**	**- 45,000**		

Partnerships

Enhance performance by collaborating with member businesses, tourism and community organisations and all levels of government for mutually beneficial outcomes.

Objective 6: To actively pursue and sustain partnerships with clear benefits for tourism in the region

Action	Inc.	Exp.	Net Result	Staff Member	Timing
6.1 Actively support partnerships with key organisations by acting on committees, maintaining memberships and collaborating with organisations at local, state and national levels as appropriate.	9,000	9,000	-	Roger Grant / Brett Ince	Ongoing
6.2 Pursue grant opportunities for the organisation and support partners in seeking grants for appropriate tourism projects.	-	-		Roger Grant / Brett Ince	Ongoing
6.3 Advocate for the industry of tourism as a vital regional industry and a key economic driver with all levels of government and within the community.	-	-	-	Roger Grant / Brett Ince	Ongoing
SUB-TOTAL	**9,000**	**9,000**	**-**		

Objective 7: To engage with tourism members and provide relevant benefits that will grow membership participation

Action	Inc.	Exp.	Net Result	Staff Member	Timing
7.1 Implement membership programs to recruit and retain tourism members including a dedicated sales resource (contracted) to attract more members	180,000	2,000	178,000	Brett Ince / Administration Team	Refer to Membership Action Plan
7.2 Undertake membership satisfaction survey and utilise the findings to improve service delivery.	-	-		Brendan Sanders	Mar-15
7.3 Implement a sponsorship program to attract and adequately service corporate sponsors.	80,000	40,000	40,000	Melinda Stewart / Stephanie Rasmussen	Ongoing
SUB-TOTAL	**260,000**	**42,000**	**218,000**		
TOTAL - PARTNERSHIPS	**269,000**	**51,000**	**218,000**		

Governance

To operate a sustainable, effective, transparent and responsible tourism organisation

Objective 8: To maintain accountability and good governance with thorough stakeholder engagement and reporting processes

Action	Inc.	Exp.	Net Result	Staff Member	Timing
8.1 Implement an effective Customer Relationship Management system, including membership and stakeholder management functions.		5,000	- 5,000	Stephanie Rasmussen	Ongoing
8.2 Operate under clear and effective Memorandums of Understanding with councils and partner organisations.	22,300	-	22,300	Brett Ince	Ongoing
8.3 Undertake agreed monitoring and reporting processes with stakeholders focusing on identified performance measures and industry tracking.	-	-		Roger Grant / Brett Ince	Ongoing
8.4 Ongoing programs to develop the capability and capacity of the board and staff.	9,000	14,000	- 5,000	Brett Ince	Ongoing
8.5 Undertake thorough financial reporting and annual independent audit.	10,000	10,000	-	Brett Ince / Brendan Sanders / Admin	As per Board schedule
8.6 Effectively and responsibly manage finance and board administration.	25,000	20,000	5,000	Brett Ince / Admin Team	As per Board schedule
8.7 Set processes to determine the structure and composition of the ongoing board of Tourism Greater Geelong and The Bellarine.	-	-	-	Brett Ince	Ongoing
SUB-TOTAL	**66,300**	**49,000**	**17,300**		
TOTAL - GOVERNANCE	**66,300**	**49,000**	**17,300**		

5. FINANCIAL MANAGEMENT REPORT – SEPTEMBER 2014

Portfolio:	**Finance - Cr Lyons (Mayor), Cr S Kontelj, Cr E Kontelj**
Source	**Corporate Services - Financial Services**
A/General Manager:	**Michael Kelly**
Index Reference	**Financial Management \ Financial Reporting 2014-2015**

Purpose

The Quarterly Financial Report for the period ending 30 September 2014 is prepared as a requirement of Section 138 of the Local Government Act 1989.

Summary

- Council approved amendments to the adopted Budget on 26 August 2014 and variances are reported based on comparing actuals to amended budget.
- The recurrent operating surplus for the three-month period is $6.2M, being $7.6M favourable to amended budget and reflects favourable performance and timing issues.
- The non-recurrent surplus for the three month period is $14.7M, being $0.7M favourable to budget with favourable Capital Income $2.2M, offset by unfavourable Gain/Loss on Sale of Property ($1.2M) and Recognition of Infrastructure ($0.3M).
- Capital expenditure for the year to date is $22.1M against a year to date projection of $20.9M, which is ($1.2M) overspent to projection.
- The cash and investment balance of $70.2M is $5.0M favourable to budget.

Cr E Kontelj moved, Cr S Kontelj seconded -

That the Quarterly Financial Management Report to 30 September 2014 be endorsed by Council.

Cr Nelson left the meeting room at 8.14pm for the evening.
Cr Richards left the meeting room at 8.15pm
Cr Richards re-entered the meeting room at 8.16pm

Carried.

Background

The report is prepared as a requirement of Section 138 of the Local Government Act 1989 which requires that at least every three months a statement be presented to Council comparing the budget with the actual revenue and expense for the financial year-to-date.

Discussion

Operating

The September Management reports are provided in the following table to report year-to-date performance and full-year projection performance versus budget.

Summary

	YTD Actual $M	YTD Am. Bgt $M	YTD Var Fav/ (UnFav) $M	FY Proj $M	FY Am. Bgt $M	FY Var Fav/ (UnFav) $M
Recurrent Surplus/(Deficit)	6.23	(1.39)	7.62	(6.97)	(6.87)	(0.10)
Non-Recurrent Surplus/(Deficit)	14.66	13.98	0.68	74.62	74.15	0.47
Net Surplus/(Deficit)	20.89	12.59	8.30	67.65	67.28	0.37
Capital Expenditure	22.08	20.91	(1.17)	146.51	146.26	(0.25)
Closing Net Cash Positive/(Neg)	70.17	65.20	4.97		58.86	

The Adopted Budget was amended by Council on 26 August 2014 to include Carryover Capital and discretionary projects, plus other Capital and recurrent amendments.

The impact on the Recurrent Expenditure Budget is ($7.06M), consisting of carryover discretionary projects funded in 2013-2014, plus other budget amendments.

The impact on Non Recurrent income was $0.73M for carryover of capital income from 2013-2014 projects, plus other budget amendments.

The amended capital expenditure budget included an additional $42.85M to complete 2013-2014 Projects, including Corio Landfill Rehabilitation, Geelong Library & Heritage Centre, Grovedale Integrated Children's Centre, Leopold Community Hub and Barwon Heads Early Learning Centre.

Other budget amendments increased total budget by $1.06M.

1. Recurrent Variance Commentary

	YTD Actual $M	YTD Am. Bgt $M	YTD Var Fav/ (UnFav) $M	FY Proj $M	FY Am. Bgt $M	FY Var Fav/ (UnFav) $M
Recurrent Income	75.45	73.91	1.54	292.41	292.32	0.09
Recurrent Expenditure	69.22	75.30	6.08	299.38	299.19	(0.19)
Recurrent Surplus/(Deficit)	6.23	(1.39)	7.62	(6.97)	(6.87)	(0.10)

YTD Variance - $7.62M Favourable

The following major variances to budget contributed to this result:

Recurrent Income

	$M
General Rates and Charges – Favourable rates generation and supplementary rates YTD, expected to be offset by objections in full year.	1.08
Government Grants	0.45
Main favourable variances consist of: ▪ State Recurrent $367K favourable (Aged & Disability Services $325K (*HACC Services*) and Family Services $42K). ▪ Federal Child Care Assistance $144K favourable (Centre Based Long Day Care).	
User Charges	(0.60)
Main unfavourable variances consist of: ▪ Activities & Program Fees ($639K) unfavourable - Centre Based Long Day Care $169K and Leisure Services $355K (*Leisurelink $215K and Waterworld $118K*). ▪ Waste Disposal – Commercial ($162K) unfavourable (Drysdale Landfill $100K and North Geelong Transfer Station $167K, offset by favourable Commercial Collection $105K). Offset by: ▪ Private Works Income $199K favourable (Reinstatements $190K).	
Other Fees & Charges	0.10
Favourable mainly due to : ▪ Misc Approvals & Permits $64K favourable (Building & Planning Permits).	
Sundry Income	0.36
Favourable due to unbudgeted receipt of Community Education project funding $343K to Waste Services (offsetting expenditure to be incurred during the year).	
Interest on Investments	0.15
Higher than budgeted cash balances.	
Recurrent Income Sub-total	**$1.54M**

Recurrent Expenditure

	$M
Employee Related Expenditure – Favourable salary costs $2,415K mainly relating to unfilled vacancies and rate variance. Partially offset by unfavourable supplementary labour costs ($458K) (see external services).	2.51
General Works: *Materials* $45K favourable with the main variance being Road Making Materials $52K (phasing only). *Plant / Equip / Vehicle Costs* $152K favourable with the main variances being Fuels, Oils & Greases $31K, External Plant & Equipment Hire $62K, Minor Plant, Furniture & Equipment $40K (all phasing only). Other $19K. *External Services* is $2,160K favourable mainly due to: • Contractors $1,907K favourable - Phasing variances in Discretionary Projects $997K and in Recurrent Projects $970K. • Insurance Premium $328K favourable – Full year savings $342K. • Contributions $317K favourable – Phasing variances in Events Services $364K (*Contributions yet to be made for Australian International Airshow $100K, Festival of Sail $100K, Pako Festa $50K).* • Waste Disposal & Recycling $288K favourable (Green Waste Service $167K, North Geelong Transfer Station $59K). • Levies & Contributions ($220K) unfavourable – Drysdale Landfill $213K (EPA levy payable unfavourable). • Supplementary Labour ($458K) unfavourable – mainly, Fleet ($100K), Operations ($96K), Waste Services ($100K) and Parks ($97K).	2.36
Administration costs $148K favourable mainly due to : • Interest Paid $214K favourable – Savings due to deferment of $16.5M of budgeted loans for three months. • Computer Software ($357K) unfavourable – Information Services $362K mainly due to transfer from capital of Microsoft Enterprise True Up costs $223K. Balance phasing only. • Other phasing variances $291K favourable – mainly in Postage, Printing, Bank Fees, Staff Amenities and Training.	0.15

	$M
Professional Services costs $220K favourable mainly due to: • Consultants $237K favourable – Phasing variances mainly in Central Geelong Task Force $148K and Enterprise Geelong $96K.	0.22
Utility costs are $592K favourable mainly due to Water usage costs $256K (seasonal factors) and Electricity $320K (phasing only).	0.59
Depreciation costs $362K favourable (phasing only).	0.36
Gain/(Loss) on Sale of Plant and Equipment ($106K) unfavourable.	(0.11)
Recurrent Expenditure Sub-total	**$6.08M**

Full Year Recurrent Projection – ($0.10M) unfavourable to Amended Budget

The main projection changes are favourable / (unfavourable):	**$M**
Grants Commission decrease	(0.23)
Computer Software Costs – Microsoft costs tfr'd from Capital	(0.22)
New Cycling Event	(0.15)
Rental Income Reduction	(0.08)
Fire Services Levy Funding	(0.05)
Insurance Premium Savings	0.34
Interest Payment Savings – deferment of loan	0.24
Central Geelong Night Bus – program cancelled	0.08
Other	(0.03)
	($0.10)

2. Non Recurrent Variance Commentary

	YTD Actual $M	YTD Am. Bgt* $M	YTD Var Fav/ (UnFav) $M	FY Proj $M	FY Am. Bgt* $M	FY Var Fav/ (UnFav) $M
Non-Recurrent Surplus/(Deficit)	14.66	13.98	0.68	74.62	74.15	0.47

YTD Variance – $0.68M favourable

	$
Capital Grants & Income $2,213K favourable.	2.21
Recognition of Infrastructure ($335K) unfavourable.	(0.33)
Developer Contributions ($148K) unfavourable.	(0.15)
Gain/(Loss) on Sale of Property - ($1,207K) unfavourable.	(1.21)
Loss on Disposal of Infrastructure - $154K favourable	0.15

3. Capital Expenditure Variance Commentary

	YTD Actual $M	YTD Projection $M	YTD Var Fav/ (UnFav) $M	FY Proj $M	FY Am. Bgt* $M	FY Var Fav/ (UnFav) $M
Capital Expenditure	22.08	20.91	(1.17)	146.51	146.26	(0.25)

YTD Variance – ($1.17M) unfavourable

The capital program is ($1.17M) overspent compared to Projection year to date, with the major project variances as follows:

	$M
• **Geelong Library & Heritage Centre –** project ahead of schedule	(2.74)
• **Windsor Park Children & Family Hub –** project ahead of schedule.	(0.27)
• **Lara Town Centre Expansion –** project ahead of schedule.	(0.22)
• **Parking Machines Upgrade –** behind budget schedule	0.50
• **Drysdale Landfill Cell 6 –** behind budget schedule.	0.46
• **Light Fleet Replacement -** behind budget schedule.	0.27
• **Other**	0.83
	($1.17)

4. Cash and Investments

	YTD Actual $M	YTD Am. Bgt* $M	YTD Var Fav/ (UnFav) $M	FY Proj $M	FY Am. Bgt* $M	FY Var Fav/ (UnFav) $M
Closing Net Cash Positive/(Neg)	70.17	65.20	4.97		58.86	

YTD Variance – $4.97 favourable

The month end cash and investments balance was $70.17M. This was $4.97M favourable to budget, mainly due to favourable recurrent surplus.

Council has future commitments for $25.3M, which are fully cashed back:

Long Service Leave	$18.1M
Statutory Reserves	$ 1.3M
Refundable Deposits	$ 3.5M
Income in Advance	$ 1.4M
Asset Development	$ 1.0M
Total	**$25.3M**

The Landfill Provision balance is currently $18.4M.

Environmental Implications

There are no environmental implications arising from this report.

Financial Implications

As detailed in the attached report.

Policy/Legal/Statutory Implications

The report is provided in accordance with requirements under the Local Government Act 1989.

Alignment to City Plan

This report contributes to responsible and sustainable financial management as aligned in Council's City Plan objective on How We Do Business.

Officer Direct or Indirect Interest

Council staff preparing this report have no direct or indirect interest.

Risk Assessment

There are no risk implications arising from this report.

Social Considerations

There are no social implications arising from this report.

Human Rights Charter

There are no known positive or negative effects.

Consultation and Communication

The attached report is provided for information and public record and is available from the Council Governance or Financial Reporting units.

6. LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS PROGRESS UPDATE

Portfolio:	**Governance - Cr Lyons (Mayor)** **Finance - Cr Lyons (Mayor), Cr S Kontelj & Cr E Kontelj**
Source	**Corporate Services - Corporate Strategy**
A/General Manager:	**Michael Kelly**
Index Reference	**Planning and Reporting**

Purpose

This report provides an update on progress to comply with the Local Government Amendment (Performance Reporting and Accountability) Act which represents a new financial planning and reporting framework for local government, commencing in the 2014-15. The new Regulations came into operation on 18 April 2014.

Summary

- The Local Government (Finance and Reporting) Regulations 2004 ceased to have effect on 20 April 2014. The new Local Government Amendment (Performance Reporting and Accountability) Act sets out the new financial planning and reporting framework for local government, commencing in the 2014-15 financial year.
- In 2014-2015, councils will report on 71 performance indicators (made up of 53 service performance indicators, 12 financial performance indicators and 6 sustainable capacity indicators) and 24 Governance Checklist items. There are 32 performance indicators which will be reported in the Annual Report's Performance Statement and externally audited.
- The City of Greater Geelong recently completed the September 2014 quarter trial reporting. The objective of the trial report submission was to:
    - Seek feedback from councils on a new reporting template;
    - Provide feedback to councils on data collection and validity issues to assist councils with the reporting exercise; and
    - Enable councils to become familiar with the new reporting requirements and prepare their organisation for the introduction of mandatory performance reporting.
- A CEO Report will be provided to councils in the coming months in regard to the above trial and will only detail data collection and validity issues. It will not contain council results or comparative results.
- Issues were experienced with the template in regard to some results being annualised by the template when they shouldn't be. This will be rectified as a result.
- Regional information sessions will be held in November and December for Local Government Victoria (LGV) to provide an update. The City of Greater Geelong will be represented at the session to be held on Thursday 27 November 2014.
- The recent trial has proven that the City of Greater Geelong should have no issues with collecting or providing the data to LGV for the 2014-2015 Financial Year, however it should be noted that the coordination and final collation will be resource intensive and add substantially to a heavy workload as part of year end obligations.

- The formulas for each indicator have been defined and assigned to a responsible officer. It is also clearly understood that data needs to be accurate and verified as these will be reported in a public document (Annual Report and VLG Report). It should also be noted that 32 0f the 71 indicators will be audited.
- Two pilot reporting programs were held in October 2013 and February 2014 with results from the February 2014 pilot showing that council compared favourably with other councils within its group (Regional Centres) and the Regional Centre average.
- The full component will be reported in the City of Greater Geelong Annual Report and subsequently in the Local Government Victoria report on Council Performance which will be completed in November 2015 and published by January 2016. Councils will have an opportunity to view the results prior to the final LGV report being published and provide commentary where required.

Cr S Kontelj moved, Cr E Kontelj seconded -

That Council note the progress with reporting on the Local Government Performance Reporting Framework Indicators for the 2014-2015 financial year onwards.

Carried.

Background

In April 2012, a report from the Victorian Auditor-General's Office (VAGO) recommended that regulations be developed to establish minimum standards for a mandatory performance monitoring and reporting framework. Local Government Victoria (LGV) then commenced the Local Government Performance Reporting Framework project in October 2012 to assess VAGO's recommendations and to develop a new performance monitoring and reporting framework.

A number of workshops were held from October 2012 to May 2013 to develop indicators and also look at further changes to the Annual Budget, Strategic Resource Plan and the Annual Report. Two pilot reporting trials in regard to the indicators was also held in October 2013 and February 2014.

The resulting performance reporting framework consists of 71 performance indicators of which 32 are required to be audited. There are also 24 governance checklist items.

As a result, changes were made to the Local Government Act 1989 and the new Regulations commenced on 18 April 2014. These changes are mandatory for all councils from the 2014-15 planning and reporting cycles.

The full changes to the Annual Report, Strategic Resource Plan, Budget and Performance Reporting were provided in a previous Council Briefing Report.

Table 1 below provides a summary of the indicator categories and the number of indicators that are and are not subject to audit.

Table 1: Performance indicator categories

Indicator category	Audited (No.)	Non-audited (No.)
Service Performance		
Governance	1	4
Statutory Planning	1	3
Economic Development	1	3
Roads	1	4
Libraries	1	3
Waste Collection	1	4
Pool Facilities	1	4
Animal Management	1	3
Food Safety	1	3
Home and Community Care	2	5
Maternal and Child Health	2	3
Financial Performance	13	-
Sustainable Capacity	6	-
Governance and management (yes/no questions)	-	24
Total	**32**	**63**

In October 2013 and January 2014, the City of Greater Geelong took part in the initial pilot reporting. These pilot programs were conducted to assist with the further definition of the indicators and to verify if the indicators were able to be reported on with accuracy and would provide relevant information to residents.

A comparative report was provided to councils on the second pilot. The results showed that the City of Greater Geelong compared favourable to other councils within its Regional Centres group. A summary of these results is provided in the Discussion section of this report.

Further to this, a trial reporting exercise was conducted at the end of the September 2014 quarter to seek feedback from councils on a new reporting template and to enable councils to become familiar with the new reporting requirements and prepare their organisation for the introduction of mandatory performance reporting. From this it is expected that feedback to councils on data collection and validity issues will be provided in the coming months to assist councils with future reporting.

A summary of the City of Greater Geelong return is also provided in the Discussion section of this report.

Discussion

The following table lists all the indicators to be collected for the 2014-15 Annual Report.

Table 2: Performance indicators – full list

Service Area	No.	Measure	Dimension	Unit of Measure	Audited (Y/N)
SERVICE PERFORMANCE					
Governance	1	Confidential Council meeting resolutions	Appropriateness	%	
Governance	2	Satisfaction with community consultation and engagement	Appropriateness	Mean	
Governance	3	Councillor attendance at meetings	Quality	%	
Governance	4	Cost of Governance	Cost	$	
Governance	5	Satisfaction with council decisions	Service	Mean	Yes
Statutory Planning	6	Time taken to decide planning applications	Appropriateness	# days	
Statutory Planning	7	Planning applications decided within 60 days	Quality	%	
Statutory Planning	8	Cost of statutory planning service	Cost	$	
Statutory Planning	9	Planning decisions upheld at VCAT	Service	#	Yes
Economic Development	10	Participation in business development activities	Appropriateness	%	
Economic Development	11	Delivery of planned business development activities	Quality	%	
Economic Development	12	Cost of economic development service	Cost	$	
Economic Development	13	Change in number of businesses	Service	%	Yes
Roads	14	Sealed local road requests	Appropriateness	#	
Roads	15	Sealed local roads below the intervention level	Quality	%	
Roads	16	Cost of sealed local road reconstruction	Cost	$	
Roads	17	Cost of sealed local road sealing	Cost	$	
Roads	18	Satisfaction with sealed local roads	Service	Mean	Yes
Libraries	19	Library collection usage	Appropriateness	#	
Libraries	20	Standard of library collection	Quality	%	
Libraries	21	Cost of library service	Cost	$	
Libraries	22	Active library members	Service	%	Yes
Waste Collection	23	Kerbside bin collection requests	Appropriateness	#	
Waste Collection	24	Kerbside collection bins missed	Quality	#	
Waste Collection	25	Cost of kerbside garbage bin collection service	Cost	$	
Waste Collection	26	Cost of kerbside recyclables bin collection service	Cost	$	
Waste Collection	27	Kerbside collection waste diverted from landfill	Service	%	Yes

Service Area	No.	Measure	Dimension	Unit of Measure	Audited (Y/N)
Pool facilities	28	User satisfaction with pool facility	Appropriateness	#	
Pool facilities	29	Health inspections of pool facilities	Quality	#	
Pool facilities	30	Reportable safety incidents at pool facilities	Quality	#	
Pool facilities	31	Cost of indoor pool facilities	Cost	$	
Pool facilities	32	Cost of outdoor pool facilities	Cost	$	
Pool facilities	33	Utilisation of pool facilities	Service	#	Yes
Animal Management	34	Time taken to action animal management requests	Appropriateness	#	
Animal Management	35	Animals reclaimed	Quality	%	
Animal Management	36	Cost of animal management service	Cost	$	
Animal Management	37	Animal prosecutions proven in court	Service	#	Yes
Food Safety	38	Time taken to action food complaints	Appropriateness	#	
Food Safety	39	Food safety assessments	Quality	%	
Food Safety	40	Cost of food safety service	Cost	$	
Food Safety	41	Critical and major non-compliance outcome notifications	Service	%	Yes
Home and Community Care	42	Time taken to commence the HACC service	Appropriateness	#	
Home and Community Care	43	Compliance with Community Care Common Standards	Quality	%	
Home and Community Care	44	Cost of domestic care service	Cost	$	
Home and Community Care	45	Cost of personal care service	Cost	$	
Home and Community Care	46	Cost of respite care service	Cost	$	
Home and Community Care	47	Participation in the service	Service	%	Yes
Home and Community Care	48	Participation in the service by Culturally and Linguistically Diverse people	Service	%	Yes
Maternal and Child Health	49	Time taken to undertake first Maternal and Child Health home visit	Appropriateness	#	
Maternal and Child Health	50	Infant enrolments in Maternal and Child Health Service	Quality	%	
Maternal and Child Health	51	Cost of Maternal and Child Health Service	Cost	$	
Maternal and Child Health	52	Participation in Maternal Child Health key ages and stages visits	Service	%	Yes

Service Area	No.	Measure	Dimension	Unit of Measure	Audited (Y/N)
Maternal and Child Health	53	Participation in Maternal Child Health Key ages and stages visits by Aboriginal children	Service	%	Yes
FINANCIAL PERFORMANCE					
Operating Position	54	Underlying surplus or deficit	Operating Position	%	Yes
Liquidity	55	Current assets compared to current liabilities	Liquidity	%	Yes
Liquidity	56	Unrestricted cash compared to current liabilities	Liquidity	%	Yes
Obligations	57	Debt compared to rates	Obligations	%	Yes
Obligations	58	Debt repayments compared to rates	Obligations	%	Yes
Obligations	59	Non-current liabilities compared to own source revenue	Obligations	%	Yes
Obligations	60	Asset renewal compared to depreciation	Obligations	%	Yes
Stability	61	Rates compared to underlying revenue	Stability	%	Yes
Stability	62	Rates compared to property values	Stability	%	Yes
Efficiency	63	Average expenditure per assessment	Efficiency	$	Yes
Efficiency	64	Average residential rate per assessment	Efficiency	$	Yes
Efficiency	65	Resignations and terminations compared to average staff	Efficiency	%	Yes
SUSTAINABLE CAPACITY					
Capacity	66	Own source revenue per head of municipal population	Capacity	$	Yes
Capacity	67	Recurrent grants per head of municipal population	Capacity	$	Yes
Capacity	68	Underlying expenditure per head of municipal population	Capacity	$	Yes
Capacity	69	Infrastructure per capita	Capacity	$	Yes
Capacity	70	Population density per length of road	Capacity	#	Yes
Capacity	71	Relative socio-economic disadvantage	Capacity	#	Yes
GOVERNANCE AND MANAGEMENT CHECKLIST					
	1	Community engagement policy		Y/N	
	2	Community engagement guidelines		Y/N	
	3	Strategic Resource Plan		Y/N	
	4	Annual budget		Y/N	
	5	Asset management plans		Y/N	
	6	Rating Strategy		Y/N	
	7	Risk Policy		Y/N	
	8	Fraud Policy		Y/N	
	9	Emergency management plan		Y/N	
	10	Business continuity plan		Y/N	
	11	Disaster Recovery plan		Y/N	
	12	Risk management framework		Y/N	

Service Area	No.	Measure	Dimension	Unit of Measure	Audited (Y/N)
	13	Audit committee		Y/N	
	14	Internal Audit		Y/N	
	15	Performance Reporting Framework		Y/N	
	16	Council plan reporting		Y/N	
	17	Financial reporting		Y/N	
	18	Risk reporting		Y/N	
	19	Performance Reporting Framework		Y/N	
	20	Annual Report		Y/N	
	21	Code of conduct		Y/N	
	22	Delegations		Y/N	
	23	Meeting procedures		Y/N	
	24	Council committees		Y/N	

Following the second Local Government Performance Reporting Indicators pilot which was held in February 2014, a comparative report was provided to all participating councils. The City of Greater Geelong is in the 'Regional Centres' category of councils and the results showed that we compared favourably to other councils within our group and to the council average within that group.

The following table lists the City of Greater Geelong's results versus the Regional Centres average from the February 2014 pilot. This pilot was for the reporting period 1 July 2013 to 31 December 2013.

Table 3: Pilot 2 Results (reporting period July 2013 to December 2013)

No.	Measure	Unit of Measure	CoGG Result	Regional Centres Average	Better / consistent with RC Avg
Service Performance					
Governance					
1	Confidential Council meeting resolutions	%	5.3%	13.2%	✔
2	Satisfaction with community consultation and engagement	Mean	NC	NC	
3	Councillor attendance at meetings	%	86.1%	89.5%	✔
4	Cost of Governance	$	$23,432	$42,350	✔
5	Satisfaction with council decisions	Mean	NC	NC	
Statutory Planning					
6	Time taken to decide planning applications	# days	67	59	X
7	Planning applications decided within 60 days	%	74%	54%	✔
8	Cost of statutory planning service	$	$2,897	$3,905	✔
9	Planning decisions upheld at VCAT	#	22%	48%	✔
Time taken to decide planning applications has dropped substantially and is now down to 60.					

No.	Measure	Unit of Measure	CoGG Result	Regional Centres Average	Better / consistent with RC Avg
Economic Development					
10	Participation in business development activities	%	10%	32%	X
11	Delivery of planned business development activities	%	100%	91%	✔
12	Cost of economic development service	$	$40	$128	✔
13	Change in number of businesses	%	NC	NC	
Roads					
14	Sealed local road requests	#	62	57	✔
15	Sealed local roads below the intervention level	%	98%	99%	✔
16	Cost of sealed local road reconstruction	$	$177	$173	✔
17	Cost of sealed local road sealing	$	$10	$7	✔
18	Satisfaction with sealed local roads	Mean	NC	NC	
Libraries					
19	Library collection usage	#	6.6	5.1	✔
20	Standard of library collection	%	75%	60%	✔
21	Cost of library service	$	$4.73	$6.23	✔
22	Active library members	%	17%	20%	✔
Waste Collection					
23	Kerbside bin collection requests	#	231	68	X
24	Kerbside collection bins missed	#	6.9	2.6	X
25	Cost of kerbside garbage bin collection service	$	$98	$50	X
26	Cost of kerbside recyclables bin collection service	$	$15	$10	✔
27	Kerbside collection waste diverted from landfill	%	60%	49%	✔
CoGG results reflect the size of our municipality compared to others in the Regional Centre group.					
Pool Facilities					
28	User satisfaction with pool facility	#	NC	NC	
29	Health inspections of pool facilities	#	1.0	1.1	✔
30	Reportable safety incidents at pool facilities	#	12.0	4.0	X
31	Cost of indoor pool facilities	$	-$0.07	$1.15	✔
32	Cost of outdoor pool facilities	$	-$9.49	$4.01	✔
33	Utilisation of pool facilities	#	10.2	6.7	✔
Reportable safety incidents high compared to average due to the greater number of our facilities and visitors compared to those in other Regional Centre councils.					

No.	Measure	Unit of Measure	CoGG Result	Regional Centres Average	Better / consistent with RC Avg
Animal Management					
34	Time taken to action animal management requests	#	NC	1.0	
35	Animals reclaimed	%	33%	59%	X
36	Cost of animal management service	$	NC	$36	
37	Animal prosecutions proven in court	#	112	32	✔
Food Safety					
38	Time taken to action food complaints	#	1.2	1.2	✔
39	Food safety assessments	%	100%	73%	✔
40	Cost of food safety service	$	$100	$993	✔
41	Critical and major non-compliance outcome notifications	%	0	67%	✔
Home and Community Care					
42	Time taken to commence the HACC service	#	0.1	0.1	✔
43	Compliance with Community Care Common Standards	%	100%	83%	✔
44	Cost of domestic care service	$	$43	$40	✔
45	Cost of personal care service	$	$42	$39	✔
46	Cost of respite care service	$	$44	$40	✔
47	Participation in the service	%	20%	18%	✔
48	Participation in the service by Culturally and Linguistically Diverse people	%	23%	18%	✔
Maternal and Child Health					
49	Time taken to undertake first Maternal and Child Health home visit	#	NC	NC	
50	Infant enrolments in Maternal and Child Health Service	%	90%	93%	✔
51	Cost of Maternal and Child Health Service	$	$203	$206	✔
52	Participation in Maternal Child Health key ages and stages visits	%	NC	NC	
53	Participation in Maternal Child Health Key ages and stages visits by Aboriginal children	%	NC	NC	
Financial Performance					
54	Underlying surplus or deficit	%	-1.1%	0.4%	X

No.	Measure	Unit of Measure	CoGG Result	Regional Centres Average	Better / consistent with RC Avg
55	Current assets compared to current liabilities	%	162%	191.7%	✔
56	Unrestricted cash compared to current liabilities	%	13%	85.2%	X
57	Debt compared to rates	%	20.2%	36.1%	✔
58	Debt repayments compared to rates	%	4.2%	5.8%	✔
59	Non-current liabilities compared to own source revenue	%	21.4%	32.8%	✔
60	Asset renewal compared to depreciation	%	53.7%	69.9%	X
61	Rates compared to underlying revenue	%	61.5%	56.5%	✔
62	Rates compared to property values	%	0.4%	0.6%	✔
63	Average expenditure per assessment	$	$2,399	$3,139	✔
64	Average residential rate per assessment	$	$912	$1,276	✔
65	Resignations and terminations compared to average staff	%	3.5%	8.5%	✔
Sustainable Capacity					
66	Own source revenue per head of municipal population	$	$1,001	$1,175	✔
67	Recurrent grants per head of municipal population	$	$203	$311	X
68	Underlying expenditure per head of municipal population	$	$1,217	$1,540	✔
69	Infrastructure per capita	$	$5,904	$9,997	X
70	Population density per length of road	#	106	64	X
71	Relative socio-economic disadvantage	#	5	3	✔

***Note:* NC = Not collected**

Following the pilot held in February 2014 and subsequent adjustments to definitions and formulas, the final indicator set was approved and became part of the new Regulations from 18 April 2014 to be reported on for the 2014-2015 financial year.

A further trial was held at the end of the September 2014 quarter to enable councils to become familiar with the new reporting requirements and prepare their organisation for the introduction of mandatory performance reporting. The results of this trial will not be compared to other councils but LGV will provide comment back to Chief Executive Officers where they see issues with particular indicator data collected. Not all Service Performance indicator data was collected for this trial as a number of indicators have been identified as annual returns only. Financial Performance and Sustainable Capacity indicators were not collected.

The following table provides the data collected by the City of Greater Geelong and submitted to LGV.

Table 4: September 2014 Trial Results (reporting period 1July 2014 to September 2014)

No.	Measure	Unit of Measure	CoGG Result
Service Performance			
Governance			
1	Confidential Council meeting resolutions	%	3% of decisions made at meetings closed to the public
2	Satisfaction with community consultation and engagement	Mean	Annual indicator
3	Councillor attendance at meetings	%	88% attendance
4	Cost of Governance	$	$11,509
5	Satisfaction with council decisions	Mean	Annual indicator
Statutory Planning			
6	Time taken to decide planning applications	# days	Median number of days was 60
7	Planning applications decided within 60 days	%	83% decided within 60 days
8	Cost of statutory planning service	$	$1,358
9	Planning decisions upheld at VCAT	#	55%
Economic Development			
10	Participation in business development activities	%	0.44% This figure is so low because we have so many businesses within the municipality with an ABN (260 businesses participated and we have 58,000 businesses)
11	Delivery of planned business development activities	%	91%
12	Cost of economic development service	$	$8.60
13	Change in number of businesses	%	2% increase in September quarter
Roads			
14	Sealed local road requests	#	17 requests per 100km of sealed roads
15	Sealed local roads below the intervention level	%	97% of sealed local roads are below the renewal intervention level
16	Cost of sealed local road reconstruction	$	Annual indicator
17	Cost of sealed local road sealing	$	Annual indicator
18	Satisfaction with sealed local roads	Mean	Annual indicator
Libraries			
19	Library collection usage	#	1.6 loans per collection item
20	Standard of library collection	%	77% of items have been purchased within the last

No.	Measure	Unit of Measure	CoGG Result
			five years
21	Cost of library service	$	$4. This includes only Council's contribution to the GRLC.
22	Active library members	%	14%
Waste Collection			
23	Kerbside bin collection requests	#	57 requests per 1,000 bin collections
24	Kerbside collection bins missed	#	3 bins missed per 10,000 kerbside collection bin lifts
25	Cost of kerbside garbage bin collection service	$	$24.40
26	Cost of kerbside recyclables bin collection service	$	$15.50
27	Kerbside collection waste diverted from landfill	%	56%
Pool Facilities			
28	User satisfaction with pool facility	#	Annual indicator
29	Health inspections of pool facilities	#	1 inspection per facility
30	Reportable safety incidents at pool facilities	#	3 incidents
31	Cost of indoor pool facilities	$	-$0.42
32	Cost of outdoor pool facilities	$	Outdoor facilities currently closed
33	Utilisation of pool facilities	#	2.13 visits per head of municipal population
Animal Management			
34	Time taken to action animal management requests	#	Collection method of data still being confirmed
35	Animals reclaimed	%	73% of animals were reclaimed
36	Cost of animal management service	$	$6.50
37	Animal prosecutions proven in court	#	12
Food Safety			
38	Time taken to action food complaints	#	2 days
39	Food safety assessments	%	Annual indicator
40	Cost of food safety service	$	$97.70
41	Critical and major non-compliance outcome notifications	%	0
Home and Community Care			
42	Time taken to commence the HACC service	#	Collection method of data still being confirmed
43	Compliance with Community Care Common Standards	%	100%
44	Cost of domestic care service	$	Annual indicator, data provided by MAV

No.	Measure	Unit of Measure	CoGG Result
45	Cost of personal care service	$	Annual indicator, data provided by MAV
46	Cost of respite care service	$	Annual indicator, data provided by MAV
47	Participation in the service	%	Annual indicator, municipal target population provided by LGV
48	Participation in the service by Culturally and Linguistically Diverse people	%	Annual indicator, municipal target population provided by LGV
Maternal and Child Health			
49	Time taken to undertake first Maternal and Child Health home visit	#	103%
50	Infant enrolments in Maternal and Child Health Service	%	85%
51	Cost of Maternal and Child Health Service	$	Annual indicator, data provided by MAV
52	Participation in Maternal Child Health key ages and stages visits	%	32%
53	Participation in Maternal Child Health Key ages and stages visits by Aboriginal children	%	30%

Corporate Strategy officers have worked closely with all responsible officers in regard to indicator data collection and this trial has given us confidence that the data can be collected and provided to LGV by the deadline. Staff resources within Corporate Strategy during the time of indicator data collection, collation and analysis may be an issue due to the already heavy workload and tight deadline in completing the Annual Report. This will need to be monitored.

A CEO's report will be produced by LGV and distributed to all councils which will provide data collection and validity issues for councils to consider. No date has been set for when this report will be received by councils.

Regional information sessions to provide an update on the Local Government Performance Reporting Framework and discuss the trial will be held in November/December 2014. Alf Della Monica (Corporate Strategy Coordinator) will attend session in Melbourne on 27 November 2014.

Environmental Implications

There are no environmental impacts.

Financial Implications

The impact assessment of the proposed Regulations has shown that there is an administrative burden on local councils. The proposed Regulations will require councils to:

- Collect, maintain and analyse data;
- Publish mandated information within the existing documents; and
- Have some reported data audited.

Following consultation with the 43 councils during the pilot program and supplemented through interviews with a representative sample of councils, the quantifiable cost burden is estimated at $3,498 per council.

The table below outlines what makes up this cost burden.

Reporting requirement	Time taken	Cost per council * (in 2014-15)
Performance indicators – service performance	Survey of councils indicated that the time taken to collect data on the service performance indicators was about 23.75 hours on average.	$1,807
Performance indicators – financial performance and sustainable capacity	Survey of councils indicated that the average time to compile this information, which draws on existing data sources, is around 2.25 hours.	$171
Governance and management checklist	This checklist is a simple list of 24 'yes/no' questions. 75% of councils found this requirement easy or very easy to complete. Average reported completion time was 21 minutes.	$152
Financial statements and a statement of capital works (required in strategic resource plan, annual budget and annual report)	This is similar to the existing standards statements. Based on interviews with a number of councils, this is estimated to take each council about 8 hours in total.	$608
Statement of human resources	Based on interviews with a number of councils, this is estimated to take each council about 2 hours to complete.	$152
Other annual report requirements	Based on interviews with a number of councils, this is estimated to take each council about 8 hours to collect this Information from existing sources.	$608
Total cost per council		**$3,498**

** Council staff time has been valued as a blended hourly rate of $76.02*

It should also be noted that through the recent trial of collecting September 2014 quarter data, it is clear that this will add considerably to an already heavy workload in completing the Annual Report and in meeting tight deadlines. There will be resource issues to consider at this time.

Policy/Legal/Statutory Implications

The Local Government (Finance and Reporting) Regulations 2004 ceased to have effect on 20 April 2014. The new Local Government Amendment (Performance Reporting and Accountability) Act was given Royal Assent on 11 February 2014 and sets out the new financial planning and reporting framework for local government, commencing in the 2014-15 financial year. The new Regulations give effect to the framework established through amendments to the Act, which came into operation on 18 April 2014.

Alignment to City Plan

Our current City Plan in most parts meets the proposed changes. The proposed performance indicators have a linkage to all strategic directions in City Plan 2013-2017.

Officer Direct or Indirect Interest

There are no direct or indirect interests.

Risk Assessment

City Plan, the Annual Budget and the Annual Report are public documents and as such are subject to public scrutiny. Performance indicators will be reported in the Performance Statement from 2014-15 and also used in a public report to be produced by Local Government Victoria, where the results may be reported by media outlets and comparisons to other councils made.

Social Considerations

The reports are available to the whole community through the City of Greater Geelong website and by hard copy from customer service centres.

Human Rights Charter

Not applicable.

Consultation and Communication

The City of Greater Geelong has participated in all stages of this project with Local Government Victoria, including working group meetings, indicator development, pilot stages 1 and 2.

The 2014-15 Annual Budget included proposed changes, as did the Strategic Resource Plan. The changes to the Annual Report will take affect from the 2014-15 financial year.

The Annual Budget and the Annual Report will be communicated as per the Local Government Act 1989.

7. VICTORIAN AUDITOR GENERAL'S REPORT - MANAGING LANDFILLS

Portfolio: **Environment & Sustainability – Cr Richards**
Source **City Services - Environment and Waste**
General Manager: **Gary Van Driel**
Index Reference **Waste Management**

Purpose

The purpose of this Report is to inform Council of the Victorian Auditor General's Report released in September 2014 titled 'Managing Landfills' and its implications and how Council is responding to issues identified in the report.

Summary

- The Victorian Auditor General has recently provided an audit report to the Victorian government on the management of former and current landfills.
- The Audit assessed whether the Environment Protection Authority (EPA) and local councils, as landfill owners, are complying with their responsibilities for the construction, operation and management of municipal landfills.
- The Audit examined EPA administration of the regulatory framework and four councils' operation (Ballarat City Council, East Gippsland Shire Council, Hume City Council, Wyndham City Council) and management of both active and closed landfills and their compliance with the regulatory framework requirements.
- Current and former landfills represent considerable risk to the environment and human health if not managed in an appropriate manner. Council is actively taking steps to manage the Drysdale landfill in accordance with its licence and the Landfill Best Practice Environmental Management (BPEM). The former Corio landfill is being rehabilitated against guidelines set by the EPA. Other former landfills have been mapped to the best of our knowledge.
- Further work is required to ensure that risks regarding former landfills are adequately assessed and works prioritised to reduce or remove these risks.
- The audit found that the audited councils also have not fully understood their roles and responsibilities for managing closed sites, as EPA policy and guidelines do not clearly articulate responsibilities for identifying older sites and assessing the risks they pose.
- Councils will need to comprehensively identify closed sites and better assess, prioritise and manage legacy risks at both active and closed sites.
- Former landfills represent a potential significant financial liability as the risks in some cases have yet to be quantified and remediation costs are unknown.
- Further consultation will be required with the EPA to outline the City of Greater Geelong's approach to the management of closed landfills and the currently operating Drysdale landfill and to outline our concerns regarding increasing costs to meet requirements, lack of knowledge of regional staff and potential for funding to be provided from the landfill levy to hep fund works in high risk landfills.

Cr Richards moved, Cr Ellis seconded -

That Council:

1) **note the recommendations contained within the Report and Appendix 1;**

2) **note that Council's former Corio landfill and currently operating Drysdale landfill are managed in accordance with legislative and other policy requirements;**

3) **note that closed landfills represent a potential significant financial liability as the risks associated with some of these have yet to be quantified and remediation costs are unknown. Further work is required to undertake this assessment; and**

4) **continue to consult with the EPA to outline Councils approach to the management of former and current landfills and to outline our concerns regarding increasing costs to meet requirements and the need to increase the technical knowledge of regional staff.**

Carried.

Background

The Victorian Auditor General has recently provided an audit report to the Victorian government on the management of former and current landfills. This audit formed part of a series of audits investigating the regulation and management of waste in Victoria. Previously the Auditor General's office has examined the management of hazardous waste, solid municipal waste and contaminated sites, all of which identified significant issues with waste management in Victoria. The findings of these audits contributed to major reforms in this area, including the release of the 2013 Getting Full Value: the Victorian Waste and Resource Recovery Policy and the reform of the Environment Protection Authority (EPA) into a modern risk-based regulator.

The Audit assessed whether the Environment Protection Authority (EPA) and local councils, as landfill owners, are complying with their responsibilities for the construction, operation and management of municipal landfills. It examined EPA's administration of the regulatory framework and four councils' operation (Ballarat City Council, East Gippsland Shire Council, Hume City Council, Wyndham City Council) and management of both active and closed landfills and their compliance with the regulatory framework requirements. The audit also assessed 62 responses received from the remaining 75 councils to a questionnaire on landfill management.

Discussion

Landfills continue to remain an important part of Victoria's waste management infrastructure as currently all wastes cannot be practically re-used or recycled, and our forecast population growth will mean waste generation will continue to increase. Landfills operate within a highly regulated framework of primary and subordinate legislation, and guidelines. This is to ensure they are sited, designed, managed and rehabilitated upon closure to minimise any environmental, amenity and health risks and any future financial cost to the state and local governments associated with poorly managed and rehabilitated sites.

The Environment Protection Authority (EPA) regulates and oversees the performance of landfills. All landfills must comply with the requirements of the *Environment Protection Act 1970* so as not to pollute the environment. Councils, as landfill owners, are required to identify, assess and regularly review risks at their landfills in line with the requirements set by EPA in its:

- 2004 Waste Management Policy (Siting, Design and Management Of Landfills)

- 2010 guideline Best Practice Environmental Management - Siting, Design, Operation and Rehabilitation of Landfills (the Landfill BPEM), which introduced more stringent standards for new landfills and superseded its 2001 guidelines
- guidelines for closed landfills and for those exempt from licensing and,
- landfill licence requirements and guidelines.

The risk rating will depend on how likely it is that an impact will occur, as well as the predicted severity of the impact. EPA's guidance to its appointed environmental auditors suggests classifying risks according to four categories:

- very high risk—immediate action required
- high risk—management required from senior staff, check monthly
- moderate risk—specify required management, check every three months
- low risk—manage with standard operating procedures, check annually.

Risks can be rated moderate to very high even though no impact is observed. The EPA issues Pollution Abatement Notices to prevent or remedy a range of perceived non compliances with the Environment Protection Act by EPA officers. These are statutory notices issued pursuant to the Environment Protection Act 1970.

EPA undertook an extensive review of its regulatory approach following an incident at the Brookland Greens Estate in the City of Casey in 2008 where residents living in proximity to a closed landfill were exposed to unacceptable levels of potentially explosive gases generated by the site. Subsequent internal and external reviews found EPA's regulation and oversight of landfills to be inadequate and this reflected organisation-wide shortcomings in its regulatory approach. To address this, EPA identified and implemented a range of regulatory reforms to its management and oversight of pollution - landfills being one element.

The audit found that the EPA has developed a better practice risk-based framework and approach for the management and oversight of landfills. However, for this framework and approach to be fully effective and to be effectively understood and implemented by councils as landfill owners, a number of shortfalls in its implementation need to be addressed. EPA's oversight and councils' management of the highest risks associated with gas and contaminated water generation at landfills has significantly improved as a result of EPA's reforms, and councils' efforts to comply with these. This is particularly the case for landfills and parts of landfills that have been constructed since 2010. However, further work is still required by councils to better manage the operational, rehabilitation and after-care practices at landfills and by EPA to oversee compliance with these requirements.

The audit identified that Councils have improved their landfill management since 2010 but have been slow to embrace and have not fully understood all their landfill management responsibilities around operational, rehabilitation and after-care issues. EPA has also been slow to implement key initiatives to drive environmental improvements around landfill legacy risks from sites constructed prior to 2010. Some of this slowness is understandable given the technical complexities and costs associated with addressing legacy risks that have been inherited as a result of less stringent standards, unclear responsibilities and poor management and oversight in the past. EPA's reforms have significantly improved its oversight of active and highest-risk closed landfills due to improvements to its landfill licensing system, supporting guidance, and compliance and enforcement approach. However, the audit found the following inadequacies in its implementation:

- EPA has not effectively translated its risk-based approach to overseeing landfill performance into its environmental auditing and compliance reporting systems. As a result, landfill owners are required to report all licence non-compliances, irrespective of the severity or lack of impact, and audit recommendations to address risks are not prioritised.
- EPA's standard landfill licence conditions are not targeted to site-specific risks and are therefore not as effective in driving improvement in performance as they should be.
- EPA's reforms have also contributed to a lack of certainty around approval processes for landfill owners, which in turn has led to unnecessary costs and time delays.
- EPA has communicated its landfill performance requirements through multiple policies and guidance materials that are complex, not well integrated and at times ambiguous. As such, they are not clearly understood by landfill owners. This has compounded councils' slow approach to embracing all their landfill duties and responsibilities.

The audit found that the efforts of the four audited councils (Ballarat City Council, Hume City Council, East Gippsland Shire Council and Wyndham City Council) to comply with the regulatory framework requirements for their municipal landfills have also significantly improved. Together, these improvements have resulted in the effective management of major risks posed by the generation of contaminated water and gas emissions at landfills. However, localised risks to the environment and surrounding community amenity are not being managed as effectively - particularly at older sites.

The four audited councils met EPA required standards for how new landfill sites and new areas within a landfill that accept waste need to be designed and built. They had all increased their landfill resourcing and management activities to do this. They all met the EPA requirements to engage EPA appointed environmental auditors to audit and review the risks that their licensed landfills pose. These actions have been particularly influential in enabling these councils to effectively identify and manage very high landfill risks at their licensed sites.

The most recent audits of gas and contaminated water and leachate risks identified moderate to high risks at four of the five sites. The audits also found these risks had not yet resulted in any significant pollution impacts on the environment or human health. All four councils had some measures in place to manage the risks but the EPA-appointed environmental auditors had identified deficiencies in these measures and recommended further improvements. The councils had all been slow to respond to these recommendations.

Rehabilitation was also found to be inadequate at these councils' licensed landfills, even though it is fundamental to managing leachate and gas risks. Audited councils identified themselves as ‘compliant’ with some licence conditions even though they could not demonstrate this and there was evidence that they did not comply—such as in relation to covering waste each day and progressively rehabilitating the sites over time. This indicates they have not effectively prioritised or managed lower to moderate risks to the local environment and the amenity of the neighbouring community. The audited councils had good knowledge of the risks from older parts of active, licensed landfills that were built before 2010, through the risk assessment and audit system used for the currently operating landfill sites in which they are situated.

The audit found that the councils also have not fully understood their roles and responsibilities for managing closed sites, as EPA's policy and guidelines do not clearly articulate responsibilities for identifying older sites and assessing the risks they pose.

The 2010 Landfill BPEM was the first policy or guidance document that explicitly identified that councils were responsible for managing landfills that were already closed—whether or not the sites had been regulated by an EPA licence or remedial notice. The report found that the four audited councils have not adequately assessed or managed the legacy gas and leachate risks at their closed landfills.

The audit found that Councils will need to comprehensively identify closed sites and better assess, prioritise and manage legacy risks at both active and closed sites. This will require a high level of in-house landfill knowledge and experience that not all councils have. Councils will need to uphold their rehabilitation obligations and EPA also needs to more strongly oversee compliance with policy objectives and best practice in this area. The 62 councils responding to the audit questionnaire, plus the four audited councils, raised concerns about meeting the costs of appropriately assessing and managing the legacy risks at closed landfills and smaller sites exempt from licensing. Few councils indicated they had set aside funds to do this. Councils need to plan to meet anticipated rehabilitation costs.

Councils have predominantly assessed their landfill risks in isolation from other councils. Efficiencies in cost and time could be gained by assessing landfill risks at a regional scale. Councils could work to do this with the new regional waste and resource recovery groups, which were established on 1 August 2014 and replaced the regional waste management groups. This information would also support EPA in building a state-wide understanding of landfill risks. Some councils have considered sharing the costs of employing a landfill expert with other councils, which could be a cost-effective solution. All councils will also need long-term planning to meet both the current need to raise rehabilitation standards at closed sites and the anticipated longer-term need to rehabilitate active sites.

All waste deposited at landfills incur the landfill levy, which is administered by the Victorian Premier and the Minister for Environment and Climate Change. The majority of the levy's revenue is paid into the Sustainability Fund, which has previously been under the management of Sustainability Victoria, but in 2014–15 will transfer to the Department of Environment and Primary Industries. While EPA does not manage the fund, it should work with the Department of Environment and Primary Industries and its waste portfolio partners to develop options for the Minister for Environment and Climate Change to consider for using the landfill levy to help fund the timely rehabilitation of high-risk landfills.

City of Greater Geelong Council Officers responses to the specific recommendations within the Report are as follows:

Recommendations

That councils:

1. *identify, prioritise and address all of their landfill responsibilities and obligations under the Environment Protection Act 1970 (EPA Act), the 2004 Waste Management Policy (Siting, Design and Management of Landfills) and associated guidelines, including: operating and progressively rehabilitating active sites assessing and managing risks at closed sites planning to meet anticipated rehabilitation and after-care costs.*

The identification, prioritisation and actions to meet our responsibilities for the Drysdale landfill is undertaken via the required independent audit process. Further work is required in relation to closed landfills, including identifying boundaries of former sites.

The City of Greater Geelong has allocated funding via its Long Term Financial Plan to meet the expected costs to rehabilitate Corio and Drysdale landfill. It is noted that changes to the BPEM have resulted in escalating costs for all landfill operators. It has also resulted in vastly greater operational and strategic demands.

2. *build their in-house landfill knowledge and skills so that they can work with Environment Protection Authority-appointed environmental auditors and landfill experts* to effectively prioritise and address risks.

In 2013 a Business Plan was developed for the Councils Waste Business which has helped Council meet new and increasing obligations. The Business Plan provided a basis for the development of the following;

- Waste business objectives
- gap analysis which assessed risks to the business and review of capacity against current and future core service delivery, operational projects and strategic project requirements
- waste business priorities
- waste risk register

Following the development of the Business Plan additional staff resources have been put in place to help deal with the increased workload imposed by the EPA, however with the increased focus on former and current landfill compliance as well as increased operational demands, resources continue to be stretched to capacity. Council is fortunate to have very experience staff within the waste department, often having many decades of experience, as well as successfully attracting highly skilled and experienced new staff. Careful succession planning has been, and will continue to be required in the near future as some staff have recently retired and others have indicated that they are likely to do so in the next few years. In addition it is expected that Council will need to make decisions in the next few years in relation to the disposal of material collected via its kerbside and commercial operations. These decisions will have implications for the long term disposal of waste for the municipality. Council will shortly begin preparation of a new Waste Strategy which will build upon the Business Plan and set the future direction for many of Councils waste programs.

One of the issues identified in recent dealings with the EPA is the lack of technical knowledge of regionally based EPA staff to assess current and former landfills, particularly against a risk based approach. This has been a factor in Council receiving six Pollution Abatement Notices (PAN) and/or Clean Up Notices which have either been served on Council or have been issued in draft form for comment in the past 12 months in relation to the Drysdale and former Corio landfills

The PANs for Drysdale relate to landfill gas (CO_2), stormwater and dust. The landfill gas PAN relates to a minor elevation of CO_2 in perimeter monitoring bores above nominated threshold levels. The levels recorded present very low/negligible environmental risk as identified by independent audits, however EPA have still required the development of a Landfill Gas Remediation Action Plan to comply with the Notice. This cost approximately $50,000. Following the development of the Action Plan the EPA subsequently advised that no further action will be undertaken.

This PAN highlights the finding within the audit report relating to EPA that;

- all non-compliances are given equal importance, irrespective of likelihood and severity of impact

- ad hoc feedback by EPA on actions to address noncompliance in annual licence statements and on licence action plans addressing audit recommendations, in terms of their adequacy to address risks and noncompliance
- unwarranted time and business compliance costs—as onerous compliance reporting requirements impose unnecessary burdens on landfill owners.

Council officer's position in relation to this PAN has been consistent and in-line with previous audit reports and independent experts, in that the PAN was not necessary due to the negligible risks. Local EPA staff despite admitting that they did not have landfill expertise still demanded the production of the Action Plan, at significant cost to Council.

3. *consolidate the recommendations from environmental audits and other external and internal reviews across all landfills, and develop and implement risk-based priorities and time lines for addressing them.*

The City currently has a landfill operating at Drysdale, one recently closed landfill at Corio and there are numerous closed landfills within the municipality. Council is currently in the process of rehabilitating the Corio landfill as per agreement with the EPA. This capital works phase of the rehabilitation will be completed in 2016. The Corio Landfill is required under Licence to be audited annually. The assessment of risk is undertaken by the development of models that characterise the movements of leachate, groundwater and gas. These models are then calibrated with actual data to measure how accurately they are to what is happening. This forms the basis of further risk analysis and identification of required corrective or mitigation actions. The current draft Corio landfill audit has identified the following recommendations all of which are relatively minor:

- minor improvements to sampling and analytical methodology
- investigations into leachate impacts following installation of leachate bores
- calibration of the models and updating of the risk assessments with the additional monitoring data (standard requirement)
- improve understanding and reporting of the gas extraction system and gas generation of the landfill.

Councils Drysdale landfill operates under a Licence and is currently required to be audited every two years. The timeframe for audit is reviewed at each audit to determine appropriateness. EPA enforcement officers regularly visit the site. The current draft Drysdale Landfill audit has identified the following recommendations, all of which are again relatively minor and easy to achieve:

- clarification of notification issues with EPA
- licence requirements regarding the gas flare
- update the Environment Management Plan to further define activities and enhance recording of activities being undertaken
- progress the stormwater management plan
- develop a conceptual hydrogeological model to map potential impacts
- review and update conceptual detail for stage 1 of the landfill in-line with updated hydrogeological model for improved understanding of impacts on the quarry
- additional monitoring of culverts and services in addition to actions listed in the Landfill Gas Remediation Action Plan
- review and update contingency measures for high wind, high rain and other extreme events
- prepare a rehabilitation plan
- additional screen in the groundwater monitoring for chemicals in addition to the current analyte list (heavy metals, pesticides, SVOC).

4. *improve their internal controls over landfill management through their internal risk and audit systems and landfill inspection processes.*

Corio and Drysdale Landfill are both subject to a Landfill Operations and Risk Assessment (LORA). This document was developed in 2010 and is reviewed and updated each year by the landfill consultants that carry out the annual monitoring program and compliance report. This recommendation builds on the Drysdale Auditors comments regarding updating of the monitoring plan to ensure that actions that are carried out are documented. Meeting these criteria requires linking the action listed in the monitoring program and the actions arising out of the LORA into the Waste Business Plan. CORVU could be used, in the same manner it is used to map the occupational, health and safety plans, on the status of or compliance to these issues.

5. *work with the Environment Protection Authority and the waste and resource recovery groups to identify closed landfills, assess their risks and prioritise actions at a regional scale to address these.*

Council monitors a number of closed landfills, particularly in relation to their capping, gas migration and leachate. Closed landfills represent a major risk for Council. Many closed landfills have now been mapped and are placed into Councils corporate mapping system. Further investigation is required regarding the risks associated with some of these closed landfills, including the former South Geelong landfill. Council will also work with the new **Barwon South West** Waste and Resource Recovery **Group** in relation to community education, contamination rates and lobbying for resources. Council has established and internal Working Group which meets from time to time to review and update matters relating to closed landfills in the municipality.

Environmental Implications

Current and former landfills represent considerable risk to the environment and human health if not managed in an appropriate manner. Council is actively taking steps to manage the Drysdale landfill in accordance to its licence and the BPEM. The former Corio landfill is being rehabilitated against guidelines set by the EPA. Other former landfills have been mapped to the best of our knowledge and included in Councils corporate mapping system. Further work is required to ensure that risks regarding former landfills are adequately assessed and works prioritised to reduce or remove these risks.

Financial Implications

All waste deposited at landfills incur the landfill levy, which is administered by the Victorian Premier and the Minister for Environment and Climate Change. The amount collected at Drysdale landfill in the 2013/14 financial year was $4,730,133.51. The majority of the levy's revenue is paid into the Sustainability Fund, which has previously been under the management of Sustainability Victoria, but in 2014–15 will transfer to the Department of Environment and Primary Industries. The report found that while EPA does not manage the fund, it should work with the Department of Environment and Primary Industries and its waste portfolio partners to develop options for the Minister for Environment and Climate Change to consider for using the landfill levy to help fund the timely rehabilitation of high-risk landfills.

Future budget proposal.

Council has allocated funding in the current budget and Long term Financial Plan to fund the rehabilitation and operation of the Corio and Drysdale landfills. Former landfills, other than Corio landfill represent a potential significant financial liability as the risks in some cases have yet to be quantified and remediation costs are unknown.

Policy/Legal/Statutory Implications

Council will need to continue to meet its obligations under the EPA Act 1970 as well as BPEM Guidelines.

Alignment to City Plan

The recommendations in this report align with supporting our community to live sustainably under the Sustainable Built and Natural Environment pillar.

Officer Direct or Indirect Interest

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

Risk Assessment

Council adopts a risk based approach to the management of the Drysdale landfill. This has seen the site managed successfully under its licence arrangements and is generally recognised by auditors as one of the best performing and managed landfills in the broader metropolitan region. The primary risk to Council is with former landfills that have not been adequately assessed or remain unknown. Further work is required to assess the location and risks associated with closed landfills.

Social Considerations

Waste management is a core community service undertaken by Council. Council facilities and efficient waste operations allow for timely and cost effective disposal of waste as well as ensuring environmental impacts are minimised.

Human Rights Charter

There are no human rights charter issues resulting from the recommendation in this report.

Consultation and Communication

Further consultation will be required with the EPA to outline Councils approach to the management of former and current landfills and to outline concerns regarding increasing costs to meet requirements, lack of technical knowledge of regional staff and potential for funding to be provided from the landfill levy to hep fund works in high risk landfills.

Appendix 1

Recommendations contained within the Audit Report

That Councils:

1. identify, prioritise and address all of their landfill responsibilities and obligations under the *Environment Protection Act 1970*, the 2004 *Waste Management Policy (Siting, Design and Management of Landfills)* and associated guidelines, including: operating and progressively rehabilitating active sites assessing and managing risks at closed sites planning to meet anticipated rehabilitation and after-care costs;

2. build their in-house landfill knowledge and skills so that they can work with Environment Protection Authority, appointed environmental auditors and landfill experts to effectively prioritise and address risks;

3. consolidate the recommendations from environmental audits and other external and internal reviews across all landfills, and develop and implement risk-based priorities and time lines for addressing them;

4. improve their internal controls over landfill management through their internal risk and audit systems and landfill inspection processes; and

5. work with the Environment Protection Authority and the waste and resource recovery groups to identify closed landfills, assess their risks and prioritise actions at a regional scale to address these.

That the Environment Protection Authority:

6. works with the Department of Environment and Primary Industries and waste portfolio partners to develop options for the Minister for Environment and Climate Change to use the landfill levy for the timely rehabilitation of high-risk landfills;

7. further develops its current landfill plan into a comprehensive strategy that integrates all its landfill plans and activities, and is underpinned by a detailed resourcing and implementation plan;

8. reviews its landfill information to determine and prioritise the key noncompliance and emerging risks for targeted action, and identifies these in its annual compliance plan, supported by measures and outcomes to assess the effectiveness of its actions;

9. reviews the efficacy of current landfill licence conditions and develops additional risk-based conditions where required for inclusion on a site-by-site basis;

10. implements risk-based compliance and auditing reporting requirements, which include risk-based prioritisation requirements and reporting based on likelihood and severity of impact;

11. uses a peer review panel of landfill experts to advise it on complex landfill approvals, with clear terms of reference;

12. improves landfill guidance by:

preparing a landfill guide explaining the structure and hierarchy of the regulatory requirements for all landfill-related processes and how all the relevant landfill guidelines and processes integrate clarifying that it is councils' role to identify all closed landfill sites within their municipalities and register this information with the Environment Protection Authority and describing risk assessment requirements for unregulated closed landfills improving best practice environmental management guidance in consultation with all stakeholders;

13. works with the Metropolitan Waste and Resource Recovery Group to develop an appropriate planning process/tool to ensure the Environment Protection Authority's involvement in any rezoning or application process across Victoria where development adjacent to active or closed landfills may be involved

14. develops a public register of landfill; and

15. reviews its standard operating procedures for issuing remedies to require documented reasons as to what remedy is applied and why.

8. DRAFT G21 AND AFL BARWON REGIONAL STRATEGY

Portfolio:	**Sport & Recreation - Cr Irvine**
Source	**Projects Recreation and Central Geelong - Sport and Recreation**
General Manager:	**Dean Frost**
Index Reference	**Project: G21 and AFL Barwon Regional Strategy**

Purpose

To brief Council regarding the G21 and AFL Barwon Regional Strategy and seek support to release the strategy for public comment.

Summary

- The G21 and Australian Football League (AFL) Barwon Regional Strategy provides the framework to support the future development, governance and growth of football and club based netball throughout the G21 region for the next 10 years. The strategy also considers Netball as it relates to Country Football/Netball administered under AFL Barwon.
- The strategy is a collaborative planning project between local government authorities in the G21 region, AFL Barwon, AFL Victoria, Netball Victoria and other key stakeholders.
- The strategy vision is
- To work together to grow and prosper community football and netball.
- Aligned with the vision six strategic priorities were identified:
    - Priority 1 – Support the capacity building of clubs and their people
    - Priority 2 – Increase the quality and functionality and maximise the carrying capacity of existing facilities
    - Priority 3 – Plan and develop new facilities in key growth areas across the region
    - Priority 4 – Capitalise on opportunities to create a Regional Administration Centre
    - Priority 5 – Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s
    - Priority 6 – Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities.

Cr Irvine moved, Cr Fisher seconded -

That Council approve the release of the Draft G21 and AFL Barwon Regional Strategy for public comment on 20 December 2014 for a period of 8 weeks in line with G21 partner Councils.

Carried.

Background

The G21 region has a strong history of participation in football and netball, currently boasting four senior leagues, three junior leagues, 50 clubs, 380+ football teams, 340+ netball teams and 18,000+ registered participants. The region also provides participation opportunities for 2,500 Auskick participants and five youth girls football teams. Participation rates continue to grow within football and netball across the G21 region.

The AFL Barwon Commission was developed to guide the ongoing growth and development of football and netball within the region. The commission is one of 13 regional commissions established by AFL Victoria that are ultimately responsible for the promotion, growth and sustainability of community football within Regional Victoria.

To provide a clear plan for the development of football and netball participation, a partnership between the five local government authorities in the G21 region, AFL Barwon, AFL Victoria, Netball Victoria and other key stakeholders was established.

The G21 and AFL Barwon Regional Strategy was initiated in late 2013. The regional approach to guide the future planning and development of football and netball is the first of its kind in the state and is strongly supported by all project partners.

The strategy builds on the AFL Barwon Strategic Plan 2014-2018, AFL Victoria Growing the Heartland Football Facilities Development Strategy 2014-2020, Netball Victoria Strategic Plan 2014-2018 and other strategic documents relevant to AFL football and netball.

AFL Victoria's Heartland Strategy estimates that the economic impact of football and netball participation is $2.4billion per annum across Victoria, indicating the significant impact that sport has on local communities.

Discussion

The G21 and AFL Barwon Regional Strategy provides the strategic framework to support the future development, governance and growth of football and club based netball throughout the G21 region for the next 10 years. The strategy represents the alignment of objectives across all stakeholders and ensures that recommendations are driven by the sport and government in partnership. The strategy provides regional directions and recommendations, as well as prioritising actions to be delivered by AFL Barwon, AFL Victoria, Netball Victoria and each municipality.

An Issues and Opportunities Paper was developed to collate all information relevant to the development of the draft G21 and AFL Barwon Regional Strategy. The Issues and Opportunities Paper was built on a comprehensive consultation program, including surveys of football/netball clubs and schools, facility audits, and workshops and targeted discussions with all project partners.

The Issues and Opportunities Paper identified three key themes:

- Sport Development - Supporting player participation in all forms of football and netball is central to the success of this regional strategy. Support structures, such as clubs and facilities, will need to adapt to meet changes in and capitalise on sports development initiatives beyond traditional participation and talent pathways.
- Club Development – AFL Barwon supports 50 clubs and over 600 teams between netball and football across the region. There is significant diversity in club structure, governance processes and programs. Increased support and improved strategic planning will enable clubs to continue to grow, maximise sports development opportunities and invest in facility upgrades and renewal that are fit for purpose.

- Infrastructure Improvement – Investment in the facilities across the region to ensure current facilities meet AFL Victoria and Netball Victoria minimum requirements and adequately accommodate anticipated participation growth and diversity of participants is essential. Providing appropriate facilities is a key action in driving increased participation in football and netball.

The development of the Issues and Opportunities Paper provided the foundation for the development of the draft G21 and AFL Barwon Regional Strategy.

The draft Regional Strategy recommends a vision and strategic framework for the development football and club based netball over the next 10 years.

The proposed vision is:

- To work together to grow and prosper community football and netball

The vision highlights the need for all stakeholders to work in partnership to develop football and netball in the G21 region.

The strategic framework is divided into six priorities:

Priority 1 – Support the capacity building of clubs and their people

The development of community football and netball clubs, and the volunteers that manage them, is a key priority of the strategy. Volunteers are responsible for the governance of clubs and are expected to maintain professional business standards. While volunteers bring a wide range of skills to their roles within community sporting clubs, it is the responsibility of all stakeholders to ensure that local clubs possess the necessary skills and knowledge for effective management.

Strategic directions include – Support club development and policy development; review competition structures; continued implementation of Club Health Check and investigate the feasibility of paid administration structures.

Priority 2 – Increase the quality and functionality and maximise the carrying capacity of existing facilities

The provision of functional, quality facilities is fundamental to participation and growth in football and netball. Prioritisation of projects that maximise community use of facilities will provide more opportunities to play football and netball within the community. As local government authorities are experiencing a gap between the funding available and the cost for facility renewal and maintenance, the requirement to prioritise infrastructure development projects and seek contributions from funding partners has become increasingly important.

Strategic directions include – Deliver recommended facility upgrades; prioritise regional facility projects; undertake facility assessments and support clubs to address volunteer capacity gaps; actively lobby state government for the continuation of Country Football Netball Funding Program.

Priority 3 – Plan and develop new facilities in key growth areas across the region

The G21 region is experiencing population growth in a number of areas, bringing with it the requirement for new facilities. Planning for new facilities in growth areas at Armstrong Creek, Drysdale / Clifton Springs, Ocean Grove, Lara, Torquay and Bannockburn will ensure that new communities have access to football and netball participation opportunities.

Strategic directions include – Investigate options for a synthetic oval within the region; implement new facilities as identified in growth area planning.

Priority 4 – Capitalise on opportunities to create a Regional Administration Centre

AFL Barwon currently operates from Highton Reserve, with a planned facility extension approved to accommodate growth in staff numbers over the coming five years. In the long term, the aim is for the Regional Administration Centre to become a hub for community football administration and game development activities. The long term development of a Regional Administration Centre at Armstrong Creek will provide options for a multiple oval complex with improved administration facilities.

Strategic directions include – Progress expansion of Highton Reserve; investigate long term options to develop a new Regional Administration Centre.

Priority 5 – Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

The AFL Barwon Strategic Plan commits to encouraging clubs to actively engage with non-traditional participants such as girls, women, and culturally and linguistically diverse communities. The development of programs that meet the needs of these participant groups is vital in attracting the wider community to football and netball.

Strategic directions include – actively support female participation; support policy development and engagement with diverse communities; expand promotion of junior development to include diverse communities; support growth of Auskick and NetSetGo.

Priority 6 – Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

The majority of football facilities are provided on land owned and/or managed by local government. Local government's capacity to invest in new infrastructure is limited, with ongoing reliance on additional funding provision through government and peak sports bodies. A collaborative planned approach between sport and government to implement facility upgrades and renewal is essential to build facility capacity.

The majority of local government authorities are bearing the annual maintenance cost at each of their facilities averaging approximately $58,080 per venue. AFL Victoria are currently addressing player remuneration concerns with outcomes of the strategic initiative expected by 2015. Potential solutions extend to salary caps or introduction of a state-wide player points system.

Strategic directions include – Establishment of a regional reference group; support local forums; undertake "State of Play" reports and implement recommendations from the AFL Victoria panel investigating player remuneration.

The draft Regional Strategy identifies five critical actions that need to be delivered in order to commence the change process and set the foundation for the future for both football and netball in the region to 2025.

Critical Action #1

Local government authorities, AFL Victoria, Netball Victoria and AFL Barwon to partner to actively lobby state government for continuation of the Country Football Netball Funding Program.

Critical Action #2

Local government authorities, AFL Victoria, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise lighting upgrades on a regional basis.

Critical Action #3

Deliver planned facility upgrades to a regional level as a first priority. Use the framework provided in the strategy to determine priority for existing club facility upgrades.

Critical Action #4

AFL Barwon to complete a strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation.

Critical Action #5

Support clubs to create five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.

The implementation of the G21 and Barwon Regional Strategy is reliant on a partnership approach between all stakeholders. The commitment to implementing the recommendations of the plan by sport and government is vital in ensuring the long term sustainability of football and netball in the G21 region.

Environmental Implications

There are no direct environmental implications arising from this report.

Financial Implications

There are no immediate financial implications arising from this report. Funding for the implementation of the regional strategy will be sought through a range of funding opportunities and Council's existing budgetary process.

Policy/Legal/Statutory Implications

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

Alignment to City Plan

This report is aligned to the community well-being objective of City Plan. The provision of sport and recreation facilities promotes healthy lifestyle through physical activity.

Officer Direct or Indirect Interest

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

Risk Assessment

There are no notable risks associated with this report.

Social Considerations

Football provides many benefits including bringing communities together, reducing social isolation, increasing community pride, developing social capital and improving physical and mental health. This strategy provides clear direction for all stakeholders to ensure football and netball continue to grow across the region.

Human Rights Charter

This report has no impact on compliance with the Human Rights Charter.

Consultation and Communication

The development of this draft Regional Strategy has been a collaborative effort of a number of partner organisations including AFL Victoria, AFL Barwon, Netball Victoria and five G21 local government authorities.

Two project reference groups (sport and government) were developed to provide technical advice and input from a local perspective. Project stakeholders including clubs, schools and regional contacts were consulted in the analysis and scoping stage of developing the issues and opportunities paper.

Consultation activities including workshops with the project reference groups, targeted discussions with local government authorities, surveys of clubs and schools, and facility audits were undertaken in the development of the draft Regional Strategy.

Appendix 1.



G21 AND AFL BARWON REGIONAL STRATEGY

DRAFT REGIONAL STRATEGY

PUBLIC RELEASE DATE 20 DECEMBER 2014



ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations and the five local government authorities comprising the G21 Geelong Region Alliance with the City of Greater Geelong acting as Project Manager.

Input and advice from AFL Victoria, AFL Barwon, Netball Victoria and the G21 regional football and netball communities has also assisted the development of this document.

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THE *G21 AND AFL BARWON REGIONAL STRATEGY* IS DELIVERED IN TWO REPORTS.

Issues and Opportunities Paper

The Issues and Opportunities Paper provided detailed project, region, football and football club based netball context and associated analysis for the **Strategy**, as well as an analysis of the issues impacting these sports across the G21 region. It also highlighted potential opportunities for improvement, which provide the basis for the *G21 and AFL Barwon Regional Strategy*.

G21 and AFL Barwon Regional Strategy (THIS DOCUMENT)

The *G21 and AFL Barwon Regional Strategy* provides the principles and strategic framework to support the future development, governance and growth of football and football club based netball throughout the G21 region. It also provides key regional strategic directions and recommendations, as well as identifying key priorities and actions for AFL Barwon, AFL Victoria, Netball Victoria and each participating municipality.

Photos within the G21 and AFL Barwon Regional Strategy are courtesy of The Geelong Advertiser via AFL Barwon, City of Greater Geelong, Netball Victoria, AFL Victoria and The Colac Herald .



INTRODUCTION

ABOUT THIS DOCUMENT

The G21 and AFL Barwon Regional Strategy aims to guide the future planning and development of football and netball delivered through football-netball clubs throughout the G21 and AFL Barwon regions. The strategy addresses infrastructure and sports development needs of both sports, as well as establishes clear priorities for local delivery.

The G21 region comprises some of the most diverse communities in the state, with a mix of high growth areas and small rural communities, creating a demand for a clear vision regarding provision of facilities, services and levels of support for a diversity of football and netball activity.

Five Local Government Authorities comprise the G21 Geelong Region Alliance, including the City of Greater Geelong, Shires of Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe.

The *G21 and AFL Barwon Regional Strategy* investigates the issues and opportunities facing football and netball on a regional scale, utilising the knowledge and resources from each of the five represented LGAs of the G21 region. Further support has been provided by AFL Barwon, AFL Victoria, Netball Victoria, local leagues and clubs. Funding for the project has been provided by AFL Victoria, AFL Barwon and each of the five participating LGAs.

The ***G21 and AFL Barwon Regional Strategy*** builds on the information outlined within the **Issues and Opportunities Paper** and provides regional recommendations and strategic directions for implementation by the AFL Barwon community and G21 LGAs supported by AFL Victoria and Netball Victoria.

The Issues and Opportunities Paper provides detailed information on three key themes impacting football and football club based netball across the G21 and AFL Barwon region:

- **Sport Development**
- **Club Development**
- **Infrastructure Improvement**

This Regional strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper and provides clear direction on the recommended strategies and actions required to better provide for and grow football and football club based netball in the G21 and AFL Barwon region for the next 10 years.

KEY FINDINGS AND ISSUES

The *G21 and AFL Barwon Regional Strategy – Issues and Opportunities Paper (Volume 1)* highlighted a range of critical issues that AFL Barwon and G21 LGA's face regarding growth in football and netball participation, improving club operations and the need to prioritise and plan for infrastructure upgrades and new development.

SPORT DEVELOPMENT

Supporting player participation in all forms of football and netball is central to the *G21 and AFL Barwon Regional Strategy*. Community club based football is the traditional model of football in Victoria where pathways for players start with NAB AFL Auskick, the first introduction to Australian Football, then flows through to junior, youth and finally senior football. This is the same for netball with the introductory program being NetSetGO.

Support structures, including clubs and facilities will need to adapt to meet changes in and capitalise on sports development initiatives beyond traditional participation and talent pathways. These initiatives extend to youth girls / women's football and AFL 9's, schools and access all abilities programs for football and netball. Increasing support to encourage umpire participation and development programs and clarifying pathways from junior to senior competition will also be essential.

Anticipated population growth will see the establishment of new clubs effectively from the ground-up in growth areas. New infrastructure will need to be planned for to service these new/emerging communities.

CLUB DEVELOPMENT

AFL Barwon supports 50 clubs and over 600 teams between netball and football across the region. There is significant diversity in club structure, governance processes and programs they deliver.

AFL Barwon has a role to support clubs, their growth and viability. This includes improved resourcing of club volunteer bases through supporting strategic planning and financial management processes, consideration for paid administrators, improved recognition of volunteers and provision of education and professional development opportunities for volunteers.

Ultimately, increased support and improved strategic planning will enable AFL Barwon clubs to continue to grow, maximise sports development opportunities and invest in facility upgrades and renewal that are 'fit for purpose'.



INFRASTRUCTURE IMPROVEMENT

Lack of resources, varying approaches to funding allocation, financial support to clubs and strategic management of facilities and reserves has led to inconsistencies in facility provision at the club level.

Investment in the region's facilities to ensure current facilities meet AFL Victoria and Netball Victoria minimum requirements and adequately accommodate anticipated participation growth and diversity of participants is essential. Infrastructure improvement considerations extend to development of regional standard facilities to provide suitable facilities for elite levels of football and netball, identifying a suitable location for AFL Barwon's Regional Administration Centre and providing new facilities as the region's population continues to grow.

A collaborative approach between government and sport is essential to ensure facility upgrades and renewal are strategically planned for and meet the region's diversifying sports participation needs.

DEFINITIONS AND ABBREVIATIONS

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

ABBREVIATION	DEFINITION
AAA	Access for All Abilities - AAA is a Victorian Government initiative coordinated by Sport and Recreation Victoria. The program supports and develops inclusive sport and recreation opportunities for people with a disability throughout Victoria.
ABS	Australian Bureau of Statistics – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand.
AFL	Australian Football League
BFNL	Bellarine Football Netball League
CALD	Culturally and Linguistically Diverse communities
CDFNL	Colac and District Football Netball League
CDUA	Colac and District Umpires Association
CHFL	Central Highlands Football League
CFNP	Country Football Netball Program – $9 million funding program supported by Sport and Recreation Victoria, AFL, AFL Victoria and Netball Victoria that assists country football and netball clubs, associations and umpiring organisations to develop facilities in regional locations.
ERASS	Participation in Exercise Recreation and Sport Survey – Statistical research produced by the Standing Commission on Recreation and Sport (SCORS) and used to examine trends in football participation and to project future growth and demand. Surveys were conducted between 2001 and 2010.
FC	Football Club
FNC	Football Netball Club
G21	G21 Geelong Region Alliance – The 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 S&R Pillar	G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region.
GDFL	Geelong and District Football League
GFNL	Geelong Football Netball League
GFUL	Geelong Football Umpires League
Heartland Strategy	AFL Victoria Growing the Heartland Football Facilities Development Strategy 2014-2020 which sets the strategic direction for future investment in facility development in Victoria.
Leisure Networks	Regional Sports Assembly for the Barwon region.
LGA	Local Government Authority.
MVLL	Moorabool Valley Little League
NTLL	Newtown Little League
RAC	AFL Victoria Regional Administration Centre which forms the home base for each regional commission
SRV	Sport and Recreation Victoria.
Strategy	References throughout this the document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole.
Synthetic turf	Also referred to as Artificial Grass made from synthetic fibres that can withstand significantly more use than natural grass .



PROJECT METHODOLOGY

The following diagram visually represents the project methodology and steps undertaken in the preparation of this Draft Regional Strategy.

STAGE ONE
► PROJECT INITIATION

STAGE TWO
► 2A) ANALYSIS AND SCOPING
► 2B) SUPPLY ANALYSIS

STAGE THREE
► STRATEGIC FRAMEWORK DEVELOPMENT

STAGE FOUR
► G21 AND AFL BARWON REGIONAL STRATEGY

STAGE FIVE
► PRESENTATION AND FINAL REPORTING

PROJECT STUDY AREA

The study area for the *G21 and AFL Barwon Regional Strategy* covers both the AFL Barwon region and the five municipalities of Greater Geelong, Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe.

Three clubs Carngham Linton FC, Rokewood Corindhap FC and the Smythesdale Bulldogs, are affiliated with the AFL Goldfields region, not AFL Barwon, but are located within the Golden Plains Shire and have been included in the study.

The Werribee Centrals are located within the City of Wyndham and Simpson FNC are located within Corangamite Shire. These two LGAs are not within the G21 region. However, as these clubs are part of AFL Barwon they have been included in the study.

PROJECT GOVERNANCE

The following project governance structure was established for the delivery of this project

PROJECT CONTROL GROUP (PCG)
► To provide high level strategic direction on key issues, opportunities and approve draft and final reports – includes representatives from City of Greater Geelong (as project managers), AFL Barwon, AFL Victoria and Netball Victoria.

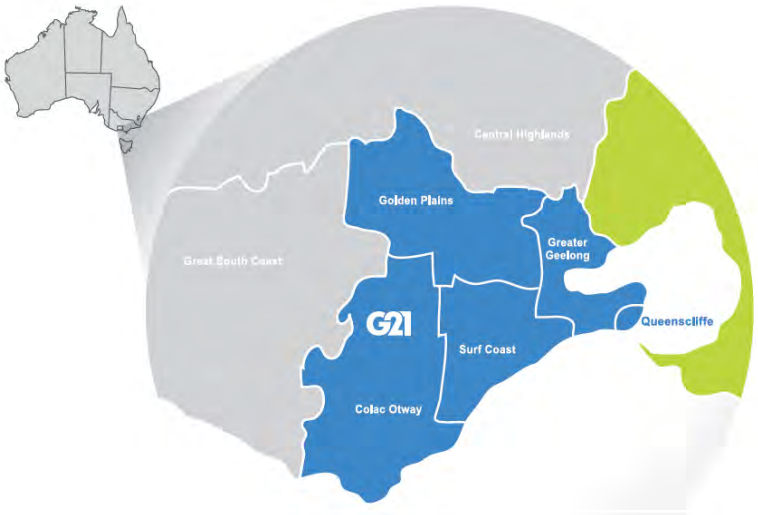
PROJECT REFERENCE GROUPS (PRG)
► PRGs were split between sport and government representation to provide technical advice and input into the project from a local perspective – includes representatives from LGA's, SRV, AFL Barwon Leagues, AFL Barwon Umpire Leagues and Associations, Barwon Sports Academy and Leisure Networks.

PROJECT STAKEHOLDERS
► To provide an opportunity for key football and netball stakeholders to have input in to the development of the Strategy – includes clubs, schools and regional contacts.

AFL BARWON QUICK FACTS

5 LOCAL GOVERNMENT AUTHORITIES
75KM - 160KM SOUTH WEST OF MELBOURNE
8,972 SQUARE KILOMETRES
298,000+ RESIDENTS
4 SENIOR FOOTBALL AND NETBALL LEAGUES
3 JUNIOR FOOTBALL LEAGUES
2 UMPIRE LEAGUES
50 CLUBS
380+ FOOTBALL TEAMS
340+ NETBALL TEAMS MANAGED BY AFL BARWON
18,000+ REGISTERED FOOTBALL AND NETBALL PLAYERS

FIGURE 01 | G21 REGION STUDY AREA





AFL BARWON STRUCTURE

The AFL Barwon Commission is one of 13 designated AFL Victoria Regional Commissions that are responsible for the promotion, growth and sustainability of community football and netball in regional Victoria.

The AFL Barwon Commission supports 4 Senior Football and Netball Leagues, 3 Junior Football Leagues, 2 Umpire Associations and a total of 50 clubs with 384 football teams and direct management of 346 netball teams. The Commission also caters for over 2,500 NAB AFL Auskick participants and 5 youth girls football teams.

PROJECT CONSULTATION PROGRAM

In developing the *G21 and AFL Barwon Regional Strategy*, the following stakeholder consultation activities have been undertaken:

- Presentation of overarching issues and opportunities to PCG and PRGs (July 2014).
- Detailed review of Issues and Opportunities Paper by PCG and PRG representatives (July 2014).
- Strategic directions workshops with PRG representatives (July 2014).
- Individual meetings with representatives from partner LGA's to discuss regional implications and principles (February 2014).
- Online Survey of schools based in the region with 32 responses received (December 2013).
- Online Club Health Check survey of football clubs (November 2013 to May 2014).
- Online Facilities Checklist /Audit completed by clubs (November 2013 to May 2014).
- Two project newsletters distributed to all clubs, leagues, schools and stakeholders.
- Ongoing project meetings with the Project Control Group (PCG).
- Development of Draft Strategy for stakeholder review (August 2014).

WHY A REGIONAL APPROACH

Addressing the issues concerning football and netball provision and delivery on a regional scale provides many benefits to both the sports and project partners.

As the focus of the strategy is at a higher level, State and Local Governments have the opportunity to implement actions in a planned and coordinated manner. The commitment of State Government and peak sporting bodies allows for greater collaboration which assists the targeted provision and future investment in facilities and services, impacting a larger portion of the Victorian community.

A regional approach supports AFL Victoria's strategic drive to adopt region based administration and governance structures that better reflect local football needs.

Netball Victoria's strategic plan also focuses on growing and developing netball regionally by identifying opportunities for increased participation, facility and program development and stakeholder relationship establishment.

Facility Planning Hierarchy



AFL Victoria "Growing the Heartland" Football Facilities Development Strategy 2014 - 2020



Netball Victoria Facilities Master Plan 2010 & Netball Victoria Strategic Plan 2014-2018

Provides State level strategic overview of facility provision and development and a basis from which to develop Region, League and/or Association Plans



Strategic Plan AFL Barwon 2014 - 2018

7 key objectives of Participation, Community, Engagement, Development and Welfare, Facilities, Sustainability and People and Culture



G21 and AFL Barwon Regional Strategy 2014

This document. Aims to guide the future planning and development of football and netball delivered through football-netball clubs throughout the G21 and AFL Barwon regions.



Club/Venue Plans and Master Plans

Individual plan for club/Venue which may include a Master Plan for the venue. May not be needed for all venues and the level of planning will differ based on the complexity of the site/project and level of use

BARWON

WorkSafe AFL Victoria Country

AFL BARWON

Note: Carngham Linton, Rokewood Corindhap and Smythesdale Bulldogs are in AFL Goldfields

Carngham Linton

Smythesdale Bulldogs

Rokewood Corindhap

Meredith

Anakie

Lethbridge

Bannockburn

Teesdale

Inverleigh

Alvie

Irrewarra-Beeac

Colac Imperials

Western Eagles

Colac

South Colac

Birregurra

Winchelsea

Modewarre

Torquay

Anglesea

Simpson

Forrest

Lorne

Otway Districts

Apollo Bay

Werribee Central

Lara

Corio

North Shore

See Inset

St Albans

Grovedale

Portarlington

Drysdale

Leopold

Newcomb

Ocean Grove

Queenscliff

Barwon Heads

GOLDEN PLAINS

GREATER GEELONG

WYNDHAM

CORANGAMITE

COLAC OTWAY

SURF COAST

QUEENSCLIFFE

Port Phillip Bay

BASS STRAIT

Cape Otway

Note: AFL Barwon also services:

- Geelong Football Umpires League
- Colac & District Football Umpires Association

Inset

Bell Post Hill

GREATER GEELONG

North Geelong

Bell Park

Geelong West St.Peters

Corio Bay

St.Joseph's

Geelong West

Newtown & Chilwell

Geelong Amateurs

East Geelong

St.Marys

Thomson

South Barwon

Belmont Lions



STUDY LIMITATIONS

The proposed project methodology was endorsed by the PCG prior to the commencement of the study. Although due diligence and a rigorous approach to analysis and data collection was undertaken by project consultants, a number of limitations to data have been identified.

The scope of the project was to focus on football infrastructure and sports development needs within the region. All stakeholders however recognised the interaction between football and netball within the local club structure and the subsequent impact on the community. Research and engagement with Netball Victoria and football-netball clubs has occurred and provides a review of club based netball within the region. The strategy considers issues specific to football-netball clubs but does not encompass netball operated through other providers such as Local Associations or indoor netball.

A number of surveys were conducted, with conclusions drawn from these to provide support for pre-existing or new issues. Although representative of the views of the respondents, the schools surveys in particular provided limited numbers for analysis with only 32 of the 107 schools within the region responding. Of responses received from the Schools Surveys 75% can be attributed to the City of Greater Geelong, 10% to Golden Plains and the Surf Coast Shires (each) and 5% to the Borough of Queenscliffe. No responses were received from schools within the Colac Otway Shire. This implies that much of the feedback relates to issues and considerations in Geelong, and is important to consider when using the data to support recommendations outside of this municipality.

For this reason, survey results are used to complement other data, information and consultation feedback rather than be relied upon solely.

Population and demographic information has been obtained through Forecast.id, utilising Australian Bureau of Statistics data for all LGAs except the Borough of Queenscliffe, which has been obtained through the DPCD Victoria in Future 2012 data release.

Whilst every effort has been made to address potential gaps and limitations in these areas, readers should be mindful of these factors when considering this document and the key focus areas and issues presented.



VISION

TO WORK TOGETHER TO GROW AND PROSPER COMMUNITY FOOTBALL AND NETBALL.



STRATEGIC FRAMEWORK

The following diagram outlines the strategic framework and structure for the provision of football and club based netball facilities and development initiatives in the G21 and AFL Barwon region for 2015 – 2025. The PCG have worked together to develop this strategy based on this framework. Six key strategic priorities will guide the direction for support and will be underpinned by objectives, strategies and actions that can be implemented at the local level.

► AFL VICTORIA GROWING THE HEARTLAND FOOTBALL FACILITIES DEVELOPMENT STRATEGY 2014-2020
► NETBALL VICTORIA 2014-2018 STRATEGIC PLAN
► AFL BARWON STRATEGIC PLAN 2014-2018

PRIORITY 1	Support the capacity building of clubs and their people
PRIORITY 2	Increase the quality and functionality and maximise the carrying capacity of existing facilities
PRIORITY 3	Plan and develop new facilities in key growth areas across the region
PRIORITY 4	Capitalise on opportunities to create a Regional Administration Centre
PRIORITY 5	Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s
PRIORITY 6	Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

► STRATEGIC DIRECTIONS
(Defined for each priority)



PRIORITY 1

Support the capacity building of clubs and their people

The 2011 review of country football by AFL Victoria Chairman Peter Jackson recognised the need to invest resources into regional areas to strengthen and grow the game. Recommendations from the review included the need to employ additional staff to support leagues and clubs in country football, create efficiencies across resources, eliminate duplication and ensure greater collaboration in each region. Jackson recognised that volunteers were the key factor in the historical success and sustainability of community football in Victoria. This has not changed.

In many regional areas, clubs are the "community", particularly those clubs that are based in small towns. Clubs generally understand their greater responsibility to provide leadership, add social value and ensure healthy sports environments which are accessible and inclusive.

Independent research included in AFL Victoria's *Heartland Strategy* estimates that the economic contribution by clubs to their surrounding communities can be over $1M annually as per the impact studied by Street Ryan on the 2013 activities of Gisborne Football Netball Club. It is also recognised that one of the crucial community services clubs provide, particularly in smaller towns, is keeping children and youth engaged in sport, ensuring they don't become disenfranchised from their local community.

There is often discussion about the value that football brings to communities. These values range from bringing a community together, reducing social isolation, increasing community pride, developing 'social capital' and improving physical and mental health.

Football does provide an important vehicle to achieving these outcomes. However, up until now, there has been little concrete evidence about how, or the extent to which, football actually contributes to these areas.

In 2014 the AFL and Latrobe University partnered to determine the value of a "typical" community football club in terms of its contribution to social, community and health impacts. Results have shown incredibly positive contributions are made in each of these areas.

Whilst leadership and community service expectations are inherently understood by clubs they need further guidance and support to meet these expectations. At the ground level it is evident that clubs are struggling with volunteer recruitment and retention. Regular turn over of volunteers leads to inconsistencies in club management and loss of core business knowledge.

Ultimately, significant gaps in basic governance and administration requirements become evident, leading to an incapacity to plan strategically or implement strong financial processes.

With the levels of financial turnover and legal obligations now demanded of clubs, they must employ even the most basic business principles to ensure good governance, maintain transparency and guide future planning and club direction.

Clubs cannot be expected to appropriately capitalise on sports development opportunities, implement structured budgets, financial planning and reporting processes or plan for new or refurbishments to existing infrastructure without the necessary strategic direction being put in place.

As a minimum each club should be supported to develop a strategic plan which sets their three to five year objectives and includes a stated vision, SWOT analysis, key stakeholders, facilities and asset management and annual initiatives with associated business / operational plan and budget.

PRIORITY 1

Support the capacity building of clubs and their people

One of the many roles of the AFL Barwon Football Development Managers (FDM's) is to coordinate training and education programs aimed at building the capacity of volunteers. However, the significant gaps in volunteer capacity and understanding of administration cannot be addressed by the FDMs alone. The FDMs require access to a suite of professional partners to support clubs with governance, financial management, strategic planning and general administration.

To further address gaps in governance processes and volunteer capacity, investigation into paid administration models is also essential. Options for part time employment, traineeships or shared roles between clubs needs to be provided for club consideration with AFL Barwon offering guidance on recruitment and general employment conditions.

Clubs also need to be supported to capitalise on participation growth opportunities in NAB AFL Auskick, youth girls, access all abilities programs and AFL 9's. For example, linking to schools to access facilities, offering a summer NAB AFL Auskick competition (particularly for clubs with weaker junior numbers to recruit junior players) or creating pathways for female players from NAB AFL Auskick to senior ranks, provide options for clubs to grow their player and member base. However, a clubs' capability to capitalise on these opportunities is again dependent on volunteer capacity and ability to strategically plan for expansion both on and off the field.

Any club development and expansion of the game must include support to game officials. This includes umpire recruitment and retention policies and programs, provision of appropriate training facilities, support for umpires schools programs, review of umpiring financial structures and umpire payments, expanding development pathways and encouraging club involvement in developing umpires.

The structure of football and netball across the region will also need to change if the sports are to continue to grow. As identified in the AFL Barwon Strategic Plan, consideration needs to be given to Sunday competitions, offering junior programs over the summer months, changing match schedules for junior games, and sharing of players between clubs.

At the junior level, participation trends across clubs vary with several clubs glutted with numbers while others struggle to attract new players.

Ensuring equality in numbers of players across junior ranks and the introduction of a salary cap and/or points system to discourage mass importation of players were identified by AFL Barwon Clubs through their Club Health Checks as two options to grow participation.

Competition equalisation is a priority for AFL Barwon. The competition and club structure is currently under review and it is the intent of AFL Barwon to support and retain all existing clubs whilst achieving this equalisation. The introduction of a salary cap and/or points system to remediate disparity between clubs is also being investigated by AFL Victoria. This is through a state wide strategic initiative that includes representation by the AFL Barwon General Manager.

Strategic directions to support the capacity building of clubs and their people:

1.1 AFL Barwon to complete strategic review of current club and league structures and work with key stakeholders to assist club sustainability and competition equalisation. Review to consider movement between Divisions to ensure club competitiveness.

1.2 AFL Barwon to support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.

1.3 AFL Barwon and Netball Victoria partner to review competition structure to include night / alternate days matches to accommodate growth in participation and maximise use of existing grounds, courts and facilities.

1.4 Establish models for sharing of players and transitioning players between clubs across junior grades to ensure equity in participant numbers.

1.5 Continued implementation of Club Health Check process on an annual basis to measure club development and identify governance, volunteer capacity and administration gaps and implement training and support to address these gaps.

1.6 Engage a network of professional partners to support FDMs to address club governance gaps and club volunteer technical understanding of strategic and financial planning.

1.7 Support GFUL and CDUA umpire recruitment and retention policies and programs including establishing development pathways and identifying initiatives for clubs to actively promote umpiring to their member base.

1.8 Provide education to clubs that encapsulates policy and procedure needs for implementing both healthy sports environments and improved governance processes.

1.9 Investigate options for paid administration models and traineeships, providing guidance to clubs on general employment conditions and facilitating opportunities for clubs to share administration costs.





PRIORITY 2

Increase the quality and functionality and maximise the carrying capacity of existing facilities

The provision of and access to functional, quality facilities is fundamental to participation and growth in football and netball. There is a mixed approach to provision and maintenance of infrastructure across the region and the gap continues to widen between current funding provision and the ability of LGAs and clubs/communities to match facility renewal and grounds maintenance costs. This ultimately impacts on club amenities with clear gaps present in the existing club facility hierarchy.

Club sustainability and the ability to capitalise on participation growth are impacted by a lack of amenities, particularly in the areas of sports lighting and change-rooms that cater for both male and female participants. Inadequate facilities further limits the capacity of AFL Barwon to implement strategic initiatives to better manage participation growth, address infrastructure and ground shortages and encourage diversity in participation.

Participation diversity includes female football, AFL 9's, which is attractive to the multicultural community and access for all abilities programs such as FIDA and into the future, dedicated AAA NAB AFL Auskick Programs. AFL Victoria has outlined a desire for existing facilities to meet standards outlined in the AFL Preferred Facilities Guidelines. Added to this, lighting provision to training standards (50 lux level) is identified as a key priority for funding provision and a core component of any club facility.

Country Football Netball Program (CFNP) Steering Committee funding priorities currently include lighting upgrades, umpire change rooms to cater for diversity and the promotion of multi-use facilities to grow participation. Funding priorities for CFNP may need to extend to consideration of lighting for second ovals and ongoing lighting maintenance costs, estimated at $2,500 per year, in high usage areas. This would increase the carrying capacity of grounds and accommodate the extension of pre-season training.

Notably the final round of the current CFNP funding program will not accept applications beyond January 2015. State Government investment into the continuation of this program is essential if LGAs and Football and Netball are to continue to work together to address infrastructure gaps.

Strategic planning and improved financial management processes at the club level are also essential if clubs are to plan for and financially support infrastructure maintenance and upgrades. **Consideration needs to be given to prioritising facility improvements at clubs that are able to provide some financial investment into projects.**

Clubs will also need to adapt to the changing landscape of facility provision to accommodate alternate training nights, game scheduling and new sport participation opportunities. This includes increased flexibility in netball game scheduling. Netball Victoria Guidelines indicate that court capacity extends to 60 players (based on registrations) per court. Whilst just a guide, with minimal available space and limited funding opportunities, investment into second courts at clubs or upgrades of existing second or third courts will only be considered where clubs could make a significant financial contribution.

This need for alternative facility access will continue to grow . In the short term, access to school venues to address infrastructure shortages should be investigated by clubs with support from AFL Barwon FDMs and school football ambassadors. In the long term, LGA's will require closer working relationships with schools to encourage reciprocal use of venues. Improved outcomes for future planning should continue to include collective planning of public open space and recreation facilities in association with adjacent schools to better manage space.

Regardless of responsibility levels for infrastructure, the current average maintenance costs per facility per annum is **estimated** at $68,090. This estimate will vary between club managed and LGA managed facilities but provides a guide to anticipated life cycle costs. These costs are further outlined under **Estimated Life Cycle and Annual Maintenance Costs** on page 18. Ongoing financial commitment and capacity to meet these costs should form part of club and LGA financial planning when considering facility upgrades and renewal.

PRIORITY 2

Increase the quality / functionality and maximise the carrying capacity of existing facilities

Venue management models across the region also need to collectively be addressed by all stakeholders, particularly during finals season. Access to finals venues continues to be a concern for G21 LGAs with preference that clubs relinquish tenancy rights during finals and management transfers back to LGA's. This would ensure club neutrality whilst meeting expected standards of facility, oval and amenity provision.

For AFL Barwon finals scheduling purposes, at least two venues within Geelong need to be reliably available for the finals series, be of a regional level standard, be fully fenced and offer two netball courts in good quality condition.

There are a number of venues currently used for finals, including the traditional finals venues of St Albans and West Oval. Both venues however, have limiting aspects and require facility improvements to better cater for finals requirements.

At West Oval, current netball facility and court provision is of a high standard, the site and oval are fenced and the City of Greater Geelong have developed a Master Plan for the site which guides Council facility upgrades to a regional level standard. However, resolution and commitment to an effective management model as a shared facility should be achieved and agreed as a priority so further investment can occur at the site.



Strategic directions to increase the quality / functionality and maximise the carrying capacity of existing facilities:

2.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the Country Football Netball Program.

2.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.

2.3 Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in this strategy to determine priority for existing club facility upgrades to achieve "local" level classification (further outlined on page 19).

2.4 G21 LGA's and AFL Barwon should continue to work collaboratively to identify venue management models that ensure club facility access during finals.

2.5 In order to progress planned facility upgrades, the City of Greater Geelong , AFL Barwon and relevant clubs, partner to address shared management arrangement at West Oval and agree on a management model that ensures effective use of the venue for home and away fixtures and finals purposes.

2.6 AFL Barwon support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.

2.7 Support clubs to identify and address volunteer capacity gaps that impact on their ability to implement changed training nights, match schedules and venues as required.

2.8 In the short term clubs, supported by AFL Barwon FDMs, negotiate with schools to increase access to school facilities.

2.9 Where long term facility gaps have been identified, LGA's will need to continue to advocate to schools on the need to access school facilities, encouraging reciprocal use of ovals and netball courts and associated infrastructure to address facility shortages.

2.10 Based on the vision within this strategy, prioritise regional facility upgrades and improvements for inclusion as Sport and Recreation Pillar priorities and advocate to elevate to G21 priority projects.

2.11 Extend CFNP funding priorities to consider lighting of second grounds in high usage areas to accommodate growth in participation and increase carrying capacity of facilities.

2.12 In partnership, continue to support strategic planning at the commission level that prioritises facility upgrades and ensure continued financial investment in larger, regional infrastructure projects.

ESTIMATE LIFE CYCLE AND ANNUAL MAINTENANCE COSTS

The following tables outline the capital costs, life cycle and estimated annual maintenance costs for essential infrastructure at facilities.

Regardless of maintenance responsibilities (LGA or club) these costs need to be considered as ongoing financial commitments and accordingly planned for when infrastructure is renewed or new infrastructure is developed.

AVERAGE TOTAL LIFE EXPECTENCY COSTS		
FOOTBALL INFRASTRUCTURE	**CAPITAL COST**	**EXPECTED LIFE**
Football oval surface	$200,000	10
Fencing	$40,000	20
Football goals	$6,000	25
Sports lights – towers	$80,000	25
Sports lights – fittings	$16,000	10
Players / coaches shelters	$7,000	30
Irrigation	$110,000	20
Building – clubrooms / social space	$2,000,000	50
NETBALL INFRASTRUCTURE	**CAPITAL COST**	**EXPECTED LIFE**
Netball Courts (x2)	$68,000	40
Fencing	$8,262	20
Netball goal posts	$1,200	10
Sports lights – towers	$8,000	25
Sports lights – fittings	$5,940	10
Players / coaches shelters	$7,000	30

ESTIMATED ANNUAL MAINTENANCE COSTS	
FOOTBALL INFRASTRUCTURE	**ANNUAL COST**
Football oval surface	$30,627
Fencing	$400
Football goals	$60
Sports lights – towers	$2,500
Players / coaches shelters	$70
Oval Irrigation	$1,100
Potable water use	$10,000
Building – clubrooms / social space	$20,000
Football sub total	**$64,757**
NETBALL INFRASTRUCTURE	
Netball Courts (x2)	$680
Fencing	$83
Sports lights – towers	$2,500
Players / coaches shelters	$70
Netball sub total	**$3,333**
Total Estimated Annual Maintenance Cost Per Venue	**$68,090**

Assumptions

1. Sports light lamps and fittings are replaced on a 10 year cycle.
2. Maintenance costs are calculated using an industry benchmark of 1% of capital cost per annum.
3. The capital cost for the sports surface is based on a standard ground renovation.
4. Costs produced by Greater Geelong City Council



PRIORITY 2

Increase the quality / functionality and maximise the carrying capacity of existing facilities

CURRENT FACILITY ASSESSMENT

Amenities and infrastructure that have the greatest influence and impact on a venue being able to facilitate current competition requirements and support growth in participation are:

1. unisex change rooms (players and umpires),
2. football sports lighting,
3. netball sports lighting,
4. ground surface quality,
5. playing condition of the main netball court,
6. quality of the main pavilion.

Upgrades to existing club facilities should aim to address these six key criteria over the next 10 years with collective investment from sport, clubs and government.

Improvements in all of these areas will have a positive effect on increasing venue capacity. This directly links to the strategic direction set through AFL Victoria's *Heartland Strategy* encouraging growth in participation, maximising facility usage and accommodating diversity in the game.

It further supports Netball Victoria's strategy of growing the game of netball by having more people participating more often.

When prioritising upgrades to existing facilities, identified need is only one consideration. Government and sport will need to work collaboratively to assess funding priorities based on a number of key principles including club governance processes, a clubs' ability to co-contribute to infrastructure improvements, regional facility upgrade requirements, a club's commitment to the provision of youth / female football and active participation in AFL Barwon club development and Health Check Action Plans.

These principles are further outlined in Appendix 2 – Framework to Prioritise Funding Allocation.

Current Facility Conditions Ratings

The condition of facility infrastructure and amenities across the region have been rated based on club, AFL Barwon, Netball Victoria and LGA assessments. These ratings are provided on **pages 21 and 22**.

Ratings used to determine the condition of club facilities are detailed in the **Criteria for Facility Infrastructure and Amenities Ratings** over the page.

Clubs rated their facilities through the Club Facility Checklist between November 2013 and May 2014. These ratings were then assessed by AFL Barwon, Netball Victoria and LGAs.

LGA's also provided ratings for oval surface condition and oval amenities through a separate survey process.

Ratings for each criteria range from 10 to 15, with a possible overall score of 100. Weighting has been given to priority areas that directly impact on sports participation; ground surface condition, sports lighting and playing condition of the main netball court.

AFL Victoria's *Heartland Strategy* recognises that the principle purpose of a **local facility** is to accommodate local club level programs and competitions. In order to be classified as a **local facility**, the overall condition of the pavilion, football and netball lighting, netball amenities and main netball court would need to be rated as **"moderate"** (considerable wear but still comfortable for users) and achieve an overall score of **70 or more**.

Regional level facilities service a collection of suburbs or geographic areas within a municipality and usually cater for more than one code or activity. These facilities should have perimeter fencing, capacity to host competition finals, offer two netball courts in good playing condition and have oval surface quality maintained to a high standard.

Generally, the majority of facilities across the region have been identified as requiring some improvement in order to reach **"local facility"** classification, with the average facility score being **58**. Areas requiring substantial improvement have been highlighted in red. The **Current Facility Condition 2014** chart on **page 23** further identifies improvements required at each facility to reach **"local"** classification.

All venues should aspire to be classified as a "local" venues by 2020. Those venues currently classified as "local" and "regional" should continue facility maintenance and improvements to ensure they retain these classifications.

It is important to note that facility ratings reflect a point in time. Whilst information was provided by clubs and LGAs and reviewed by AFL Barwon staff and PCG representatives, there is still an element of subjectivity. Ratings cannot be viewed as master plans for each venue and will require further review prior to formalising commitments to infrastructure upgrades and/or renewal.

CURRENT FACILITY CONDITION RATINGS

Criteria for Facility Infrastructure and Amenities Ratings

CURRENT FACILITY CONDITION RATINGS	
MAIN PAVILION (out of 10)	
Excellent condition (as new)	10
Good condition (some wear)	8
Moderate condition (considerable wear but still comfortable for users)	6
Poor to Very Poor Quality (multiple quality issues identified)	4
Rated poorly by all stakeholders (significant quality issues identified)	2
No pavilion	0
CHANGE ROOMS (CONDITION OF AMENITIES & CAPACITY TO CATER FOR FEMALE PLAYERS & UMPIRES) (out of 10)	
Rated as regional facility - in excellent condition (as new). Rating is not achievable unless **all** change rooms cater for both genders.	10
Rated as local facility - in good condition (some wear)	8
Moderate quality – (considerable wear but still comfortable for users)	6
Rated poorly by all stakeholders (significant quality issues identified)	3
No change rooms	0
SPORTS LIGHTING FOOTBALL (out of 15)	
Less than 300 but more than 100 lux (suitable community football night games)	15
50 to 100lux (suitable for training)	10
0 to 49 lux (existing lights but fail to comply to training standard)	5
No lighting provided	0
OVAL SURFACE CONDITION (QUALITY OF OVAL SERVICE & PROVISION & QUALITY OF DRAINAGE AT THE START OF THE SEASON) (out of 15)	
Excellent (as new)	15
Good (some wear)	10
Moderate (considerable wear but still playable)	8
Poor to Very Poor Quality (multiple quality issues identified, oval is reaching end of life)	4
Rated poorly by all stakeholders (safety concerns identified, oval is at end of life and requires attention)	2
No oval provided	0
OVAL AMENITIES - CRICKET PITCH, WATERING SYSTEM, OVAL FENCED, SITE FENCED & GROUND SURFACE TYPE (out of 10)	
CRICKET PITCH	
No pitch or drop in wicket	6
Turf wicket well maintained	5
Turf wicket with some coverage & hardness issues	4
Synthetic pitch	4
Turf wicket with issues and poor coverage	2
WATERING SYSTEM	
Automatic Irrigation	2
Hose / manual watering	1
Nil Watering System	0
OVAL FENCED	
Yes	1
No	0
SITE FENCED	
Yes	1
No	0
CURRENT FACILITY CONDITION RATINGS	
NETBALL AMENITIES (out of 10)	
Excellent (as new)	10
Good (some wear)	8
Moderate (considerable wear but still comfortable for users)	6
Poor to Very Poor Quality (multiple quality issues identified)	4
Rated poorly by all stakeholders (significant quality issues identified)	2
No netball amenities provided	0
MAIN NETBALL COURT (out of 15)	
Excellent (as new)	15
Good (some wear)	10
Moderate (considerable wear but still playable)	8
Poor to Very Poor Quality (multiple quality issues identified, court is reaching end of life)	4
Rated poorly by all stakeholders (safety concerns identified, court at end of life and requires attention)	2
No netball court provided	0
SPORTS LIGHTING NETBALL (out of 15)	
Indoor: 1500 lux (Australian standard for televised matches)	15
Indoor: 700 to 800 lux (Australian Standard for indoor competition level)	15
Outdoor: 200 lux (Australian Standard for outdoor competition level)	15
Outdoor: 100 lux (Australian standard for outdoor recreational level)	10
Nil lighting	0

Current Facility Condition Ratings

CLUB	MAIN PAVILION (out of 10)	CHANGE ROOMS (out of 10)	SPORTS LIGHTING FOOTBALL (out of 15)	OVAL SURFACE (out of 15)	OVAL AMENITIES (out of 10)	SUB TOTAL FOOTBALL AMENITIES	NETBALL AMENITIES (out of 10)	MAIN NETBALL COURT (out of 15)	SPORTS LIGHTING NETBALL (out of 15)	SUB TOTAL NETBALL AMENITIES	RATING TOTAL OUT OF 100
CITY OF GREATER GEELONG											
ANAKIE	2	3	5	10	7	27	0	8	15	23	50
BARWON HEADS	8	6	10	2	8	34	0	4	10	14	48
BELL PARK	6	6	5	12	7	36	8	15	10	33	69
BELL POST HILL	6	8	10	12	7	43	6	8	10	24	67
BELMONT LIONS	4	3	10	10	7	34	6	10	10	26	60
CORIO	10	3	15	8	8	44	6	8	10	24	68
DRYSDALE	6	3	5	12	7	33	8	8	10	26	59
EAST GEELONG	8	3	10	12	7	40	8	10	10	28	68
GEELONG AMATEURS	7	2	5	12	7	33	8	10	10	28	61
GEELONG WEST	2	3	5	12	6	28	10	15	15	40	68
GEELONG WEST ST PETERS	2	3	5	12	6	28	10	15	15	40	68
GROVEDALE TIGERS	10	3	5	12	7	37	8	10	10	28	65
LARA	6	6	5	10	7	34	6	8	10	24	58
LEOPOLD	2	3	10	10	7	32	0	2	10	12	44
NEWCOMB	4	6	10	12	7	39	6	8	10	24	63
NEWTOWN & CHILWELL	10	8	10	10	7	45	10	15	10	35	80
NORTH GEELONG	2	3	10	10	8	33	2	10	10	22	55
NORTH SHORE	2	6	5	10	7	30	6	8	10	24	54
OCEAN GROVE	6	2	5	8	8	29	8	15	15	38	67
PORTARLINGTON	8	7	5	10	7	37	10	15	15	40	77
SOUTH BARWON	10	6	5	12	7	40	10	15	10	35	75
ST ALBANS	10	4	5	12	8	39	10	4	10	24	63
ST JOSEPHS	8	6	10	12	7	43	0	15	15	30	73
ST MARYS	4	6	5	12	7	34	6	15	15	36	70
THOMSON	10	8	15	12	7	52	8	4	10	22	74
SURF COAST SHIRE											
ANGLESEA	10	6	5	8	7	36	6	8	10	24	60
LORNE	4	3	5	15	8	35	4	8	10	22	57
MODEWARRE	10	8	5	8	7	38	6	10	10	26	64
TORQUAY	10	10	15	10	9	54	6	10	15	31	85
WINCHELSEA	10	8	15	6	7	46	6	12	15	33	79

Current Facility Condition Ratings

CLUB	MAIN PAVILION (out of 10)	CHANGE ROOMS (out of 10)	SPORTS LIGHTING FOOTBALL (out of 15)	OVAL SURFACE (out of 15)	OVAL AMENITIES (out of 10)	SUB TOTAL FOOTBALL AMENITIES	NETBALL AMENITIES (out of 10)	MAIN NETBALL COURT (out of 15)	SPORTS LIGHTING NETBALL (out of 15)	SUB TOTAL NETBALL AMENITIES	RATING OUT OF 100
COLAC OTWAY SHIRE											
ALVIE	8	6	5	2	6	27	6	12	10	28	55
APOLLO BAY	8	6	5	2	7	28	6	10	10	26	54
BIRREGURRA	2	3	5	2	7	19	2	4	10	16	35
COLAC TIGERS	10	3	5	15	10	43	4	8	5	17	60
COLAC IMPERIALS	4	6	5	4	7	26	6	10	10	26	52
FORREST	2	4	5	8	6	30	5	15	15	35	65
IRREWARRA-BEEAC	2	3	5	4	6	20	6	8	10	24	44
OTWAY DISTRICTS	8	6	5	4	7	30	10	15	10	35	65
SOUTH COLAC	4	3	10	4	6	27	8	10	10	28	55
WESTERN EAGLES	1	1	5	2	6	15	8	15	10	33	48
GOLDEN PLAINS SHIRE											
BANNOCKBURN	6	6	5	8	8	33	2	4	10	16	49
CARNGHAM LINTON	6	6	5	8	7	32	2	10	10	22	54
INVERLEIGH	6	4	5	10	8	33	10	6	10	26	59
LETHBRIDGE *	8	6	0	8	6	28	NA	NA	NA	NA	28
MEREDITH *	2	6	5	8	6	27	NA	NA	NA	NA	27
ROKEWOOD CORINDHAP	2	3	5	2	7	19	8	8	10	26	45
SMYTHESDALE	6	3	5	2	7	23	4	8	5	17	40
TEESDALE ROOS *	2	6	5	8	6	27	NA	NA	NA	NA	27
BOROUGH OF QUEENSCLIFFE											
QUEENSCLIFF	10	8	5	10	7	40	6	10	10	26	66
CORANGAMITE SHIRE (adjacent to G21 region)											
SIMPSON	2	4	5	12	7	30	8	8	10	26	56
WYNDHAM CITY COUNCIL (adjacent to G21 region)											
WERRIBEE CENTRALS	8	8	10	15	7	48	8	10	15	33	81

*** Each of these three venues support a single junior team each in the Moorabool Valley Little League.**

CURRENT FACILITY CONDITION 2014

BARWON

SUBSTANTIAL IMPROVEMENT REQUIRED	IMPROVEMENT REQUIRED		LOCAL	REGIONAL	STATE (SIMONDS STADIUM)
Birregurra FNC Improvement: MP, CR, SL, NC, NF & OS	Anglesea FC Improvement: SL	Bannockburn FNC Improvement: NC, NF & SL	Bell Post Hill FNC	Torquay Tigers	
Lorne FNC Improvement: CR & SL	Barwon Heads FNC Improvement: NC, NF & OS	Belmont Lions Sports Club Improvement: CR	Thomson FNC		
Irrewarra-Beeac FNC Improvement: MP, CR & SL	Geelong Amateurs Improvement: CR & SL	Corio Community Sports Club Improvement: CR	Winchelsea FNC		
Western Eagles FNC Improvement: MP & CR	Modewarre FC Improvement: SL	Inverleigh FNC Improvement: SL, CR & NC	Werribee Centrals Sports Club		
Rokewood Corindhap FNC Improvement: MP, SL, CR & OS	Drysdale FC Improvement: CR & SL	North Geelong FNC Improvement: MP & CR	Newtown Chillwell FNC		
Anakie FNC Improvement: MP, CR, SL & NF	Alvie FNC Improvement: SL & OS	Bell Park FNC Improvement: SL	Colac Tigers FNC*		
Geelong West FNC Improvement: MP, CR & SL	Apollo Bay FC Improvement: SL & OS	Grovedale Tigers FNC Improvement: CR & SL	Portarlington FC		
East Geelong FNC Improvement: CR	Colac Imperials FNC Improvement: MP & SL	Lara Sporting Club Improvement: SL	Queenscliff FNC		
Geelong West St Peters FNC Improvement: MP, CR & SL	Otway District FNC Improvement: SL	North Shore FC Improvement: MP & NF	Newcomb Power FC		
Leopold FNC Improvement: MP, CR, NC & NF	Simpson FNC Improvement: MP & SL	South Barwon FNC Improvement: SL	Ocean Grove FNC*		
	South Colac Sports Club Improvement: MP & CR	St Albans FC Improvement: CR & SL			
	Forrest FNC Improvement: MP, CR & SL	St Joseph's FNC Improvement: SL & NF			
	Carngham Linton FNC Improvement: SL & NF	St Marys FC Improvement: SL			
	Smythesdale FNC Improvement: CR, SL & OS	Lethbridge FC Improvement: SL			
		Meredith FC Improvement: MP & SL			
		Teesdale Roos Junior FC Improvement: SL & MP			

FACILITY IMPROVEMENTS

All venues should aspire to be classified as "LOCAL" venues by 2020. Those venues currently classified as "LOCAL" should continue facility maintenance and improvements to ensure they retain this classification.

Venues aspiring to "REGIONAL" classification by 2020 (currently only held by Torquay Tigers) include Geelong West St Peters FNC/Geelong West FNC (West Oval) and Colac Tigers FNC. A second venue, beyond West Oval, is required at REGIONAL classification level in the Geelong area for finals purposes.

LEGEND:

To achieve "Local" rating Clubs required the following as a minimum:
Overall condition of facility Pavilion is rated as "Moderate" or higher
Quality of football oval lighting is rated as "Moderate" or higher
Overall condition of netball facility is rated as "Moderate" or higher
Overall condition of main netball court is rated as "Moderate" or higher

FACILITY IMPROVEMENT CODES

The following codes have been applied to Clubs rated **IMPROVEMENT REQUIRED** and **MINOR IMPROVEMENT REQUIRED** according to Club responses in their Facilities Checklist and further review by AFLB Football Development Managers.

SL	**Sports Lighting Football**	**NF**	**Netball Facility**
MP	**Main Pavilion**	**OS**	**Oval Surface**
CR	**Change Rooms**	**OA**	**Oval Amenities**
NC	**Main Netball Court**	**SLN**	**Sports Lighting Netball**

*** Funding confirmed and projects currently underway for Colac Tigers FNC and Ocean Grove FNC**

LEAGUE LISTING

GEELONG & DISTRICT FOOTBALL LEAGUE



PRIORITY 3

Plan and develop new facilities in key growth areas across the region

AFL Barwon has the highest participation numbers of any region in Country Victoria. Within the junior age groups, AFL Barwon have 1,700 more players than their nearest country region, Bendigo. Netball participation is also high with over 4,800 registered players in NetSetGO, junior and senior netball. Importantly 16% of clubs also support a Netball for All Abilities program. Population growth across the region is expected to increase by 22% by 2025. G21 LGA's are actively planning for this growth and have identified a number of key sites for new oval and netball projects.

These projects will see the creation of new multi-sport clubs to service new / emerging communities. Sporting clubs will be established from the ground-up, taking preference over the relocation of existing clubs into new facilities.

AFL Barwon will play a key strategic role in the establishment and growth of these new clubs. Input in providing seed funding, guiding governance and financial management processes and in the development of new sites will be essential to club creation and sustainability.

Committed new projects for the region that will be ready and accessible for football and netball include an estimated 29 ovals and 22 netball courts across various locations.

Planning for new playing fields and venues has included regional and sub-regional level facilities at Armstrong Creek and Drysdale / Clifton Springs. New ovals are also planned for Shell Road Recreation Reserve in Ocean Grove, Lara, Torquay and Bannockburn,

Planning and development of any new playing fields and venues will need to maximise shared usage and flexibility to meet changing community needs.

Netball Victoria *Preferred Facilities Requirements Manual* and AFL *Preferred Facility Guidelines* will also need consideration including unisex change rooms, appropriately sized, multi use social/community rooms, Universal Design principles and sustainability best practices.

AFL Victoria projections to 2030 indicate the region will need access to an additional 28 grounds over the next 15 years. Current investment in new projects will go close to meeting this projection but alternate facility options will need to be investigated while new grounds are being developed.

Oval usage at Simonds Stadium, the only AFL Standard facility in the region, is generally considered at capacity. This can limit community access to the oval and heightens the need for alternative venues to cater for elite competition such as VFL, TAC Cup and AFL Barwon finals.

Regional level upgrades planned for the region to host elite competition include Spring Creek Reserve in Torquay, West Oval located in Geelong West and Colac Central Reserve in Colac . The Colac Otway Shire are seeking substantial investment into the facility at Central Reserve to attract high level games like TAC Cup matches.

With high ground usage, strong participation rates and at times reduced capacity to access the region's premier venue, Simonds Stadium, regional priorities for facility upgrades and development should extend to include additional capacity at current venues to enable hosting of AFL Barwon finals and ensure continued attraction of VFL / State games to the region at the identified regional venues. Such attraction provides economic benefits to the wider community, encourages player talent pathways and continues to highlight the region as a leader in football.

PRIORITY 3

Plan and develop new facilities in key growth areas across the region

In the long term, the installation of a 'neutral' synthetic oval as part of the regional planning process would address a number of key issues regarding ground provision and growth in participation.

These issues include meeting the usage requirements of high density clubs, increasing ground access during pre-season, addressing community expectations regarding the provision of quality facilities, provide an alternate venue for female football and AFL 9's and remove political issues surrounding ground allocation, particularly through finals season.

Armstrong Creek provides the greatest opportunity to potentially house up to 2 synthetic ovals which could be managed by AFL Barwon and potentially accommodate the AFL Barwon RAC. This location would easily cater for Greater Geelong and Surf Coast catchments who are experiencing the greatest population growth across the region.

The use of synthetic turf ovals at Armstrong Creek and potentially other new venues planned across the region, expands participation opportunities, providing oval surfaces that can sustain high levels of use. This recognises and plans for pre-season training and additional fixtures which already extends football season into late summer and autumn months and provides capacity for sports development initiatives such as AFL 9's, female football and summer Auskick. Weather variability, maximising finite open space resources and enabling facility use of up to three times more than natural turf ovals, further supports investigation into synthetic surfaces during planning stages for any new venues.



Strategic directions to plan and develop new facilities in key growth areas across the region:

3.1 G21 LGA's, ALFB and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.

3.2 Consider using the *Framework to Prioritise Funding Allocation* (provided in Appendix 2) into future LGA planning and capital funding policies and programs.

3.3 Progressively implement the planned 29 new venues across the region when population triggers are met and as sport demands.

3.4 AFL Barwon adopt AFL Victoria's strategy to develop a Club Establishment Fund to provide seed funding for the establishment of new football / netball clubs.



PRIORITY 4

Capitalise on opportunities to create a Regional Administration Centre

Each AFL Victoria Country Region Commission is seeking to develop both a short and long term plan for a Regional Administration Centre (RAC) office.

Long term options for relocation of the AFL Barwon RAC should also include planning for an improved Centre of Excellence for the Geelong Falcons.

AFL Barwon currently operate from Highton Reserve, sharing the facility with TAC Cup team the Geelong Falcons. In the short term, an $80,000 extension has been approved for the facility to accommodate all existing staff, provide a hot desk for Netball Victoria staff and enable growth in staff numbers over the coming 5 years.

The office extension is being funded through the Country Football Netball Program Regional Administration Budget, AFL Victoria and AFL Barwon. Whilst the City of Greater Geelong are not a financial contributor, they are taking responsibility for project management and are focusing on potential support for a longer term new site.

In the long term the AFL Barwon RAC aims to become a hub for community level football administration and game development activities, preferably based at a multi-ground site, with one oval being the regions first AFL approved synthetic surface. Planning to meet this standard of facility needs to begin in 2015 and allow for such a facility to be fully approved for development prior to 2020.

Consideration also needs to be given to the facility needs of growth programs, AFL 9's, Youth Girls and football and netball access for all abilities programs.

Armstrong Creek appears to present the best long term option for the RAC. With 15 ovals planned across 8 locations and 22 netball courts across 4 locations, opportunity exists for key stakeholders to develop a competition facility that is managed by the peak sporting bodies on behalf of the region. This would ensure club neutrality, particularly for finals allocation purposes and provide potential for co-location with other regional sports personnel such as Netball Victoria staff.

Strategic directions to capitalise on opportunities to create a RAC:

4.1 Progress the expansion of Highton Reserve as planned to accommodate AFL Barwon and improve lighting for the Geelong Falcons.

4.2 LGA's, ALFB, AFL Victoria and Netball Victoria partner to investigate and recommend the best long term home for a RAC that includes multiple ovals (one synthetic), that are peak sporting body managed in a way that benefits all clubs, participants and game development activities.

4.3 In tandem with Regional Administration Centre planning, look at the purpose of Highton Reserve and the feasibility of the Geelong Falcons remaining at this venue versus other options available to support the development of a talent pathway Centre of Excellence such as the quality of Morwell, once the AFL Barwon RAC is relocated.



PRIORITY 5

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

The structure of football across Victoria is changing with AFL 9's, youth girls and female football being the fastest growing forms of the game. Within the region, five clubs support a youth girls side and AFL Barwon is committed to expanding the existing AFL 9's program based at Deakin University. Consideration also needs to be given to expanding existing football and netball programs to accommodate people with a disability, including potential for dedicated AAA NAB AFL Auskick and NetSetGo programs and the growth of the FIDA, and Netball for All Programs.

"Engagement" is a key objective of the AFL Barwon Strategic Plan, through "adding value and equal opportunity particularly for multi-cultural, disadvantaged and indigenous communities and individuals." Initiatives to support this objective include understanding the current cultural mix across club zones and developing programs to meet these different cultures, further support to clubs to actively engage the multicultural community and promoting multicultural involvement.

Critical to this will be developing an understanding amongst clubs of the need to access and align themselves to new communities to develop an inclusive and social culture.

AFL Barwon FDMs will need to expand promotion of junior development programs beyond schools to also include multicultural and indigenous communities. Clubs will also need to be encouraged to be active in this area, promoting NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base. This would further assist those clubs who are experiencing shortages in junior player numbers and support the creation of NAB AFL Auskick and NetSetGo at clubs who currently do not offer these programs.

The recreational form of the game, AFL 9's, is also attractive to the multi-cultural community as a good introduction to the sport. Whilst currently being facilitated by AFL Barwon, the potential for expansion to club based AFL 9's has not yet been realised and will need to consider facility access with cricket clubs.

As the fastest growing participation segment, clubs will also need to consider opportunities to implement female football in some capacity. AFL Victoria offers extensive support and guidance in this space. This support, along with the benefits of increasing female participation (increased player member numbers, additional revenue sources through memberships, catering and social functions and opportunity to attract funding) needs to be actively promoted to clubs.

Facility capacity to cater for diversity again highlights the funding gap between supporting facility upgrades to enable growth in participation and LGA's capacity to meet this gap. Without continued CFNP support in this area, commitment to these initiatives at the club facility level will be limited / non-existent. This will directly impact on the installation of unisex change rooms, lighting upgrades and capacity for clubs to provide improved netball amenities.

Prioritisation of funding support at the local club level should consider clubs who have or are committed to actively implementing diversity initiatives (female football, female umpires, multi-cultural or indigenous programs or access all abilities teams).

AFL Victoria's *Heartland Strategy* also identifies multi-use social / community rooms that are "vibrant, sustainable, accessible and welcoming" as a core component to deliver diversity outcomes. Whilst usually not a key consideration for facility upgrades, this strategy has included the condition of the main pavilion as one of the six core criteria for determining a venue's rating in the current facility hierarchy.

A club's commitment to supporting diversity, sports lighting and the condition of the main pavilion are all key criteria included for prioritising infrastructure upgrades in **Appendix 2 – Framework to Prioritise Funding Allocation.**



PRIORITY 5

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

Strategic directions to ensure facilities cater for the diversity of participants that are attracted to our games:

5.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP to ensure project objectives address the diverse market for participation and support club capacity building.

5.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades to better accommodate growth in diversity.

5.3 AFL Barwon and AFL Victoria market the benefits of, and actively support the implementation of, female participation at the club level.

5.4 AFL Barwon expand promotion of junior development programs to include multicultural and indigenous communities.

5.5 Support clubs to actively promote NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base.

5.6 LGAs to consider a clubs' commitment to diversity when prioritising facility upgrades.

5.7 Consider using the Framework to Prioritise Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs

5.8 AFLV and Netball Victoria support policy development and education to clubs to encourage and promote engagement with diverse communities.



PRIORITY 6

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

State-wide, 87% of football facilities are provided on land owned and/or managed by local government who generally struggle to meet asset renewal, new facility development and changing community expectations. Local government's capacity to invest in new infrastructure is limited, being reliant on additional funding provision through government and peak sports bodies. A collaboratively planned approach between sport and government to facility upgrades and renewal is essential if facility capacity is to be maximised and sustainability guaranteed.

The *G21 and AFL Barwon Regional Strategy* is the first step in recognising the conflicting needs of sport and government and aims to collaboratively determine future investment into facility upgrades and development at a strategic level.

For football and netball to continue to grow and maximise participation opportunities and for LGA's to continue to understand sport and promote healthy and active communities this collaboration must continue.

Consultation has provided opportunity for sport and government to raise other issues that impact on facility upgrades or generally affect perceptions regarding commitment to developing facilities or overall management of the sports.

LGA's are the major contributor to football and netball. Whilst facility maintenance responsibilities vary across the region, the majority of G21 LGAs are bearing the annual maintenance cost at each of their facilities (average estimates of around $68,090 per venue).

Between 2006 and 2013, G21 LGAs invested $6.7M into facility developments and upgrades. This commitment will continue to grow with new facility developments to meet population growth and through the replacement of existing facilities.

The CFNP (funded through State Government, AFL Victoria and Netball Victoria) has also made considerable investment into facility development with $1.7M invested across the region since 2006.

Balancing player remuneration against clubs saving meaningful amounts to put towards facility improvements however, remains a clear expectation of G21 LGA's.

The collective will of the sport to address player remuneration concerns is acknowledged with outcomes of the current state wide strategic initiative to remediate the issue anticipated by 2015. 700 stakeholders have contributed to this process with current solutions extending to salary caps or introduction of a state wide points system.

The AFL Victoria Football Infrastructure Program (FIP) has filled a gap in infrastructure renewal/upgrades generally overlooked by other funding bodies such as upgrades to scoreboards, safety netting, goal posts, change room rubber flooring and coach and interchange boxes.

Whilst FIP has provided positive outcomes, clubs will again need to ensure they have a reinvestment strategy to replace or upgrade this infrastructure at the end of its functional life. Key to this will be clubs' ability to address player payment levels and balance on-field expectations against financial commitments to long term infrastructure investment.

PRIORITY 6

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities



Continued LGA support of the AFL Victoria Local Government Forum held every two years, initiating netball and football State of Play Reports, engagement by AFL Barwon with the AFL Victoria Local Government Reference Group and continuation of G21 LGA's, AFL Barwon and Netball Victoria strategic workshops at least twice a year to review *G21 and AFL Barwon Regional Strategy* implementation is essential to guarantee initiatives remain current and reflect the strategic direction for the region. AFL Barwon's commitment to continuing the relationship with G21 LGAs is reflected in the AFL Barwon Strategic Plan 2014-2018.

Finally, G21 LGA's continuing to work with AFL Barwon provides opportunity to utilise expertise knowledge and experience and provide independent support to LGAs to address issues between clubs and sport generally.

Strategic directions to continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities:

6.1 G21 LGAs, AFL Barwon and Netball Victoria establish a Regional Reference Group to review *G21 and AFL Barwon Regional Strategy* initiatives and guarantee a collaborative approach to regional planning.

6.2 G21 LGAs continue to support AFL Victoria Local Government Forum held every two years.

6.3 AFL Barwon implement recommendations from the AFLV Panel investigating player remuneration.

6.4 G21 LGAs and AFL Barwon develop a strategy to address identified club growth including new club development where existing clubs are at player and facility capacity.

6.5 AFL Victoria investigate options for the continuation and ongoing support of AFL Victoria FIP funding program beyond 2014.

6.6 Initiate netball and football State of Play reports every two years, ensuring understanding and progress of sports development initiatives across the region.

6.7 AFL Barwon and clubs investigate the feasibility of a sinking fund to support infrastructure renewal across the region.



STRATEGY IMPLEMENTATION

Implementation of identified facility priorities, planning, sports development and partnership strategies will require collaboration, investment and a commitment of human resources from AFL Barwon and sport, government and industry stakeholders.

IMPLEMENTATION ACTIVITIES

The following Implementation Plans are provided to guide sport and LGA's financial and human resource commitment over the next 10 years. By creating a focus on planning, stakeholder communication and support for key regional projects, AFL Barwon can build its sports capacity to realise many of the potential outcomes identified in this strategy.

In order to progress many of the required facility developments and achieve improvements across the region, greater emphasis on relationship building and negotiating outcomes must take place. AFL Barwon will need to adopt a lead role in stakeholder collaboration and partnership development . AFL Barwon will need to champion the promotion of the social and community benefits of sport and football and netball clubs and their worthiness of support and investment.

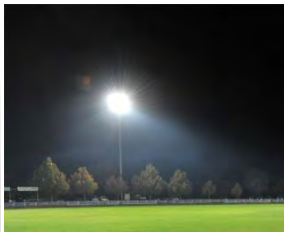
Implementation priorities are set out in priority framework. However, annual goal and target setting will be required by AFL Barwon, along with formal evaluation of priorities in conjunction with LGA's to ensure ongoing and consistent alignment with the sport and government objectives.



CRITICAL ACTIONS

The *G21 and AFL Barwon Regional Strategy* has been prepared to guide the development of football and football club based netball within the G21 region. It addresses a range of issues and provides clear direction regarding future infrastructure provision and the needs of the development of both sports, organisation and participation throughout the region. It also makes recommendations regarding stakeholder roles and responsibilities within the region.

To support the achievement of proposed strategic directions and objectives highlighted within this report and to ensure the needs of the football and netball community are met in the short, medium and longer-term, five critical actions need to be delivered in order to start the change process and set the foundation for a positive future for both sports in the region. These critical actions will provide the basis for the delivery of all other remaining tasks and actions and set the foundation for implementation over the next decade to 2025.

CRITICAL ACTION #1	CRITICAL ACTION #2	CRITICAL ACTION #3	CRITICAL ACTION #4	CRITICAL ACTION #5
				
LGAs, AFLV, Netball Victoria and AFL Barwon partner to actively lobby SRV for continuation of the Country Football Netball Program.	LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.	Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in this strategy to determine priority for existing club facility upgrades.	AFL Barwon to complete strategic review of current club structures and work with key stakeholders to assist club sustainability and competition equalisation.	Support Clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.

KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

The *G21 and AFL Barwon Regional Strategy* – Issues and Opportunities Paper (Volume 1) highlighted a range of critical issues that AFL Barwon and G21 LGA's face regarding growth in football and netball participation, improving club operations and the need to prioritise and plan for infrastructure upgrades and new development.

AFL BARWON

AFL Barwon will play a lead role in coordinating and supporting the implementation of club development related initiatives, as well as supporting infrastructure projects and directing regional staff work plans and priorities.

The most critical roles of AFL Barwon will be in driving a review of existing club and competition structures, supporting strategic planning and financial management processes at the club level, identifying venue opportunities for scheduling of finals, developing a Club Establishment Fund and prioritising facility upgrades that capitalise on opportunities to grow and develop the sport.

AFL Barwon will need to bring the regional football and netball community together, assist in prioritising recommendations and advocate to LGA stakeholders for financial and resource support to deliver key actions. Without AFL Barwon's drive and commitment to these reforms, implementation cannot be achieved.

LOCAL GOVERNMENT

The five G21 LGAs have a core responsibility to directly deliver football and netball infrastructure planning, improvement and revitalisation actions, as well as support participation and club development initiatives.

LGAs will need to focus on the implementation of Critical Action Plans, as well as support regional objectives through policy adoption and development and in prioritising and securing partner investment.

Via the G21 Sport and Recreation Pillar and through internal LGA governance structures, LGAs are encouraged to adopt regional strategy objectives and priorities and utilise them as the basis for future local planning regarding football and netball.

AFL VICTORIA

AFL Victoria will play a support role in action implementation, but also have an active and direct role in supporting regional partners to meet their community, development and infrastructure aspirations.

AFL Victoria also have a role in promoting state wide strategies for regional and local implementation, including club health checks, regional planning, professional development and education programs, implementing a Club Establishment Fund for new clubs and advocating for the continuation of the CFNP.

NETBALL VICTORIA

Like AFL Victoria, Netball Victoria will play a support role in action implementation, but also have an active and direct role in supporting regional partners to meet their community, development and infrastructure aspirations. Netball Victoria's commitment to supporting continuation of the CFNP is essential.

Netball Victoria will also have a role assisting grass roots netball growth and development at a local level, supporting competition and club structure review, assisting with grants and facility development and ensuring state wide strategies for netball are implemented.

CLUBS

Clubs' commitment to delivering and supporting football and netball in a changed environment is critical. Specific to strategy implementation, clubs will need to participate in Club Health Checks, professional development and education programs, openly provide information to other regional stakeholders on strategic planning and financial management and commit to supporting proposed new governance processes and activities, in addition to standard club operational requirements. Critical to infrastructure improvement will be the capacity for clubs to financially plan for and invest in projects. Regional implementation of female football, AFL 9's, NAB AFL Auskick, NetSetGO and access all abilities programs will continue to be core development opportunities for clubs to expand their member base and grow their club.

STATE / FEDERAL GOVERNMENT

Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the *G21 and AFL Barwon Regional Strategy* throughout other Victorian regions. It will also be responsible for ensuring continued focus is provided on the delivery of strategy actions for greater benefit of the G21 region.

SCHOOLS

Schools within the region will have a key role in growing participation through embracing programs offered by AFL Barwon, AFL Victoria, Netball Victoria and umpire leagues. Schools capabilities to accommodate increased access to school grounds and amenities where there is high usage will also be essential if sports growth initiatives are to be maximised.



STRATEGIC DIRECTION IMPLEMENTATION PLAN

DELIVERING THE *G21 AND AFL BARWON REGIONAL STRATEGY*

Through the implementation phases of the Regional Strategy there will be three key roles for stakeholders to play:

Initiate

Planning and scoping of the range and timing of Strategic Directions, programs, activities and service provision.

Deliver

On the ground delivery of Strategic Directions, activities and services to the AFL Barwon community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

The *G21 and AFL Barwon Regional Strategy* has been developed to provide Strategic Directions that are practical and realistic.

Many Strategic Directions will require further stakeholder consultation. To ensure key actions can be achieved in a timely manner, continued collaboration between sport and government is crucial.

Proposed Strategic Directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the region. A description of each priority level is provided below:

Mandatory

A Strategic Direction that is required by legislation or regulation.

Critical

A Strategic Direction that has a serious impact on ongoing service delivery and without achievement other Strategic Directions cannot be progressed.

High

Important Strategic Direction that underpins sports development and infrastructure improvements across the region.

Medium

Strategic Direction that contributes to meeting overall regional strategy objectives.

Low

Strategic Direction that contributes to overall regional strategy improvement activities.

Ongoing

Strategic Direction that will require ongoing commitment of sport and government stakeholders.

STRATEGIC PRIORITY #1 – IMPLEMENTATION PLAN

Support the capacity building of clubs and their people

STRATEGIC DIRECTIONS		TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
1.1	AFL Barwon to complete strategic review of current club and League structures and work with key stakeholders to assist club sustainability and competition equalisation.	Critical	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & LGAs
1.2	AFL Barwon to support clubs to develop five year strategic plans to improve operational performance and guide business objectives around facility and asset management, financial planning and club participation and growth.	Critical	AFL Barwon	AFL Barwon	AFL Victoria , Netball Victoria & Clubs
1.3	AFL Barwon and Netball Victoria partner to review competition structure to include night / alternate days matches.	High	AFL Barwon	AFL Barwon & Netball Victoria	AFL Victoria & Clubs
1.4	Establish models for sharing of players and transitioning players between clubs across junior grades to ensure equity in participant numbers.	High	AFL Barwon	AFL Barwon	AFL Victoria , Netball Victoria & Clubs
1.5	Continued implementation of Club Health Check process on an annual basis.	High	AFL Barwon	AFL Barwon	AFL Victoria & Netball Victoria
1.6	Engage a network of professional partners to support FDMs to address club governance gaps.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria
1.7	Support GFUL and CDUA umpire recruitment and retention policies and programs.	High	AFL Barwon	AFL Barwon, GFUL & CDUA	AFL Victoria & Clubs
1.8	Provide education to clubs that encapsulates policy and procedure needs for implementing both healthy sports environments and improved governance processes.	High	AFL Barwon	AFL Barwon, AFL Victoria & Netball Victoria	Clubs
1.9	Investigate options for paid administration models and traineeships.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

STRATEGIC DIRECTION #2 – IMPLEMENTATION PLAN

Increase the quality / functionality and maximise the carrying capacity of existing facilities

STRATEGIC DIRECTIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.1 LGAs, AFLV, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP.	Critical	AFL Victoria	AFL Victoria	Netball Victoria & LGA's
2.2 LGAs, AFLV, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades.	Critical	AFL Barwon	AFL Barwon, LGAs & Clubs	AFL Victoria , Netball Victoria & State Government
2.3 Deliver planned facility upgrades to a regional level as a first priority. Consider using the Framework provided in the strategy to determine priority for existing club facility upgrades to achieve "local" level classification.	Critical	AFL Barwon	AFL Barwon & LGA's	AFL Victoria & Netball Victoria
2.4 G21 LGA's and ALFB should continue to work collaboratively to identify venue management models that ensure club facility access during finals.	High	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria, LGAs and Clubs
2.5 The City of Greater Geelong , AFL Barwon and relevant clubs partner to address shared management arrangement at West Oval and agree on a management model that ensures effective use of the venue.	High	COGG	AFL Barwon	AFL Victoria, Netball Victoria and Clubs
2.6 AFL Barwon support financial management and governance processes at the club level that ensures strategic planning and includes club investment into future facility upgrades.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #2 – IMPLEMENTATION PLAN

Increase the quality / functionality and maximise the carrying capacity of existing facilities

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
2.7 Support Clubs to address volunteer capacity gaps that impact on their ability to implement changed competition structures.	Medium	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & Clubs
2.8 In the short term clubs, supported by AFL Barwon FDMs, negotiate with schools to increase access to school facilities.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria, Netball Victoria & LGAs
2.9 Where facility gaps exist, in the long term, LGAs to continue to advocate to schools on the need to access school facilities, encouraging reciprocal use of ovals and associated infrastructure to address facility shortages.	Medium	LGA's	LGA's	AFL Barwon, AFL Victoria & Netball Victoria
2.10 Based on the vision within the strategy, prioritise regional facility upgrades and improvements for inclusion as Sport and Recreation Pillar priorities and advocate to elevate to G21 priority projects.	Medium	LGA's	LGA's	AFL Barwon, AFL Victoria & Netball Victoria
2.11 Extend CFNP funding priorities to consider lighting of second grounds in high usage areas to accommodate growth in participation and increase carrying capacity of facilities.	Medium	AFL Victoria	State Government, AFL Victoria & Netball Victoria	AFL Barwon & LGAs
2.12 In partnership, continue to support strategic planning at the commission level that prioritises facility upgrades and ensures continued financial investment in larger, regional projects.	Ongoing	LGA's	AFL Barwon	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #3 – IMPLEMENTATION PLAN

Plan and develop new facilities in key growth areas across the region

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
3.1 G21 LGAs , AFL Barwon and AFL Victoria partner to investigate options for the installation of a synthetic oval for the region and identify a suitable location and potential funding models.	Medium	AFL Barwon	LGAs and State Government	AFL Victoria & Netball Victoria
3.2 Consider using the Framework to Determine Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs
3.3 Progressively implement the planned 29 new venues across the region when population triggers are met and as sport demands.	Medium	LGAs	LGAs and State Government	AFL Victoria, AFL Barwon & Netball Victoria
3.4 AFL Barwon adopt AFL Victoria's strategy to develop a Club Establishment Fund to provide seed funding for the establishment of new football/netball clubs.	Low	AFL Victoria	AFL Barwon & LGAs	AFL Victoria & Netball Victoria

STRATEGIC PRIORITY #4 – IMPLEMENTATION PLAN

Capitalise on opportunities to create a Regional Administration Centre

STRATEGIC DIRECTIONS		TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
4.1	Progress the expansion of Highton Reserve as planned to accommodate AFL Barwon and improve lighting for the Geelong Falcons.	High	AFL Barwon	AFL Barwon, AFL Victoria & COGG	Netball Victoria & Geelong Falcons
4.2	LGA's, ALFB, AFL Victoria and Netball Victoria partner to investigate and recommend the best long term home for a RAC that includes multiple ovals (one synthetic), that are peak sporting body managed in a way that benefits all clubs, participants and game development activities.	Medium	AFL Barwon	AFL Barwon, LGAs & State Government	AFL Victoria, Netball Victoria & LGAs
4.3	In tandem with RAC planning, look at the purpose of Highton Reserve and the feasibility of the Geelong Falcons remaining at this venue versus other options available to support the development of a talent pathway Centre of Excellence.	Medium	AFL Victoria	COGG, Geelong Falcons & State Government	AFL Barwon & Netball Victoria

STRATEGIC PRIORITY #5 – IMPLEMENTATION PLAN

Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s

STRATEGIC DIRECTIONS		TIMELINE	STAKEHOLDER RESPONSIBILITY		
			INITIATOR	DELIVERER	SUPPORTERS
5.1	LGAs, AFL Victoria, Netball Victoria and AFL Barwon actively lobby SRV for continuation of the CFNP.	Critical	AFL Victoria	AFL Victoria	Netball Victoria & LGA's
5.2	LGAs, AFL Victoria, Netball Victoria and AFL Barwon work collaboratively to plan and prioritise ground upgrades to minimum standards and then lighting upgrades to better accommodate growth in diversity.	Critical	AFL Barwon	AFL Barwon, LGAs & Clubs	AFL Victoria & Netball Victoria
5.3	AFL Barwon and AFL Victoria market the benefits of and actively support the implementation of female participation at the club level.	High	AFL Barwon	AFL Barwon & Clubs	AFL Victoria
5.4	AFL Barwon expand promotion of junior development programs to include multicultural and indigenous communities.	Medium	AFL Barwon	AFL Barwon	AFL Victoria, Netball Victoria & Clubs
5.5	Support Clubs to actively promote NAB AFL Auskick and NetSetGO opportunities outside their traditional player recruit base.	Medium	AFL Barwon	Clubs	AFL Victoria & Netball Victoria
5.6	LGAs to consider a clubs' commitment to diversity when prioritising facility upgrades.	Medium	LGAs	LGAs & Clubs	AFL Barwon, AFL Victoria and Netball Victoria
5.7	Consider using the Framework to Determine Funding Allocation (provided in Appendix 2) into future LGA planning and capital funding policies and programs.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs
5.8	AFL Victoria and Netball Victoria support policy development and education to clubs to encourage and promote engagement with diverse communities.	Medium	AFL Victoria & LGAs	AFL Victoria & LGAs	AFL Barwon, Netball Victoria & Clubs

STRATEGIC PRIORITY #6 – IMPLEMENTATION PLAN

Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities

STRATEGIC DIRECTIONS	TIMELINE	STAKEHOLDER RESPONSIBILITY		
		INITIATOR	DELIVERER	SUPPORTERS
6.1 G21 LGAs, AFL Barwon and Netball Victoria establish a Regional Reference Group to review *G21 and AFL Barwon Regional Strategy* initiatives and guarantee a collaborative approach to regional planning and addressing issues strategically across the region.	High	AFL Barwon	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.2 G21 LGAs continue to support AFL Victoria Local Government Forum held every two years.	High	AFL Victoria & LGAs	LGAs	AFL Barwon & Netball Victoria
6.3 AFL Barwon implement recommendations from the AFLV Panel investigating player remuneration.	High	AFL Barwon	AFL Barwon	AFL Victoria & Netball Victoria
6.4 G21 LGAs and AFL Barwon develop a strategy to address identified club growth including new club development where existing clubs are at player and facility capacity	High	AFL Barwon	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.5 AFL Victoria investigate options for the continuation and ongoing support of AFL Victoria FIP funding program beyond 2014.	High	AFL Victoria	AFL Victoria	AFL Barwon & Netball Victoria
6.6 Initiate netball and football State of Play reports every two years, ensuring understanding and progress of sports development initiatives across the region..	Medium	LGAs	AFL Barwon & LGAs	AFL Victoria & Netball Victoria
6.7 AFL Barwon and clubs investigate the feasibility of a sinking fund to support infrastructure renewal across the region.	Medium	AFL Barwon	AFL Barwon & Clubs	AFL Victoria & Netball Victoria

Appendix 1 |

BARWON FOOTBALL AND NETBALL CLUB REGISTRATIONS BY PARTICIPATION CATEGORY, BY CLUB AND BY LGA IN THE G21 REGION (2013)

City of Greater Geelong Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	**Football Total**	Netball Senior	Netball Junior	Netball Modified	Netball AAA	**Netball Total**
Anakie Football Club	80	25	64	17	0	186	73	0	0	0	73
Barwon Heads Football Club	63	58	196	97	18	432	57	61	43	0	161
Bell Park Football Club	57	32	247	70	20	426	57	72	24	0	153
Bell Post Hill Football Club	69	28	27	15	0	139	80	0	0	0	80
Belmont Lions Football Club	77	22	70	7	0	176	98	0	0	0	98
Collendina Cobras Football Club	0	0	203	9	0	203	0	0	0	0	0
Corio Football Club	69	24	102	23	0	218	72	0	0	0	72
Drysdale Football Club	58	29	207	113	0	407	44	57	24	0	125
East Geelong Football Club	85	31	66	15	0	197	75	0	0	0	75
Geelong Amateur Football Club	68	31	280	0	0	379	56	54	14	0	124
Geelong West Sports Club	72	25	0	0	0	97	78	0	0	0	78
Geelong West St Peters Football Club	58	30	223	70	0	381	49	73	16	0	138
Grovedale Tigers Football Club	59	28	302	57	0	446	61	84	28	10	183
Lara Football Club	52	28	197	128	0	405	46	55	16	0	117
Leopold Football Club	58	60	207	103	19	447	51	81	50	0	182
Newcomb Power Football Netball Club	66	0	45	32	0	143	36	30	19	0	85
Newtown/Chilwell Football Club	64	40	268	47	20	439	61	85	32	0	178
North Geelong Football Club	71	27	87	12	0	197	70	0	0	0	70
North Shore Football Club	78	26	144	21	0	269	36	36	10	0	82
Ocean Grove Football Club	61	49	50	193	0	353	59	115	25	11	210
Portarlington Football Club	64	36	74	32	0	206	35	58	15	0	108
South Barwon Football Club	59	56	259	163	0	537	42	87	26	8	163
St Albans Football Club	54	32	168	49	0	303	41	37	21	0	99
St Josephs Football Club	68	35	317	57	0	477	46	83	22	6	157
St Marys Football Club	59	61	316	139	0	575	60	145	79	0	284
Thomson Football Club	75	0	83	16	0	174	64	0	0	0	64
Winchelsea NAB AFL Auskick	0	0	0	35	0	35	0	0	0	0	0
NAB AFL Auskick - Amateurs	0	0	0	244	0	244	0	0	0	0	0
NAB AFL Auskick - Barwon	0	0	0	64	0	64	0	0	0	0	0
NAB AFL Auskick - Belmont	0	0	0	26	0	26	0	0	0	0	0
NAB AFL Auskick - Cheetahs	0	0	0	20	0	20	0	0	0	0	0
NAB AFL Auskick - Kardinia	0	0	0	24	0	24	0	0	0	0	0
NAB AFL Auskick - Little River	0	0	0	31	0	31	0	0	0	0	0
NAB AFL Auskick - Nelson Park	0	0	0	29	0	29	0	0	0	0	0
NAB AFL Auskick - St Roberts	0	0	0	49	0	49	0	0	0	0	0
City of Greater Geelong Total	**1644**	**813**	**4202**	**1998**	**77**	**8734**	**1447**	**1213**	**464**	**35**	**3159**

*Note: Football Junior includes U17, U16, U14, U12, U10 and AK 9's-12's and Netball Modified includes NetSetGO and Modified Programs. **Wyndham City Council and the Corangamite Shire are adjacent to the G21 region.

Surf Coast Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Airey's Inlet Football Club	0	0	53	0	0	53	0	0	0	0	0
Anglesea Football Club	66	27	100	53	0	246	41	45	18	0	104
Lorne Football Club	63	0	25	25	0	113	35	20	5	10	70
Modewarre Football Club	67	32	128	58	21	306	53	36	50	0	139
Torquay Football Club	66	30	416	270	0	782	57	93	20	0	170
Winchelsea Football Club	68	26	64	0	0	158	68	0	0	0	68
Surf Coast Shire Total	**330**	**115**	**786**	**406**	**21**	**1658**	**254**	**194**	**93**	**10**	**551**

Colac Otway Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Alvie Football Club	62	0	44	0	0	106	34	33	1	2	70
Apollo Bay Football Club	74	0	39	45	0	158	37	31	1	11	80
Birregurra Football Club	67	0	48	25	0	140	37	30	1	1	69
Colac Football Club	53	28	27	0	0	108	43	52	3	0	98
Colac Imperials Football Club	71	0	48	0	0	119	35	35	4	0	74
Forrest Football Club	71	0	0	0	0	71	36	21	1	0	58
Irrewarra Beeac Football Club	72	0	44	0	0	116	32	29	0	0	61
Otway Districts Football Club	62	0	46	0	0	108	37	35	2	1	75
South Colac Football Club	62	0	48	0	0	110	30	29	0	0	59
Western Eagles Football Club	55	0	43	0	0	98	38	28	1	0	67
NAB AFL Auskick - Colac (Black)	0	0	0	55	0	55	0	0	0	0	0
NAB AFL Auskick - Colac (Gold)	0	0	0	65	0	65	0	0	0	0	0
NAB AFL Auskick - Colac (Blue)	0	0	0	65	0	65	0	0	0	0	0
NAB AFL Auskick - Colac (Red)	0	0	0	50	0	50	0	0	0	0	0
NAB AFL Auskick - Colac (Yellow)	0	0	0	65	0	65	0	0	0	0	0
Colac Mini League - Central	0	0	0	80	0	80	0	0	0	0	0
Colac Mini League – South	0	0	0	80	0	80	0	0	0	0	0
Colac Otway Shire Total	**649**	**28**	**387**	**530**	**0**	**1594**	**359**	**323**	**14**	**15**	**711**

Golden Plains Shire Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Bannockburn Football Club	70	22	144	80	0	316	83	0	0	0	83
Inverleigh Football Club	74	0	23	41	0	138	74	0	0	0	74
Inverleigh Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Lethbridge Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Meredith Junior Football Club	0	0	22	0	0	22	0	0	0	0	0
Teesdale Junior Football Club	0	0	22	20	0	42	0	0	0	0	0
Golden Plains Shire Total	**144**	**22**	**255**	**141**	**0**	**562**	**157**	**0**	**0**	**0**	**157**

Borough of Queenscliffe Football-Netball Clubs	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Queenscliff Football Club	66	42	107	68	0	283	56	67	25	0	148
Borough of Queenscliffe Total	**66**	**42**	**107**	**68**	**0**	**283**	**56**	**67**	**25**	**0**	**148**

Corangamite Shire ** (adjacent to G21 region) Football-Netball Club	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Simpson Football Club	56	0	50	75	0	181	30	31	21	0	82
Corangamite Shire Total	**56**	**0**	**50**	**75**	**0**	**181**	**30**	**31**	**21**	**0**	**82**

Wyndham City ** (adjacent to G21 region) Football-Netball Club	Football Senior	Football Colts	Football Junior	NAB AFL Auskick	Football Youth Girls	Football Total	Netball Senior	Netball Junior	Netball Modified	Netball AAA	Netball Total
Werribee Centrals Football Club	77	0	0	0	0	77	63	0	0	0	63
Wyndham City Total	**77**	**0**	**0**	**0**	**0**	**77**	**63**	**0**	**0**	**0**	**63**

G21 region Total	**2966**	**1020**	**5787**	**3218**	**98**	**13089**	**2366**	**1828**	**617**	**60**	**4871**

*Note: Football Junior includes U17, U16, U14, U12, U10 and 9's-12's and Netball Modified includes NetSetGO and Modified Programs.
**Wyndham City Council and Corangamite Shire are adjacent to the G21 region.

Appendix 2 |

PROPOSED FRAMEWORK TO PRIORITISE FUNDING ALLOCATION

Core Football / Netball Facility Provision Requirements

Legend: ✓✓ Must Have ✓ Might Have x Should Not Have xx Must Not Have

COMPONENT / CAPABILITY	REGIONAL FACILITY	FINALS VENUE	LOCAL FACILITY (FOOTBALL/NETBALL CLUB)
Main pavilion in good condition (accessible / multi-use / suitable space)	✓✓	✓✓	✓✓
Ground surface and drainage system in good condition (meet minimum standards)	✓✓	✓✓	✓✓
Cricket wicket	Turf wicket well maintained or synthetic wicket	Turf wicket well maintained or synthetic wicket	Turf wicket well maintained or synthetic wicket
Watering system – automatic irrigation	✓✓	✓	✓
Unisex capability within change rooms	✓✓	✓✓	✓
Fencing around oval	✓✓	✓✓	✓
Fencing around site	✓✓	✓✓	✓
Sports lighting - football	>150 lux (300 lux for VFL)	150 lux	Minimum 50 lux
Venue management	LGA / AFLB	LGA / AFLB	Club
Sports lighting – netball	200 Lux	200 lux	100 lux
Number of netball courts	2	2	2
Separate change rooms with showers / toilets at netball facility	✓✓	✓✓	✓✓

Framework to be read in conjunction with AFL Preferred Facilities Guidelines 2012 and Netball Victoria Facilities Requirements Manual 2013

PROPOSED FRAMEWORK TO PRIORITISE FUNDING ALLOCATION

Club management and governance ratings to support funding allocation

COMPONENT / CAPABILITY	WEIGHTING	CLUB RATING
Club has a detailed five year strategic plan	20	
Club has the ability to financially co-contribute to identified infrastructure upgrade	20	
Club produces and operates to an annual budget	10	
Club actively participates in annual AFLB Club Health Checks and implements Action Plans	10	
Club has implemented the required policies and procedures as set by AFL Victoria, AFL Barwon, Netball Victoria and LGAs	10	
Club supports a youth / female football team	5	
Club supports junior teams	5	
Club supports Auskick program	5	
Club supports an access all abilities team (football or netball)	5	
Club actively participates in AFLB training and club development	3	
Club is financially up to date with relevant council accounts	3	
Club has position descriptions for key club volunteers	2	
Club has identified links to local schools	2	
Total	100	/100

G21 and AFL Barwon Regional Strategy

Map 1 - Current Facility Condition 2014

Inside Edge Sport and Leisure Planning Pty Ltd
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p: (03) 9680 6370

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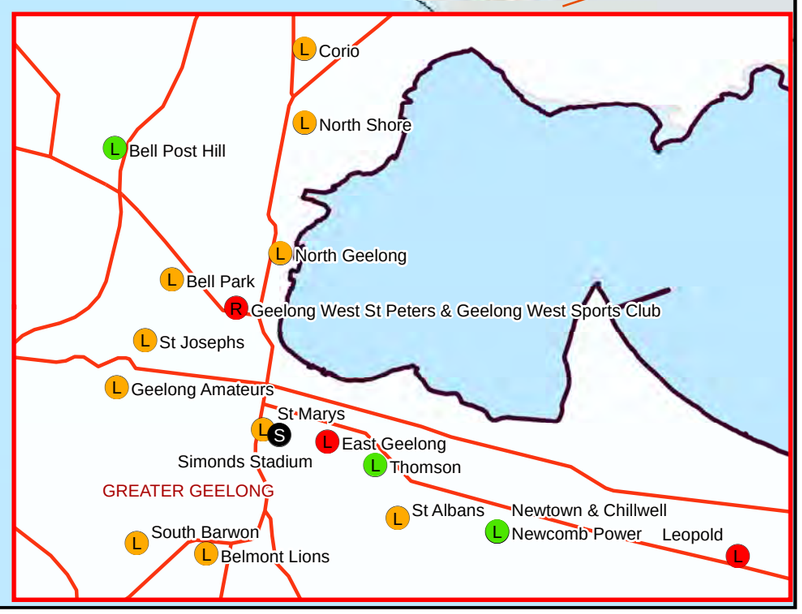
Legend

Facility Type and Condition

- Local Facility - Good Condition
- Local Facility - Improvement Required
- Local Facility - Substantial Improvement Required
- Regional Facility
- Regional Facility - Substantial Improvement Required
- State Facility
- Roads
- G21 Region
- Local Government Areas

BALLARAT
MACEDON RANGES
MITCHELL
HUME
WHITTLESEA
NILLUMBIK
MOORABOOL
MELTON
BRIMBANK
MORELAND
DAREBIN
MOONEE VALLEY
MANNINGHAM
MARIBYRNONG
MELBOURNE
YARRA
BOROONDARA
HOBSONS BAY
STONNINGTON
PORT PHILLIP
GLEN EIRA
WYNDHAM
BAYSIDE
KINGSTON
GREATER GEELONG
GOLDEN PLAINS
MOYNE
CORANGAMITE
SURF COAST
COLAC OTWAY
QUEENSCLIFFE
TASMAN SEA

L Smythesdale
L Carngham Linton
L Meredith (Jnrs)
L Rokewood Corindhap
L Anakie
L Lethbridge (Jnrs)
L Teesdale (Jnrs)
L Bannockburn
L Lara
L Inverleigh
L Portarlington
L Drysdale
L Grovedale Tigers
L Alvie
L Winchelsea
L Modewarre
L Irrewarra Beeac
L Colac Imperials
L Colac Tigers
L South Colac
L Birregurra
R Torquay Tigers
L Anglesea
L Western Eagles
L Simpson
L Otway Districts
L Forrest
L Lorne
L Apollo Bay
L Ocean Grove
L Barwon Heads
L Queensliffe
L Werribee Central SC



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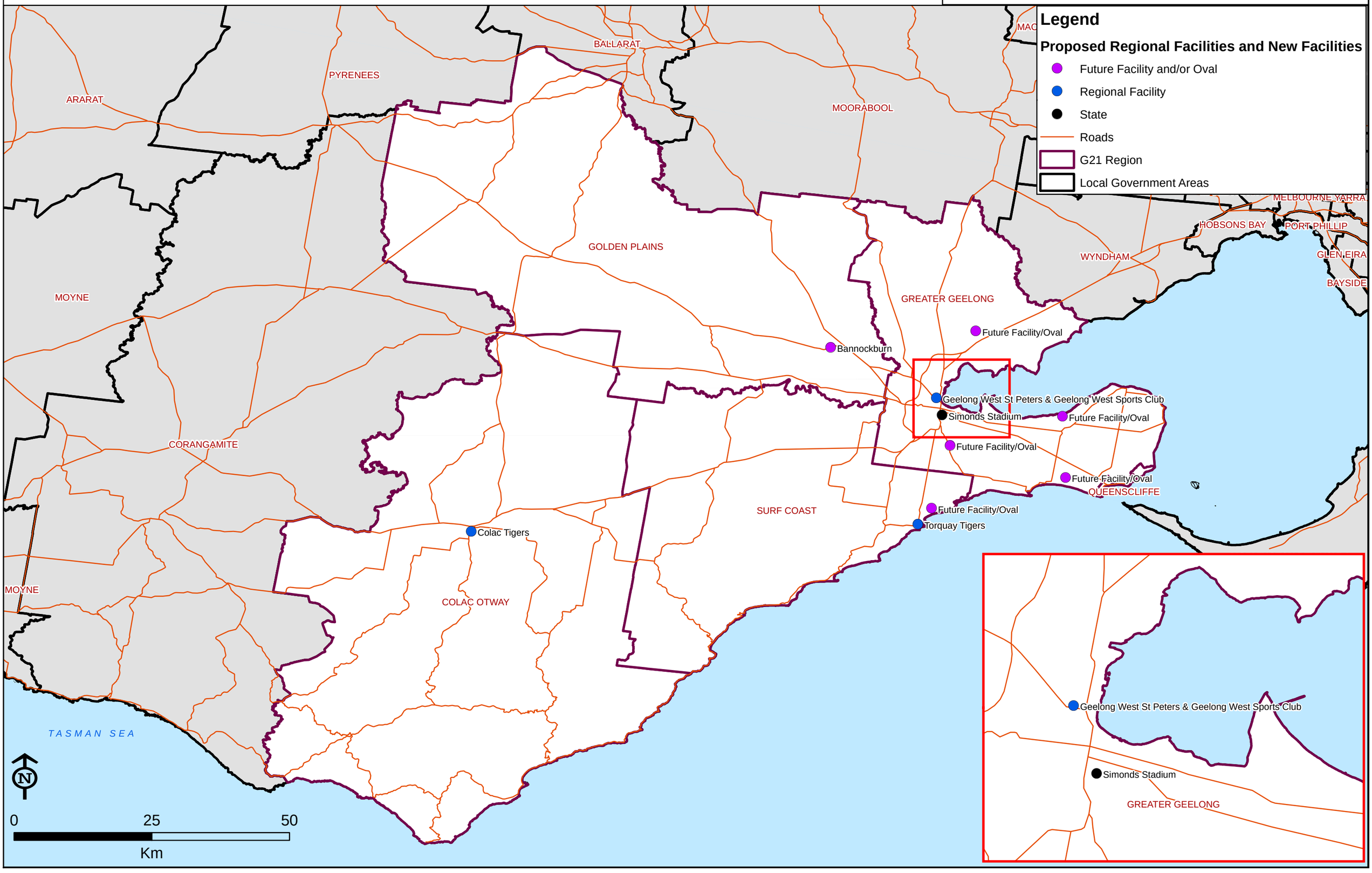
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G21 and AFL Barwon Regional Strategy

Map 2 - Proposed Regional Facilities and New Facilities

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9. COURTHOUSE YOUTH ARTS TRIENNIAL FUNDING AGREEMENT

Portfolio: **Arts & Culture - Cr Andy Richards Youth - Cr Jan Farrell**
Source **Community Services - Arts & Culture**
General Manager: **Jenny McMahon**
Index Reference **Subject: Courthouse**

Purpose

The purpose of this report is to seek Council approval of a Triennial Funding Agreement between the City of Greater Geelong and Courthouse Youth Arts Centre Inc (Appendix 1).

Summary

- Courthouse ARTS is a not-for-profit youth arts organisation dedicated to developing and supporting young people in the Geelong municipality. It is an important hub for local youth arts and culture services provision.
- Courthouse ARTS operates as an incorporated association under Victorian legislation, and is governed by a Board of Management.
- The City of Greater Geelong is the core funding provider of Courthouse ARTS.
- This is the first Triennial Funding Agreement with Courthouse ARTS. Previous core funding contributions for delivery of services have been disbursed through Council's annual recurrent budget process.
- The purpose of the Funding Agreement is to establish minimum performance level expectations (Objectives) for Courthouse ARTS, the method of reporting those performance levels, and the level of funding provided by Council for delivery of those performance levels.
- The Triennial Funding Agreement will increase accountability for management of funding provided by Council, and provide financial certainty for Courthouse ARTS within the triennial term to support planning initiatives and delivery of services.

  Key Objectives (Refer Appendix 1 Funding Agreement) have been developed in collaboration with Courthouse ARTS management, including targets relating to young people's participation and attendance, opportunities for their skill development, youth specific programming and marketing.

Cr Farrell moved, Cr Irvine seconded -

That Council:

1) **adopt a Triennial Funding agreement between the Greater Geelong City Council and Courthouse Youth Arts Centre Inc for the years 2014/15 to 2016/17 (Appendix 1);**
2) **note that the Agreement is based on a contribution of $237,920 with an annual increase of CPI throughout the Triennial period;**
3) **note that the Chief Executive Officer sign the Triennial Funding Agreement under delegated authority.**

Cr S Kontelj left the meeting room at 8.49pm
The Mayor vacated the Chair at 8.49pm
Cr Heagney assumed the Chair at 8.49pm
Cr S Kontelj re-entered the meeting room at 8.54pm
The Mayor resumed the Chair at 8.54pm

Carried.

Background

The City of Greater Geelong purchased the former Geelong Law Courthouse and Police Station Complex from the Victorian State Government in November 1994 to accommodate an identified need for a youth-specific arts and culture centre.

Courthouse Youth Arts Centre Inc (trading as Courthouse ARTS), was established in 1995 as "The Courthouse Project", comprising representation from Council, industry and community sectors and young people, and assumed the management responsibility for the venue and the development of its vision.

Courthouse ARTS is an incorporated not-for-profit community arts organisation dedicated to developing and supporting young people aged between 12-25 and the youth arts scene in the Geelong municipality. The aim of the facility is to provide a unique space where young people can experience the arts, explore their creativity and develop new and existing skills.

The Courthouse ARTS Board is responsible for the strategic direction of the organisation.

$6.5 million dollars was allocated by the State Government toward a major refurbishment of The Old Courthouse Building, and work on a number of new and revitalised theatre spaces and back of house facilities, as well as a dedicated art gallery and full disabled access, was completed at the end of 2011. The upgraded building was officially inaugurated in March 2012. The upgrade resulted in significant changes to the functionality, aesthetics and layout of the building, including the addition of a dedicated office and rehearsal space for Back to Back Theatre.

Discussion

Previous contributions to Courthouse ARTS have been disbursed through Council's annual recurrent budget process. The proposed shift to a Triennial Funding model aims to establish the minimum performance levels for Courthouse ARTS relating to the funding, strengthen reporting processes on funding use, and provide financial certainty for Courthouse ARTS within the triennial term to support planning initiatives and delivery of services.

Objectives for the Triennial Agreement were developed with Courthouse ARTS management in consideration of the physical changes to the building, its management and tenancy arrangements, a balanced engagement of young people across the target demographic, and improved collaboration and partnerships. They aim to enable the organisation to achieve a range of youth-specific outcomes, such as the delivery of:

- Events/activities/programs/workshops for young people aged 12-25;
- Entry level, highly accessible arts orientation activities targetting young people with minimal to no experience in the arts;
- Free or low cost public programs/activities, including free holiday programs;
- New arts and cultural works and initiatives created or presented by 12-25 year olds;
- Young people aged 12-25 engaged in roles developing skills in arts facility operations;
- Increasing attendances at events/programs/ activities targetting young people aged 12-25 (including students and non students).

Objectives and targets are fully detailed in Appendix 1.

A new Strategic Plan is currently being developed by Courthouse ARTS Board and management with the benefit of greater understanding of the updated facility. Funding Agreement Objectives will be taken into consideration as part of the Strategy development with a review of Objectives at the end of Year One to ensure the two are aligned.

Triennial funding of $237,920 (plus annual CPI increments) will ensure that Courthouse ARTS' funding remains in line with other major regional, metropolitan and interstate youth arts providers, and assist Courthouse ARTS to establish itself as one of Australia's leading youth arts organisations.

Environmental Implications

The enlarged and upgraded building operates substantially differently from the previous building in terms of power usage, and a period of observation has occurred since the re-opening of the building during which outgoings projections have been tested. It is now apparent that capital upgrades to the new facility have resulted in increased power consumption levels. Strategies are currently being explored for improving building operations to reduce power costs.

Financial Implications

The City of Greater Geelong is the core funding provider of Courthouse ARTS. Establishment of a Three-year Funding Agreement will enable financial certainty within the triennial term.

At present approximately 47% of income is derived from Council core funding. Around 27% of revenue is from state ($64,300 from Arts Victoria through its Organisation Investment Program), and federal government sources ($62,064 from Australia Council). Courthouse ARTS, through a variety of means including grants, sponsorship, donations, venue and equipment hire fees, box office and memberships, anticipates securing $250,000 during 2014-2015 of additional income. Courthouse ARTS has Deductible Gift Recipient charitable status and is income tax exempt.

The allocation by Council to Courthouse ARTS in 2013/2014 - the final year of contribution without agreement - was $232,117. As part of the 2014-2015 budget process, Council determined that $237,920 (previous year plus CPI) would be allocated. It is recommended that 2014/2015 should constitute Year 1 of the Triennial Agreement, with incremental increases in Years 2 and 3 based on CPI.

Back to Back Theatre and Courthouse Café were originally sub-tenants of Courthouse ARTS, but now have direct leases with the City of Greater Geelong. To compensate Courthouse ARTS for the revenue gap resulting from this amended leasing arrangement, Café and Back to Back rental amounts are annually reimbursed to Courthouse ARTS.

Extensive benchmarking against other youth organisations undertaken by the Arts & Culture Department informed the funding recommendation. All organisations benchmarked operate under broadly differing operational models and funding environments, so benchmarking analysis was challenging, however the funding level recommended for Courthouse ARTS was considered commensurate.

Maintenance of the Old Courthouse Building forms part of the Lease and Funding Agreement with requests referred to and managed by the Corporate Strategy & Property Management Department.

Policy/Legal/Statutory Implications

The Old Courthouse Building is a Council asset, operated by Courthouse Youth Arts Centre Incorporated. The organisation is constituted for the following purposes:

- Provide creative opportunities for young people in the Greater Geelong region to participate in a wide variety of art forms;
- Provide opportunities for young people to celebrate the arts;
- Facilitate the performance and observation of the arts, the exchange and development of ideas, the teaching and learning of performance skills;
- Develop the capacity of young people to criticize and appreciate a wide variety of art forms; and
- Encourage community acceptance of the value of the arts as an integral part of everyday living; and
- Provide an alcohol and drug free environment for these activities.

The Board is elected each year at the Annual General Meeting. The Board operates under a Constitution and is responsible to its members. Council holds two positions on the Board – one Councillor (voting member) and one Council officer (non-voting member) representing the Council Service Manager (Arts & Culture Department).

The Triennial Agreement is tied to the Courthouse ARTS Lease – a breach in one constitutes a breach in the other.

Council has separate lease agreements with two other building tenants:

- Award-winning Back to Back Theatre, who create new forms of contemporary theatre imagined from the minds and experiences of a unique ensemble of actors with disabilities.
- The popular Courthouse Café which forms a commercial component of the building.

Alignment to City Plan

The Courthouse ARTS Triennial aligns with City Plan Strategic Directions and Priorities:

Community Wellbeing

- Connected, creative and strong communities.

Growing Our Economy

- A successful and vibrant City Centre
- A leading city for tourism, arts, culture and events.

Courthouse ARTS is an important cultural organisation, which assists the City of Greater Geelong to deliver the actions outlined in Council's current 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*. Support for the Courthouse is vital to the implementation of one of Council's priorities: the Cultural Precinct Masterplan.

Officer Direct or Indirect Interest

The Arts & Culture Unit Co-ordinator is a non-voting board member for Courthouse ARTS Inc. As he represents Council on this Committee, this is not considered to be a conflict of interest.

Risk Assessment

As a key provider of arts activities and services for young people in Geelong Courthouse ARTS is an important organisation to many young people who, through this provision, may be able to access their first experience of arts possibilities otherwise not available to them. Discontinuance of support for Courthouse ARTS would place these young people at risk of losing important cultural development opportunities. It is also essential that the organisation is able to maintain a positive reputation and continue to develop its educational/public programmes and activities to keep in line with competitors.

The Triennial Funding Agreement and annual reporting and evaluation measures against defined Objectives will ensure the Courthouse ARTS' performance is regularly reviewed and assessed, mitigating business risk. Requirement to submit the Annual Report and financial reporting information is a condition of the Lease Agreement.

As Asset owner, Council is required to comply with all regulatory maintenance obligations for Essential Safety Measures in the facility as set out in the Building Code of Australia (BCA).

Social Considerations

Courthouse ARTS provision of facilities, resources, support and activities for young people is a focal point for the municipality's youth community and is managed and developed in accordance with national standards of youth arts practice.

Youth culture plays a significant role in the cultural, social, educational and economic development of the community. The affects of youth arts on community life are well documented and include improvements to health and physiological wellbeing, academic achievement, cognitive skill and entrepreneurship, cross-cultural understanding and positive citizenship. Youth arts programmes, exhibitions, educational, cultural and creative mentoring support for young artists are therefore highly valued cultural resources.

The organisation aims to provide a safe, nurturing and welcoming environment where young people feel valued and respected, take active responsibility in their own artistic development, and are actively supported to produce the best work possible.

Over the years the Old Courthouse Building has brought international, interstate, and state based artists, musicians and performers to young people in Geelong, and has also taken young people and their work to other regions and cities, showcasing the youth of Geelong.

Courthouse ARTS contributes to the amenity and attraction of Central Geelong and as one of the City's major cultural resources in the Cultural Precinct contributes significantly to regional youth culture**.**

Human Rights Charter

Courthouse ARTS respects and provides access for all visitors. It presents young artists from a diversity of cultural, linguistic, ethnic and religious diversity respecting the right to express all aspects of the human experience.

Consultation and Communication

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

CITY OF GREATER GEELONG

3 Year Funding Agreement

Greater Geelong City Council

&

Courthouse Youth Arts Centre Inc (A0032072D)

For the following financial years:
2014/2015
2015/2016 &
2016/2017

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1. Parties

Greater Geelong City Council ABN 18 374 210 672 30 Gheringhap Street, Geelong (**Council)**

and

Courthouse Youth Arts Centre Inc (A0032072D) of corner Little Malop and Gheringhap Street, Geelong (**Organisation**)

2. Definitions and Interpretation

(a) In this Agreement:

ABN has the same meaning as it has in section 41 of the *A New Tax System (Australian Business Number) Act* 1999 (Cth)

Activity means the activity described in Item 1 of the Schedule;

Activity Material means all Material:

(a) Brought into existence for the purpose of performing the Activity;

(b) Incorporated in, supplied or required to be supplied along with the Material referred to in the immediately preceding paragraph;

(c) Copied or derived from Material referred to in (a) or (b) immediately above.

Activity Period means the Term of this Agreement;

Agreement means this document and includes any Schedules and Annexure

Annexure means an annexure to the Schedule (if any);

Asset means any item of tangible property purchased, leased, created or otherwise brought into existence wholly or in part with the use of the Funds, which has a value over $5,000 inclusive of GST, but does not include the Activity Material;

Budget means to a budget for expenditure of the Funding for the purposes of conducting the Activity and performing the obligations under this Agreement, as stipulated in Item 2 of the Schedule or as amended in accordance with clause 5(p);

Business Day means in relation to taking any action in a place, any day other than a Saturday, Sunday or public holiday in that place;

Breach of the Collateral Lease refers to any of the events of default contained in clauses 7.1.1 – 7.1.7 and/or an event of repudiation referred to in clause 5 of the Collateral Lease which enables Council as Landlord to terminate the Collateral Lease by re-entry or notice of termination subject to compliance with the notice provisions contained in clause 7 of the Collateral Lease.

Claim includes actions, suits, causes of action, debts, dues, costs, claims, liabilities, demands, damages, losses, costs and expenses of any description, decisions, judgments and orders either at law or in equity or arising under any statute.

Collateral Lease means the Lease between Council and the Organisation for the Premises.

Consumer Price Index means the price index published by the Australian Government Statistician under the heading All Groups Melbourne.

Constitution means (depending on the context);

(a) a company's constitution, which (where relevant) includes any rules or amendments that are part of the company's constitution; or

(b) in relation to any other body;

(i) the body's charter, rules or memorandum; or

(ii) any instrument or law constituting or defining the constitution of the body or governing the activities of the body or its member;

Council means Greater Geelong City Council ABN 18 374 210 672 of 30 Gheringhap Street, Geelong;

Date of this Agreement means the date written on the execution page of this Agreement, and if no date or more than one date is written there, then the date on which this Agreement is signed by the last Party to do so;

Event of Default means any of the events referred to in Clause 12(a) of this Agreement or a Breach of the Collateral Lease;

Existing Material means all Material in existence prior to the Date of this Agreement:

(a) incorporated in;

(b) supplied with, or as part of; or

(c) required to be supplied with, or as part of;

the Activity Material.

Financial Year means each period from 1 July to the following 30 June occurring during the Activity Period or any part of such a period occurring at the beginning or end of the Activity Period;

Funding or **Funds** means the amount or amounts (in cash or kind) payable under this Agreement by Council as specified in Item 3 Schedule;

GST has the same meaning given in section 195-1 of the GST Act;

GST Act means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) (as amended from time to time);

Input Credit Tax has the same meaning given to that term in s195-1 of the GST Act;

Interest means interest calculated at the rate set by the *Penalty Interest Rate Act 1953* (Vic) (as amended from time to time);

Intellectual Property Rights includes all copyright (including rights in relation to phonograms and broadcasts), all rights in relation to inventions (including patent rights), plant varieties, registered and unregistered trademarks (including service marks), design, circuit layouts and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields but does not include Moral Rights.

Item or **Items** means an Item contained in the Schedule;

Material means the subject matter of any category of Intellectual Property Rights and includes documents, equipment, software (including source code and object code), goods, information and data stored by any means including all copies and extracts of the same;

Moral Rights includes the following rights of an author of copyright Material:

(a) the right of attribution of authorship;

(b) the right of integrity of authorship;

(c) the right not to have authorship falsely attributed

Objectives means the objectives described in Item 4 Schedule, which are the agreed results the Organisation must achieve;

Organisation means the Organisation referred to in Clause 1 of this Agreement;

Organisation's Bank Account means the bank account held and maintained by the Organisation in accordance with Clause 5(e) of this Agreement;

Organisation's Contributions means the financial contributions or in-kind resources (with in-kind resources to be valued at cost), if any, specified in the Budget which are provided by the Organisation for the purposes of the Activity;

Other Contributions means the financial or in-kind (with in-kind resources valued at cost)**,** if any, specified in the Budget, other than the Funding or any Organisation's Contributions, and are used by the Organisation for the Activity.

Party means a party to this Agreement;

Personal Information has the same meaning as under the Privacy Act, which currently is information or an opinion (including information or an opinion forming part of a data base) whether true or not, and whether recorded in a material form or not, about an individual whose identity is apparent, or can reasonable be ascertained, from the information or the opinion;

Premises means the premises described in the Collateral Lease which Council as landlord leases to the Organisation as tenant for the conduct of the Activity by the Organisation under the terms and conditions of this Agreement;

Privacy Act refers to the *Privacy Act 1988* (Cth) (as amended from time to time);

Qualified Accountant means a person who is a member of the Institute of Chartered Accountants in Australia, or of CPA Australia or the National Institute of Charted Accountants;

Records includes documents, information and data stored by an means and all copies and extracts of the same;

Schedule refers to the schedule to this Agreement and may include Annexures and incorporate other documents including by reference;

Tax Invoice has the same meaning given in section 195-1 of the GST Act;

Taxable Supply has the meaning given in section 195-1 of the GST Act;

Term of this Agreement refers to the period described in Item 5 of the Schedule;

Third Party Interest means legal or equitable right, interest, power or remedy in favour of any person other than the Organisation or Council in connection with the Agreement, including, without limitation, any right of possession, receivership, control or power of sale and any mortgage, charge, security or other interest.

(b) Interpretation

(i) In this Agreement, unless the contrary appears:

(a) words in the singular number include the plural and works in the plural number include the singular;

(b) words importing a gender include any other gender;

(c) words importing persons includes a partnership and a body whether corporate or otherwise;

(d) all references to clauses are clauses in this Agreement;

(e) all references to dollars are to Australian dollars and this Agreement uses Australian currency;

(f) any uncertainty or ambiguity in the meaning of a provision of this Agreement will not be interpreted against a Party just because that Party prepared the provision;

(g) where any word or phrase is given a defined meaning, any other part of the speech or other grammatical form in respect of that word or phrase has a corresponding meaning;

(h) the words **including** (in any form) or **such as** when introducing a list of items does not limit the meaning of the word to which the list relates to those items or to items of a similar kind.

(i) the Schedule (and Annexures and documents incorporated by reference, if any) form part of this Agreement. In the event of any conflict of inconsistency between any part of:

(A) the terms and conditions contained in the clauses of this Agreement;

(B) the Schedule;

(C) the Annexures, if any;

(D) other documents including those incorporated by reference, if any;

then the material mentioned in any one of paragraphs (A) to (D) above has precedence over material mentioned in any subsequent paragraph, to the extent of any conflict or inconsistency;

3. Purpose of the Funding Agreement

This Funding Agreement is made to support and facilitate activities pertaining to the permitted use as detailed in the Courthouse ARTS Lease 2013-2017, as follows**:**

- Undertake activities related to the development, presentation and touring of a wide variety of arts practice, by and for young people aged 12-25. This may include delivery of: performances; visual art exhibitions, installations and displays; community workshops; artistic residencies; rehearsals; film screenings; training; lectures; seminars and conferences specifically tailored for this audience;

- Undertake business and administrative duties related to the above activities, including but not limited to: the sale of tickets; engagement of artists and production staff; marketing and promotional activities; and meetings for Board and Staff members;

- Conduct promotional activities and events, including launches, membership drives, award ceremonies, fundraising and similar activities that advocate for young people, arts administrators and technicians;

- Provide support, mentoring and auspicing activities for young people aged 12-25 and for youth-led initiatives;

- Engage members, and external hirers of spaces on the **premises**, for the purpose of maximising income capacity.

4. Term of this Agreement

This Agreement operates for the Term of this Agreement.

5. Payment

(a) Subject to sufficient funds being available, and in compliance by the Organisation with this Agreement (including any invoicing requirements which are referred to in this Agreement) Council will provide the Organisation with the Funding at the times and in the manner specified in Item 3 of the Schedule.

(b) Without limiting its rights, Council may withhold or suspend any payment in whole or in part until the Organisation has performed its obligations under this Agreement to the satisfaction of Council.

(c) Notwithstanding any such withholding or suspension of payments, the Organisation must continue to perform its obligations under this Agreement, unless Council agrees otherwise in writing.

6. Management of Funding

(a) The Organisation must carry out the Activity:

(i) during the Term of this Agreement and in accordance with this Agreement;

(ii) diligently, effectively and to a high professional standard; and

(iii) in good faith so as to meet the Objectives, and any other performance requirements, for the Activity, as specified in any Item of the Schedule; and

(b) Where Council is of the view (acting reasonable) that the Organisation does not have the capacity to manage the Funding, Council may immediately suspend, reduce or cease the release of the Funding to the Organisation on providing the Organisation with written notice of this decision.

(c) Where Council is satisfied that the Activity (or part of the Activity) in unable to be performed by the Organisation in accordance with this Agreement, the funding relating to the Activity (or part of the Activity) must be repaid to Council on demand.

(d) The Funding must be spent by the Organisation only:

(i) for the Activity;

(ii) in accordance with the Budget; and

(iii) in accordance with this Agreement.

(e) The Organisation must:

(i) ensure that the Funds are held in an account in the Organisation's name, and which the Organisation solely controls, with an authorised deposit-taking institution under the *Banking Act 1959* (Cth) to carry on banking business in Australia;

(ii) unless otherwise stated in the Schedule, ensure that the account referred to in the immediately preceding paragraph is:

(A) established solely for the purpose of accounting for, and administering any Funding provided by Council to the Organisation under this Agreement;

(B) separate from the Organisation's other operational account;

(iii) notify Council, in writing, prior to the receipt of any Funds, of details sufficient to identify the account;

(iv) provide written notification of the authorised deposit taking institution at which the account is established that the Funds are funds held of the purposes of the Activity and provide a copy of that notification to Council;

(v) if the account changes, notify Council in writing within ten (10) Business Days of the change occurring and providing Council with details of the new account and comply with Clause 5(e)(i) above in respect of the new account;

(vi) Unless the Organisation is a sole director company, ensure that a minimum of two signatories, who have the Organisation's authority to do so, are required to operate the account; and

(vii) Identify the receipt and expenditure of the Funds separately within the Organisation's accounting Records so that at all times the Funds are identifiable and ascertainable.

(f) The Organisation must keep financial accounts and Records relating to the Activity so as to enable;

(i) All receipts and payments related to the Activity to be identified in the Organisation's accounts and reported in accordance with this Agreement;

(ii) Unless notified by Council, the preparation of financial statements in accordance with Australian Accounting Standards including:

(A) An income and expenditure statement for the financial Year(s) to date compared with the Budget;

(B) A schedule of Assets acquired, sold, written-off or otherwise disposed of during the Financial Year(s) to date compared with the Budget; and

(iii) The audit of those Records in accordance with Australian Auditing Standards.

(g) The Organisation must do all things necessary to ensure that all payments from the Funds that the Organisation makes to third parties are correctly made and properly authorised and that the Organisation maintains proper and diligent control of the incurring of all liabilities. Except with Council's prior written approval, the Organisation must not use any of the following as any form of security for the purpose of obtaining or complying with any form of loan, credit, payment or other interest:

(i) The Funds;

(ii) This Agreement or any of Council's obligations under this Agreement; or

If, at any time, during the Term of this Agreement, Council determines that:

(i) there remains an amount of Funding in the account referred to in Clause 5(e)(i) that has not been spent or legally committed for expenditure in accordance with this Agreement; or

(ii) funds have not been spent in accordance with this Agreement;

then at Council's discretion this amount must be:

(i) refunded by the Organisation to Council within 20 Business Days of written notice from Council; or

(ii) otherwise dealt with as directed in writing by Council.

(h) If Council notifies the Organisation that an amount is to be refunded to Council pursuant to Clause 5(g) and that amount is not refunded to Council within 20 Business Days, Interest will accrue and be payable unless Council notifies the Organisation otherwise, on the amount after the expiry of the 20 Business Days, until the amount is repaid in full.

(i) If at the completion of the Activity Period the Organisation has Funds (which does not include any Funds which have been legally committed for expenditure in accordance with this Agreement and which fall for payment thereafter), the Organisation must seek Council's consent (in writing) to retain the Funds and use them for the purposes agreed by Council.

(j) If Council does not agree to the Organisation retaining the Funds under the immediately preceding paragraph, the Organisation must return the Funds to Council within 20 Business Days of a notice requiring the Organisation to return the Funds and if the Funds are not returned to Council within 20 Business Days, Interest will accrue and be payable, unless Council notifies the Organisation otherwise, on the amount outstanding after the expiry of the 20 Business Days, until the amount is repaid in full.

(k) any amount owed to Council under Clause 5(g) and any Interest owed under Clause 5(h) will, without prejudice to any other rights available to Council under this Agreement or at law or in equity, be recoverable by Council as a debt due to Council by the Organisation without further proof of the debt by Council being necessary.

(l) during the Term of this Agreement, the Organisation may make a transfer of Funds between expenditure items within the Budget subject to the following limitations:

    (i) the Organisation must seek approval in writing from Council for any transfer that exceeds 10% of the total Funds for the Financial Year in which the transfer would occur; and

    (ii) the total amount of the transfers in any Financial Year shall not exceed 20% of the total Funds for that Financial Year.

(m) Council is not responsible for the provision of any money or resources in excess of the Funds. The Organisation accepts responsibility for the provision of any additional funds which may be required to complete the Activity.

(n) The Organisation agrees to provide any security for the performance of its obligations under this Agreement as may be requested by Council.

(o) The Parties will review the Budget for the Activity at such times as notified by Council or as otherwise agreed between the parties. The Organisation must cooperate with Council in any review of the Budget. Following such a review the Parties may agree in writing to any amendments to the Budget, or Council may, following Consultation with the Organisation, require amendments to the Budget and shall give written notice of those amendments to the Organisation. The Parties agree that the Budget shall be varied as set out in the notice upon receipt of the notice by the Organisation without the further need for a forma variation under any other provision of this Agreement.

(p) The operation of this Clause 5 survives the expiration or earlier termination of the Term of this Agreement.

7. Records

(a) The Organisation must keep full and accurate accounts and Records of the conduct of the Activity including, without limitation, the progress against the Objectives and the receipt and use of the Funding.

(b) Records and accounts maintained under Clause 7(a) must be retained by the Organisation for a period of no less than seven (7) years after the end of the Activity Period.

(c) The operation of this Clause 7 survives the expiration or earlier termination f the Term of this Agreement.

8. Reporting

(a) Within 60 Business Days of the end of each Financial Year which falls during the Term of this Agreement, completion of the Activity or any termination of the Term of this Agreement, whichever is the earliest, the Organisation must provide Council with:

(i) audited financial statements of income and expenditure in respect of the Funding, the Organisation's Contributions (if any) and the Other Contributions (if any) (separately and in the context of the Organisation's overall financial position), which must include a definitive statement as to whether:

(A) the financial information for the Activity represents the financial transactions fairly and is based on proper accounts and Records; and

(B) the Funding was expended for the Activity and in accordance with this Agreement.

(ii) A statement of financial position (assets and liabilities by class), which must include, under assets, the balance of the Organisation's Bank Account referred to in Clause 5....(bank account clause);

(iii) A statement as to how much the Organisation needs to meet current liabilities under legal commitments entered into by it pursuant to this Agreement;

(iv) A copy of a letter to the Organisation from an Approved Auditor, or a report from an Approved Auditor, including;

(A) Specific comment on the adequacy of financial controls being maintained by the Organisation;

(B) Specific comment on the Organisation's financial position as it relates to any issues affecting its ability to repay surplus Funds or complete or carry out the Activity with available Funds; and

(C) Where there are any qualifications or limitations on the audit, an outline of the reason(s) for the qualification or limitations and the remedial action recommended.

(v) Any other financial information specified in Item 6 of the Schedule.

(b) Information required to be provided under Clause 8(a) must be accompanied by a certificate declaring that;

(i) All Funding received was spent for the purposes of the Activity and in accordance with this Agreement and that the Organisation has complied with this Agreement to that extent;

(ii) Salaries and allowances paid to any person involved on the Activity are in accordance with any applicable award or agreement in force under any relevant law or industrial or workplace relations;

(iii) Unless the Term of this Agreement has expired or the Agreement has been terminated, the unspent portion of the Funds (if any) is available for use within the next reporting period;

(iv) The financial information is presented in accordance with any other financial Reporting requirements council may notify to the Organisation;

(c) The audit referred to in Clause 8(a)(i) must be carried out by an Approved Auditor and must comply with the Australian Auditing Standards. The financial statements referred to in paragraphs 9(b)(i), (ii) and (iii) must be prepared in accordance with Australian Accounting Standards and must, if requested by Council, be prepared by a Qualified Accountant, who must also be a person acceptable to Council.

(d) The certificate referred to in Clause 8(b) must be provided:

(i) If the Organisation is an incorporated body, by its Chairperson, Chief Executive Officer, Chief Financial Officer or a person authorised by the Organisation to execute documents and legally bind the Organisation by the execution. Satisfactory evidence is to be provided to Council before certification;

(ii) If the Organisation is a partnership, by

(A) A majority of the members; or

(B) By a person or persons authorised by a majority of the members to act on behalf of the members in accordance in accordance with the Organisation's rules. Satisfactory evidence of the authorisation is to be provided to Council before certification

(iii) If the Organisation is a joint venture, the Chief Executive Officer or Chief Financial Officer of each joint venturer must certify the one statement; or

(iv) If the Organisation is an individual, by that individual.

(a) The operation of this Clause 8 survives the expiration or earlier termination of the Term of this Agreement.

9. Taxes, Duties and Government Charges

(a) Subject to this Clause 9 all taxes, duties and government charges imposed or levied in Australia or overseas in connection with this agreement must be borne by the Organisation.

(b) The Organisation warrants that it has an ABN that it has correctly quoted to Council.

(c) Council is registered in accordance with the GST Act and will notify the Organisation of any change in its ABN or GST registration status immediately after it is notified of any change. The Organisation must notify Council in writing of any change to the Organisations ABN or GST registration immediately after it is notified of any change.

(d) The Funds paid by Council under this Agreement include GST for supplies provided by the Organisation to Council in accordance with this Agreement that are Taxable Supplies within the meaning of the GST Act.

(e) The Organisation must give Council a Tax Invoice in accordance with the GST Act in relation to any Taxable Supply made by the Organisation to Council in connection with this Agreement prior to the payment of Funds by Council.

(f) No Party may claim from the other an amount for which the first Party may claim an Input Tax Credit.

(g) Any refund under Clause 9 must be inclusive of GST and must be accompanied by any Adjustment Notice required under the GST Act relating to Taxable Supplies for which the Organisation previously issued Council a Tax invoice.

10. Protection of Personal Information

(a) This Clause 10 applies only where the Organisation deals with Personal Information when, and for the purpose of, conducting the Activity under this Agreement.

(b) The Organisation agrees to be treated as a 'contracted service provider' within the meaning of section 6 of the Privacy Act, and agrees in respect to the conduct of the Activity under this Agreement:

(i) To use or disclose Personal Information obtained during the course of conducting the Activity under this Agreement, only for the purposes of this Agreement;

(ii) Not to do any act or engage in any practice that would breach an Information Privacy Principles (**IPP**) contained in section 14 of the Privacy Act, which if done or engaged in by an agency, would be a breach of that IPP;

(iii) To carry out and discharge the obligations contained in the IPP's as if the Organisation were an agency under that Act;

(iv) To notify individuals whose Personal Information the Organisation holds, that complaints about the Organisation's acts or practices may be investigated by the Privacy Commissioner who has power to award compensation against the Organisation in appropriate circumstances;

(v) Not to use or disclosure Personal Information or engage in an act or a practice that would breach section 16F (direct marketing), a National Privacy Principle (**NPP**) particularly NPP's 7 to 10) or an Approved Privacy Code (**APC**), where that section, NNP or APC is applicable to the Organisation, unless:

(A) In the case of section 16F, the use or disclosure is necessary, directly or indirectly, to discharge an obligation under this Agreement; or

(B) In the case of an NPP or an APC, the activity or practice is engaged in for the purpose of discharging, directly or indirectly, an obligation under this Agreement.

(vi) To disclose in writing to any person who requests, the content of the provisions of this Agreement (if any) that are inconsistent with an NPP or an APC binding a Party to this Agreement;

(vii) To immediately notify Council if the Organisation becomes aware of any breach or possible breach of any of the obligations contained in or referred to in this clause 14, where by the Organisation or any sub-contractor;

(viii) To comply with any directions, guidelines, determinations or recommendations of the Privacy Commissioner to the extent that they are not inconsistent with the requirements of this Clause 14; and

(ix) To ensure that any of the Organisations agents, employees, contractors and volunteers who are required to deal with Personal Information for the purposes of this Agreement are made aware of the Organisation's obligations set out in this Clause 14.

(c) The Organisation agrees to ensure that any subcontract entered into for the purpose of fulfilling the Organisation's obligations under this Agreement contains a provision to ensure that the subcontractor has the same awareness and obligations as the organisation has under this Clause, including the requirement in relation to subcontracts.

(d) The Organisation agrees to indemnify Council in respect of any loss, liability or expenses suffered or incurred by Council which arises directly or indirectly from a breach of any of the Organisation's obligations under this Clause 14 or a subcontractor under the subcontract provisions referred to in this Clause.

(e) In this Clause 14, the terms 'agency', 'Approved Privacy Code' (**APC**), Information 'Privacy Principles' (**IPP**), and 'National Privacy Principles' (**NPP's**) have the same meaning as they have in section 6 of the Privacy Act, and

'subcontract' and other grammatical forms of that word has the meaning given in section 95B(4) of the Privacy Act.

(f) The operation of this Clause 14 survives the expiration or earlier termination of the Term of this Agreement.

11. Indemnity

(a) The Organisation indemnifies (and keeps indemnified) Council against any:

(i) loss or liability incurred by Council;

(ii) loss or damage to Council's property; or

(iii) loss or expense incurred by Council in dealing with any claim against Council, including legal costs and expenses on a solicitor/own client basis and the cost of time spent, resources used or disbursements paid by Council

arising from:

(i) any act or omission by the Organisation in connection with this Agreement, where there was a fault on the part of the person whose conduct gave rise to that liability, liability, loss, damage or expense;

(ii) any breach by the Organisation of its obligations or warranties under this Agreement;

(iii) the Organisation's occupation of the Premises under the Collateral Lease;

(b) The Organisation's liability to indemnify Council under this Clause 11 will be reduced proportionately to the extent that any fault on the Council's part contributed to the relevant loss, damage, expense or liability.

(c) Council's right to be indemnified under this Clause 15 is in addition to, and not exclusive of, any other right, power or remedy provided by law, but Council is not entitled to be compensated in excess of the amount of the relevant liability, damage, loss or expense.

(d) In this Clause 11 'fault' means any negligent or unlawful act or omission or wilful misconduct.

(e) The operation of this Clause 11 survives the expiration or earlier termination of the Term of this Agreement.

12. Insurance

(a) The Organisation must, for as long as any obligations remain in connection with this Agreement, have insurance as specified in Item 7 of the Schedule.

(b) Whenever requested, the Organisation must provide to Council, within ten (10) Business Days of the request, written evidence satisfactory to Council that the Organisation has complied with its obligation to insure.

(c) All insurance(s) under this Clause 7 is to be taken out with an insurer recognised by the Australian Prudential Regulation Authority or regulated by a State/Territory Auditor-General.

(d) The operation of this Clause 7 survives the expiration or earlier termination of the Term of this Agreement.

13. Termination for Default

(a) If;

(i) The Organisation fails to fulfil, or is in breach of any of its obligations under this Agreement, and does not rectify the omission or breach within 20 Business Days of receiving a notice in writing from Council to do so;

(ii) The Organisation is unable to pay all of its debts as and when they become due and payable or the Organisation fails to comply with a statutory demand within the meaning of sections 459E and 459F of the *Corporations Act 2001* (Cth) (**Corporations Act**);

(iii) Proceedings are initiated with a view to obtaining an order for the Organisation's winding up or an shareholder, member or director convenes a meeting for the purposes of considering or passing of any resolution for the Organisation's winding up;

(iv) The Organisation has applied to come under, received a notice requiring it to show cause why it should not come under, or has otherwise come under one of the forms of external administration referred to in Chapter 5 of the Corporations Act or equivalent provisions in legislation of the State and Territories pertaining to incorporated associations or in the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cth) or an order has been made for the purposes of placing the Organisation under external administration;

(v) In relation to this Agreement, the Organisation breaches any law of the Commonwealth or of a State or Territory;

(vi) The Organisation ceases to carry on business;

(vii) Council is satisfied that any statement made in the Organisation's application for the Funding is incorrect, incomplete, false or misleading in a way which would have affected the original decision to approve the Funding;

(viii) Notice is served on the Organisation or proceedings are taken out to cancel the Organisation's incorporation or registration or to dissolve the Organisation as a legal entity;

(ix) Council is reasonably satisfied that the purposes and activities of the Organisation remain compatible with the Activity;

(x) The Organisation, by written notice to Council, withdraws from the Activity;

(xi) Being an individual, the Organisation becomes bankrupt or enters into a scheme of arrangement with creditors;

(xii) there is a Breach of the Collateral Lease by the Organisation as tenant under the Collateral Lease;

then in the case of any one or more of these events, Council may immediately terminate the Term of this Agreement by giving notice in writing to the Organisation of the termination.

(b) Where Council terminates the Term of this Agreement under Clause 13(a) Council:

(i) Will not be obliged to pay to the Organisation any outstanding amount of the Funds except to the extent that those monies have been legally committed for expenditure by the Organisation in accordance with this Agreement and are payable by the Organisation as a current liability (written evidence of which will be required) by the date the notice of termination given under Clause 13(a) is deemed to be received in accordance with Clause 25(b); and

(ii) Will be entitled to recover from the Organisation any part of the Funds which:

(A) Have not been legally committed for expenditure by the Organisation in accordance with this Agreement and payable by the Organisation as a current liability (written evidence of which will be required) by the date the notice of termination given under Clause 13(a) is deemed to have been received in accordance with Clause 25(b); or

(B) Has not, in Council's opinion, been expended by the Organisation in accordance with the terms and conditions of this Agreement.

(c) If the Organisation does not repay to Council the amount referred to in Clause 13(b)(ii)(A) within 10 Business Days of receipt of the notice of termination (or if a different period is stated in the notice of termination, that period) the Organisation must also pay to Council Interest on the outstanding amount which the Organisation acknowledges represents a reasonable pre-estimate of the loss incurred by Council as a result of the loss of investment opportunity for, or the reasonable cost of borrowing other money in place of, the amount which should have been repaid. The amount set out in the notice, and Interest owed under this Clause will, without prejudice to any other rights available to Council under this Agreement or at law or in equity, be recoverable by Council as a debt due to Council by the Organisation.

(d) Clause 13(b) does not limit or exclude any of Council's other rights, including the right to recover any other amounts from the Organisation on the termination of the Term of this Agreement.

14. Compliance with Laws and Policies

(a) The Organisation must, in carrying out its obligations under this Agreement, comply with the provisions of all relevant statutes, regulations, by laws and requirements of any Commonwealth, State, Territory or Local Government Authority.

(b) The Organisation must, in carrying out its obligations under this Agreement, comply with any of Council's policies as notified, referred to or made available by Council to the Organisation in writing (including by reference to an internet site).

(c) The Organisation must, when using any of Council's premises or facilities (including the Premises under the Collateral Lease) comply with all reasonable directions and procedure relating to occupational health, safety and security in effect at those premises or in regard to those facilities, as notified by Council or as might reasonably be inferred from the use to which the premises or facilities are being put.

15. Negation of Legal Relationship of Employment, Partnership & Agency

(a) The Organisation, its employees, officers, volunteers, partners and advisors will not, by virtue of this Agreement, be or for any purpose be deemed to be Council's legal employees, partners or agents.

(b) The Organisation must not, and must ensure that its employees, officers, volunteers, partners and advisers do not represent the Organisation or themselves as being the Council employees, officers, volunteers, partners or advisers or as otherwise able to bind or represent Council.

16. Entire Agreement, Variation & Severance

(a) This Agreement records the entire agreement between the Parties in relation to its subject matter.

(b) Except for any action Council is expressly authorised to take elsewhere in this Agreement, no variation of this Agreement is binding unless it is agreed in writing and signed by the Parties.

(c) If a court or tribunal says any provision of this Agreement has no effect or interprets a provision of this Agreement to reduce an obligation or right, then such action will not invalidate any other provision of this Agreement.

17. Waiver

(a) If either Party does not exercise (or delays in exercising) any of its rights, that failure or delay does not operate as a waiver to those rights.

(b) A single or partial exercise by a Party of any of its rights does not prevent the further exercise of any right.

(c) Waiver of any provision of, or right under, this Agreement;

(i) Must be in writing signed by the Party entitled to the benefit of that provision or right; and

(ii) Is effective only to the extent set out in the written waiver.

(d) In this Clause 17 'right' means rights or remedies provided by this Agreement or at law.

18. Assignment and Novation

(a) The Organisation must not assign its rights under this Agreement without the prior written approval from Council, such approval which can be withheld by Council in its absolute discretion.

(b) The Organisation agrees not to enter into negotiations with any other person for the purposes of entering into an arrangement that will require novation of this Agreement without first obtaining the prior written approval of Council, such approval which can be withheld by Council in its absolute discretion.

19. Corporate Governance

The Organisation must inform Council whenever there is a change in its Constitution, structure, management or operations which could reasonably be expected to affect its eligibility for the Funding or have an adverse effect on the Organisation's ability to comply with its obligations under this Agreement.

20. Funding Precondition

(a) The Organisation agrees that it is a precondition of entitlement to the Funding that the Organisation must:

(i) have an ABN;

(ii) immediately notify Council if the Organisation ceases to be registered with an ABN;

(iii) correctly quote its ABN on all documentation it provides to Council;

(iv) supply proof of its ABN on all documents it provides to Council;

(v) immediately notify Council of changes to the Organisation's GST status.

21. Collateral Lease

(a) This Agreement, (including, but not limited to, the payment of the Funding under this Agreement by Council to the Organisation) is subject to and conditional

upon the Organisation entering into the Collateral Lease with Council and the Organisation not being in Breach of the Collateral Lease.

(b) A Breach of the Collateral Lease by the Organisation is a breach of the terms and conditions of this Agreement.

(c) Council may terminate this Agreement under Clause 12(a) of this Agreement if the Organisation is in Breach of the Collateral Lease.

22. Intellectual Property

(a) As between Council and the Organisation (but without affecting the position between the Organisation and a third party) Intellectual Property Rights in Activity Material vest immediately in the Organisation.

(b) The Organisation grants to Council a permanent, irrevocable, free, world wide, non-exclusive licence (including the right of sub-licence) to use, reproduce, adapt and exploit the Intellectual Property Rights in Activity Material for any Council purpose.

(c) This Clause 22 does not affect the ownership of any Intellectual Property Rights in any Existing Material which is specified in Item 8 of the Schedule. The Organisation however, grant to Council or must arrange for the grant to Council of a permanent, irrevocable, free, world-wide, non-exclusive licence (including a right of sub-licence) to use, reproduce, adapt and exploit the Intellectual Property Rights in Existing Material for any Council purpose.

(d) The Organisation must include the Council logo (which will be provided to the Organisation by Council in an appropriate format on request) on all Activity Material produced by or on behalf of the Organisation under this Agreement.

23. Dispute Resolution

(a) Subject to sub-clause (c) of this Clause 23, both Parties agree not to commence any legal proceedings in respect of any dispute arising under this Agreement, which cannot be resolved by informal discussion, until the procedure provided by this Clause 23 has been utilised.

(b) Both Parties agree that any dispute arising during the course of this Agreement shall be deal with as follows:

(i) The Party claiming that there is a dispute will send the other a written notice setting out the nature of the dispute;

(ii) The Parties will try to resolve any dispute through direct negotiation by person who they have given authority to resolve the dispute;

(iii) The Parties have 10 Business Days from receipt of the notice to reach a resolution or to agree that the dispute is to be submitted to mediation or some alternative dispute resolution process; and

(iv) If;

(A) There is no resolution of the dispute;

(B) There is no agreement on submission of the dispute to mediation or some alternative dispute resolution procedure; or

(C) There is a submission to mediation or some other form of alternative dispute resolution procedure, but there is no resolution within 15 Business Days of the submission, or such extended time as the Parties may agree in writing before the expiration of the 15 Business Days

then either Party may commence legal proceedings.

(c) This Clause 23 does not apply to the following circumstances:

(i) either Party commenced legal proceedings for urgent interlocutory relief;

(ii) action by Council under or purportedly under Clauses 5, 6, and/or 13;

(iii) an authority of the Commonwealth or a State or Territory is investigating a breach of suspected breach of the law by the Organisation.

(d) Despite the existence of a dispute, both Parties must (unless requesting in writing by the other Party not to do so) continue to perform their respective obligations in accordance with this Agreement.

(e) The operation of this Clause 23 survives the expiration or earlier termination of the Term of this Agreement.

24. Applicable Law and Jurisdiction

(a) The laws of Victoria apply to this Agreement.

(b) Both Parties agree to submit to the non-exclusive jurisdiction of the courts of Victoria in respect of any dispute under this Agreement.

25. Notices

(a) A Party giving a notice or notifying under this Agreement must do so in writing or by electronic mail or facsimile transmission;

(i) Directed to the recipient's address, as varied by any notice; and

(ii) Hand delivered or sent by pre-paid post or transmitted by electronic mail or facsimile transmission (**Electronically**) to that address. If a notice is sent Electronically a copy is also to be sent to the addressee by pre-paid post.

The Parties address details as at the Date of this Agreement are specified in the Schedule.

(b) A notice given in accordance with Clause 25(a) is taken to be received:

(i) If hand delivered, on delivery;

(ii) If sent by pre-paid post, 5 Business Days after the date of posting unless it has been received earlier;

(iii) If transmitted Electronically, upon actual receipt by the recipient.

Execution Page

Executed as a Deed

Signed, sealed and delivered on behalf of the **GREATER GEELONG CITY COUNCIL** by Gillian Miles, Chief Executive Officer, pursuant to an instrument of delegation authorised by a Council resolution of 12 February 2013 in the presence of:)))))))..

Gillian Miles

……………………….............…………..
Signature of Witness

……………………….............…………..
Full Name of Witness

THE COMMON SEAL of **COURTHOUSE YOUTH ARTS CENTRE INC.** was hereunto affixed in the presence of:)))

……………………….............………….. Signature	……………………….............………….. Signature
……………………….............………….. Print Name	……………………….............………….. Print Name
……………………….............………….. Role	……………………….............………….. Role

Schedule

Item 1 Activity

The Activity to be carried out by the Organisation under the terms and conditions of this Agreement is as follows:

Those activities which are carried out by the Organisation as part of the Permitted Use of the Premises under the Collateral Lease.

Item 2 Budget

For each Financial Year of the Activity, the Budget for the Activity is set in the table contained in Annexure 1 of this Agreement.

Item 3 Funding

The Funding paid by Council to the Organisation under this Agreement is $232,116.00 per annum, with such amount to be adjusted annually on each anniversary of the Date of this Agreement in line with the Consumer Price Index.

The Funding will be paid at the times and the manner as set out below:

The Funding is to be paid on a quarterly basis during the Term of this Agreement on the provision of a Tax Invoice to Council by the Organisation.

Item 4 Objectives

The Organisation must reach the Objectives contained in the Collateral Lease (as reviewed in accordance with the Collateral Lease) in carrying out the Activity under the terms of this Agreement, as detailed in Annexure 2 of this Agreement.

Item 5 Term of this Agreement

The Term of this Agreement is for three years commencing 1 July, 2014 and ending 30 June, 2017.

Item 6 Other Financial Information to be Provided

Not applicable.

Item 7 Insurance

(a) The Organisation must maintain;

(i) a public liability policy of insurance for the carrying out the Activity at the Premises with coverage of not less than $20 million per single event;

(ii) any other insurance reasonably required by Council, or

required by any authority or under any law.

(b) The policy referred to in sub-clause (a)(i) of this Item must be in the name of the Organisation and note the interest of Council and the Premises under the Collateral Lease.

(c) Any insurance obligations under this Agreement are in addition to any insurance obligations which the Organisation as tenant has under the Collateral Lease.

Item 8 Intellectual Property Rights in Existing Material

None.

Annexure 1 – Budget

Budget documentation referred to in Item 2 of the Schedule.

Annexure 2 – Objectives

Youth Engagement

(i) Apply all funding received from Greater Geelong City Council for the direct benefit of young people aged 12-25 residing within the Greater Geelong municipality;

(ii) Report annually on levels of engagement of young people aged 12-25, demonstrating numbers of young people engaged as articulated in the Matrix.

Partnerships & Collaborations

(iii) In a spirit of co-operation, partner and/or collaborate with the institutions of the Cultural Precinct (the boundaries of which shall be determined by Greater Geelong City Council in its absolute discretion);

(iv) In a spirit of co-operation, partner and/or collaborate with Greater Geelong City Council's Arts and Culture Department, Youth Development Unit and Central Geelong Marketing, in selected activities, major events and programming that engage the target age demographic at the Old Courthouse Building and at other locations throughout the municipality, including but not limited to the Cultural Precinct, Central Geelong, The Fort and the Potato Shed;

(v) Annually undertake no less than 5 strategic partnerships and/or collaborations with local youth organisations eg. Headspace, Barwon Youth, SWEET etc.

Board Representation:

(vi) Make available on the Tenant's board of management positions for:
a. a councillor nominated by the Greater Geelong City Council (voting); and
b. a representative from the Arts & Culture Department of the Greater Geelong City Council (non-voting).

New Works

(vii) Engage young people aged 12-25 in the creative development process and presentation of new works.

Marketing and Membership

(viii) Develop and deliver an annual marketing plan which strategically targets both ends of the target age demographic i.e. high school age and post high school age;

(ix) Undertake offsite promotional activities that engage young people aged 12-25 throughout the municipality, including partnerships with Greater Geelong City Council's Youth Development Unit and Arts & Culture Department;

(x) Annually conduct surveys that elicit responses from audience members (minimum 2 Courthouse ARTS-initiated performances and/or exhibitions), and from young participants of Courthouse ARTS activities and programs (minimum 2 projects);

(xi) The Tenant's Marketing Plan, which includes, but is not limited to, materials, collateral and publicly available documents that describe the organisation's function, should clearly denote the target demographic through incorporation of words such as "youth", "young", "12-25 years", etc.

Acknowledgments

(xii) Acknowledge the Greater Geelong City Council as a major partner in all marketing and promotional materials and avenues locally, nationally and internationally, including, but not limited to, any touring projects the tenant is involved in;

(xiii) Provide invitations to all premier events to a reasonable number of Greater Geelong City Council Councilors, Chief Executive Officer, General Managers, Manager Arts and Culture Department and selected key staff (details of the key staff referred here will be notified to the **tenant** by the **landlord** as and when appropriate).

(xiv) To the best of the **tenant's** ability, allow the **landlord** to use the **premises** on an occasional basis, the frequency of which is to be determined by the **landlord** acting reasonably.

Targets

(xv) Achieve the following targets as a minimum:

	2014/2015	2015/2016	2016/2017
Income			
A. Non-Grant Income as % of income (including Box Office, Membership, Merchandise & Art Sales, Workshop Fees, Venue Hire, Donations & Fundraising, etc)	33%	34%	35%
Usage Targets			
B. Attendances/participants at programs targetting school students	1,000	1,100	1,200
C. Total attendances at events/programs/ activities targetting young people aged 12-25 (including students and non students)	9,000	9,400	9,800
Skills Development			
D. Number of young people aged 12-25 engaged in roles developing skills in arts facility operations eg. curatorial roles, youth leadership positions, board roles, internships/mentorships/residencies, work placement students etc.	10	12	14
Youth-Specific Programming			

E. Events/activities/programs/workshops specifically targetting young people under age 18	30	30	30
F. Events/activities/programs/workshops specifically targetting young people aged 19-25	30	30	30
G. Entry-level, highly accessible arts orientation activities targetting young people with minimal to no experience in the arts.	4	5	6
H. Events/programs specifically targetting young people in school settings, including in-term & VCE (ie. conducted at schools)	15	15	15
I. Events/programs specifically targetting young people in non-school settings (ie. conducted outside of schools)	15	15	15
J. Free or low cost public programs/activities, including free holiday programs, not inclusive of openings & launches	10	15	20
K. Total events/activities/programs targetting people aged 12-25 (ie. all events conducted by, for and/or at Courthouse ARTS)	60	60	60
New Works and Young Emerging Artists			
L. Exhibition/Gallery programs by or for young emerging artists aged 12-25	12	12	12
M. New arts & cultural works and initiatives created or presented by 12-25 year olds (including self-entrepreneured initiatives)	20	20	20
Marketing			
N. Offsite promotional activities targetting people aged 12-25	6	6	6
O. Total Members aged 12-25	300	350	400

10. M~M2014

Portfolio:	**Arts & Culture – Cr Richards**
Source	**Community Services – Arts & Culture**
General Manager:	**Jenny McMahon**
Index Reference	**Subject: Arts & Culture**

Purpose

To inform Council of the outcome of M~M2014 - Geelong's 24-hour Extreme Arts Walk.

Summary

- M~M2014 was an original 24-hour 'extreme arts' pilgrimage – a walk of 80km from the top of the You Yangs mountain range to the mouth of the Barwon River.
- M~M2014 was staged on 9th and 10th May 2014 in response to ongoing community requests following the pilot 12 hour Mouth to Mountain journey in 2009.
- The project integrated elements of art, storytelling, sports, environment and academia, employing artistic and community ritual making to explore and articulate local cultural identity on a local and national front.
- M~M's new event Geelong After Dark (GAD) animated Central Geelong on Friday 9th May by engaging traders, venues, cultural institutions, laneways and street corners with a programme featuring over 300 local artists.
- M~M2014 and GAD attracted the involvement of around 16,250 people, and has won two Australian Event Awards – Best Community Event (National) and Best Cultural, Arts or Music Event (State). It was also a national finalist for Best Australian Event. Judges commented glowingly about M~M2014 being a demonstration of Geelong's 'true grit' in the face of challenging times.
- A Post Event Evaluation Report produced by Deakin University under the guidance of Professor Ruth Rentschler has recommended M~M to be a biennial event and GAD to be an annual event.
- The project requires ongoing strategic investment to embed and make the vision sustainable – the Deakin report recommends that M~M should be resourced as an innovative, potentially landmark event which can profoundly impact Geelong.
- M~M2014 and GAD were inaugural events – a framework and model have been established with many useful learnings.
- A consortium of major partners provided outstanding support in developing the project: including Diversitat, Karingal, Deakin University, Wadawurrung Aboriginal Corporation,Corangamite Catchment Management Authority and the Borough of Queenscliffe. All have expressed great interest or made commitment to the next iteration.
- M~M2014 and GAD generated an estimated event expenditure of $1.7M based on Geelong Major Events Committee evaluation methodology and $9,456 was raised for Karingal through registrations and donations

Cr Richards moved, Cr Ansett seconded -

That Council:

1) **note the success of M~M2014 and Geelong After Dark and thank the project's major partners, artists and volunteers;**

2) **approve M~M as a biennial event, and Geelong After Dark as an annual event;**

3) **note the need for an annual allocation to ensure future delivery of these events.**

Carried.

Background

On Friday 9th and 10th May 2014 a unique 24-hour 'extreme arts' walk across the Geelong and Queenscliffe municipalities was undertaken, linking and promoting iconic natural assets. The journey, entitled Mountain to Mouth (M~M2014), featured elements of arts, sport, environment, community and storytelling. A new city centre night event "Geelong After Dark" (GAD) was integrated, positioned at the heart of the journey.

A relay procession of community members carried water and fire in a symbolic sculptural *Canoe* over 80kms from the Big Rock waterhole at the top of the You Yangs to the mouth of the Barwon River. The journey passed through 12 stations which featured artworks created by artists working with local communities.

Connecting Memory, an app for Apple and Android, was developed through a grant from Department of Sustainability, Environment, Water, Population and Communities, as a companion to the M~M journey. People walking the M~M pathway were able to use the app to listen to over 153 locally produced films, audio and written stories, and music works.

Since its initiation as part of the 3-year Connecting Identities project in 2007-09, M~M has been lauded by high level industry bodies such as the Cultural Development Network, Arts Victoria and the Australia Council as a cutting edge community cultural development event of national significance. Images from M~M2009 were featured in an Australia Council exhibition *Symbiosis: Living Through Art* which showcased M~M as one of 10 outstanding national projects demonstrating the excellence of innovative community arts and cultural development practice. Arts Victoria featured M~M2009 as a case study in their publication *The Arts Ripple Effect: Valuing The* Arts *In Communities* (published 2014) about projects of excellence where artists work with communities.

Discussion

M~M2014 laid the foundation and structure for a groundbreaking major cultural event and a celebration of local identity, original in form and content. It has unusual potential in its capacity to provide the community with a diverse range of exciting social and cultural activities for all ages and demographics, while articulating the authentic identities of places and communities across the Greater Geelong municipality.

In total, around 16,250 people were involved in M~M2014/GAD, including 3,700 participants who walked, created art, performed or worked on the event. Nearly 360 professional and non-professional artists presented over 600 artworks and performances. Nearly 1,000 people walked one or more stages including 29 who completed the full 80kms and 305 ambassadors carrying *Canoe* and flags. Over 12,500 spectators attended, 6,000 of which were at GAD resulting in nearly 11,700 visits to GAD sites in Central Geelong on the evening of Friday, 9 May.

As far as we know, M~M2014 is unique in the world - no other walk in the world integrates such a physical challenge with the presentation of artworks expressing local cultural identity against the backdrop of environment. Walkers interviewed after the event expressed gratitude for the opportunity to access places in their own municipality they had never seen before while interstate visitors commented on their amazement at the originality and beauty of the event. Post event research noted that the event elicited high ratings of participant satisfaction and positive experience. Both M~M and GAD elicited exceptionally positive feedback about the opportunity to 'discover' hidden aspects of the Geelong and Queenscliffe municipalities.

GAD was based on the City of Leeds 'Light Night' model, which was researched as part of Arts & Culture Department Manager Kaz Paton's Churchill Fellowship. It presents an answer to a long-expressed desire for a mainstream cultural event for Central Geelong, and was enthusiastically received by its audiences. GAD offered an exciting new array of inclusive arts activities, animating the city centre, engaging multiple traders, venues, cultural institutions, cafés, shops and street corners, and providing a platform for over 300 local artists to participate. Major partner Diversitat was engaged as Creative Producer for GAD. Feedback was overwhelmingly positive.

M~M2014 was awarded 'Best Community Event' at the prestigious Australian Event Awards in Sydney in November 2014. The project was also awarded State Winner (Vic) in the 'Best Cultural, Arts or Music Event' category, and was a finalist in the 'Australian Event of the Year' category. M~M2014 has also been short-listed in the 2014 Victorian Health Promotion Foundation Awards in the Building Health Through Arts category, which will be announced on 3rd December 2014.

M~M has established a dynamic and flexible canvas for future development. The Deakin report recommends that M~M be resourced as an innovative, potentially landmark event which can profoundly impact Geelong. The report's main recommendation is that Council and event partners develop the concept to further boost the local economy and to build the social fabric of the community and enhance the region's reputation as a centre of cultural excellence.

M~M and GAD secured a strong legacy of support from participants, stakeholders and audiences. Major partners Deakin University, Karingal, Diversitat, Corangamite Catchment Management Authority (CCMA), Wadawurrung Aboriginal Corporation and the Borough of Queenscliffe each provided levels of contribution which critically bolstered the capacity of the event to a level well beyond what would otherwise have been achievable. All have expressed great interest or made commitment to the next iteration of the project. Substantial opportunity also exists to increase the range of partners for the event.

M~M2014's coining of the new art form term "Extreme Art" was noted by the Australian Event Awards judges as being particularly innovative. This concept presents exciting potential for developing cutting edge art forms that bring together new forms of outdoor processional experiences of varying scale and complexity. This positions Geelong for forthcoming collaboration with major national and international artists, organisations and educational institutions, some of which are already being explored. Artworks developed in response to Geelong's landscape, stories and people offer a creative framework for a future artwork curatorium mix that can be layered in every biennial articulation, with permanent, temporary and ephemeral artworks capturing the evolution of Geelong's cultural identity.

GAD is also expected to strengthen in each annual iteration. Venues and stakeholders involved in GAD 2014 have already confirmed their keen desire to participate and contribute again.

Similarly, the digital story archive housed at the newly developed app Connecting Memory will continue to build and grow, offering a legacy for preserving informal and anecdotal community experiences and memory, and providing users with ongoing access to layers of meaning attached to local places.

There is substantial scope to build on the cultural tourism potential of the event, and resources will continue to be strategically allocated towards attracting increasing numbers of interstate and international visitors to the event in future years.

The Deakin report further recommends that the City develop infrastructure and permanent public art around the footprint of the walk with interpretive content that illustrates Geelong in transition from manufacturing hub to services precinct with education, leisure and entertainment at its core. This suggestion will be considered in the context of the Public Art Priority Plan, and in consultation with the Recreation and Open Space Unit.

Environmental Implications

M~M2014 presented powerful opportunities to raise awareness of significant environmental and sustainability issues, and to strengthen local community engagement with our sanctuaries, reserves, parks and waterways. The journey footprint included areas of state and national environmental significance, such as Serendip Sanctuary, Friends of William Buckley Reserve and Swan Bay and Limeburners Lagoon, both part of the international RAMSAR wetlands network.

Land-art Walking Circles were created at each of the 12 stations along the route by local artists with community members helping to select site-specific environmental themes and materials. The making of the Circles offered a platform for residents to connect more intimately with their localities, and consider issues and opportunities for improving the care of these places. A deepening sense of responsibility for land, waters and local places is evident in many places, with tangible legacies.

Human impact on key sites was minimised, and no sites were damaged by the event. Early consultation with CCMA and Parks Victoria ensured the safe stewarding of large numbers of people across environmentally fragile areas, such as Hooded Plover breeding grounds at Point Lonsdale. Stories on the Connecting Memory app highlighted environmental beauty and fragility.

Regenerative plantings took place at one station, and free native seeds and plants were given to participants at two others. Registration fees collected by major partner Karingal will contribute to planting of provenance-specific indigenous plants along the M~M pathway to be propagated at a new Community Garden at the fully inclusive Eastern Geelong Community Centre.

From an environmental management perspective, the event was extremely ‘clean’ and sustainable. 11 sites had Waste Management recycling options, and the event used minimal powered resources. Event partners included Greening Australia, Barwon Coast, Friends of the Bellarine Rail Trail and Queenscliff Maritime Education Centre who helped manage sites and raise awareness of our precious waters and land.

Financial Implications

1. Income

An allocation of $119,000 was made available for M~M2014 and GAD as part of Council’s budget.

Both events were delivered within the budget allocation, with additional grants, cash and significant in-kind contributions acquired from local and federal funding bodies, major partners and the generous contributions of artists which frequently exceeded negotiated fees.

To enable continuity of M~M/GAD, there will be a need for annual allocation of funds, which will be considered as part of future budget deliberations.

Policy/Legal/Statutory Implications

There are no policy, legal or statutory implications in this project.

Alignment to City Plan

M~M2014 aligns with multiple City Plan Strategic Directions and Priorities:

Community Wellbeing

- Healthy lifestyles
- Healthy environments
- Connected, creative and strong communities

Growing Our Economy

- Support existing businesses and encourage new and emerging growth sectors
- A successful and vibrant City Centre
- A leading city for tourism, arts, culture and events

Sustainable Built and Natural Environments

- Enhance and project natural areas and ecosystem health
- Support our community to live sustainable
- Minimise our environmental footprint

How We Do Business

- Lead by advocating and collaborating on issues important to the Greater Geelong community
- Informed and engaged community

M~M2014 responds to key principles embodied in multiple Council strategies, most significantly including:

- Public Art Strategy
- Geelong Major Events Strategy
- Healthy Together Geelong
- Multicultural Action Plan
- Youth Strategy
- Disability Action Plan
- Geelong Otway Tourism Strategic Plan

Officer Direct or Indirect Interest

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

Risk Assessment

Specific risk management plans were developed in accordance with the event programme.

Finding the best time to mount M~M was challenging. A number of other walks and runs were programmed within several weeks of the M~M event, including the Mothers Day Classic, and the Great Ocean Road Run. Cross promotion was planned to attract professional walkers and runners to the region to take part in 'A Month of Walks', however resources did not permit alignment in 2014. Further exploration of cross-promotion potential will be undertaken in future years.

Debriefs conducted by the Arts & Culture Department (and also provided to Deakin University) identified improvements that could be made to this first-year endeavour. The Deakin report outlined a number of key recommendations to streamline and strengthen the delivery and marketing of the event.

Social Considerations

M~M2014 established a framework for an enduring community ritual, unique to Geelong, with a proven model embedded in and across arts and non-arts organisations. The model is strategically geared to foster deep, long-term visitor benefit and community engagement through the arts, assisting a city in transition to develop its cultural profile. At a time when the municipality is facing the compelling issue of changing identity from a focus on manufacturing with the current crisis of major corporations' imminent closure and associated loss of jobs, the establishment of this event is timely and impacting.

The Deakin report advocated strengthening linkages with local producers of foodstuffs and produce for provision during the event, both on the walk and during Geelong After Dark. There is ample scope to pursue this recommendation, promoting the strengths of our regional produce industry.

Involvement with the project was inextricably linked to fitness and good health by presenting the opportunity for a walk which is both extreme (fast paced - 80km in 24 hours) and subdivided into stages to ensure that at least one stage was accessible for most people. Event activities ranged from moderately active to vigorous and extremely active including walking, jogging, jumping, running, dancing and riding bikes. This innovative combination of arts and sport positively impacts on barriers to physical activity, and as its multifaceted roots include social, physical, economic and environmental benefits, it expands the perception of the connection between health, nature, culture and art, resulting in new health promotion avenues.

The "extreme art" concept also presents exciting potential for further development of cutting edge art interventions that bring together new forms of outdoor physical and processional experiences. The Arts & Culture Department is well positioned for forthcoming collaborations in this area with major national and international artists, organisations and educational institutions.

The Deakin report acknowledged the long term impact that M~M and GAD can have in supporting Geelong's transitioning cultural and social identity, and endorsed the value of establishing the songline footprint as a permanent pathway for community members to traverse, connect with, enjoy and understand local places:

> *"…M~M provided the CoGG with an opportunity to harness its potential for the region and to drive improvement for the arts in regional Victoria…"*
>
> *"…The success of the event, its award in recognition of its success, and its novelty and innovation linking arts, sport, environment, giving and the community, strongly suggest that it should be held every two years, facilitated by the CoGG Arts and Culture Department."*

– Evaluation Report, Mountain to Mouth, Deakin University

Human Rights Charter

The M~M initiative promotes reflects cultural, linguistic, ethnic and religious diversity as central to all aspects of everyday life across our municipality. Rights evident in the project that accord with the Human Rights Charter include:

- FREEDOM - Freedom of expression – Through partnership with Diversitat multicultural communities engaged in M~M/GAD and were supported in expressing their cultural heritage, including new arrivals.
- RESPECT - Cultural rights – Due respect was shown to cultural rights of the Geelong communities which include groups from multicultural background who are performing during the event. Key aspects of M~M incorporate diverse cultural performances showcasing the rich cultural fabric of Geelong.
- EQUALITY - Entitlement to participate in public life – M~M is an inclusive initiative where the diverse communities are given fair and equitable access to participate. Information about M~M/GAD was also promoted widely via culturally sensitive ways.

Consultation and Communication

The Arts & Culture Department, with the Media Unit, are responsible for communicating this report.

11. 2015 CENTENARY OF ANZAC COMMEMORATIONS

Portfolio:	**Heritage - Cr Ansett**
Source	**Projects, Recreation & Central Geelong**
General Manager:	**Dean Frost**
Index Reference	**Subject: Events / Anzac Day**

Purpose

The purpose of this report is to secure a one-off grant in 2015 for the Geelong RSL Sub-Branch to support the increased commemorative activities staged in 2015 on the occasion of the Centenary of Anzac.

Summary

- The Centenary of the first World War 1914-1918 will be commemorated across Australia in many different ways with a significant focus on enhanced events commemorating Anzac Day on Saturday 25 April in 2015.
- Larger than normal crowds are expected at all commemoration activities in our region on Anzac Day in 2015 however Geelong's largest and key regional ceremonies take place in the Geelong Peace Memorial and Johnstone Park in Central Geelong and it is expected that this location will see the biggest attendance on the day.
- The enhanced key regional event in Geelong on Anzac Day in 2015 will require significantly more infrastructure such as large screens and audio equipment to ensure that all attendees have the opportunity to see and hear the commemorative ceremonies on this significant date in Australia's history.
- The Geelong RSL Sub-Branch is seeking a grant from Council to assist with the increased funds necessary to stage the special 2015 Centenary event.

Cr Ansett moved, Cr Macdonald seconded -

That:

1) **Council notes the Geelong RSL Sub-Branch's planned 2015 Centenary of Anzac Commemorations and provides them with a one-off grant of $20,000;**
2) **a further report to Council outlining all opportunities for funding across the municipality.**

Cr Heagney left the meeting room at 9.11pm
Cr Heagney re-entered the meeting room at 9.13pm

Carried.

Background

Between 1914 and 1918, the nation of Australia was at war and the Anzac Centenary is a milestone of special significance to all Australians. During the Centenary period, Australia will remember the original Anzacs who served at Gallipoli and the Western Front, those who served on the home front and also commemorate over a century of service by Australian men and women in defence service roles.

Discussion

The active involvement and sacrifice made by members of the Geelong community in WW1 was significant and it is expected that in 2015, due to the increased general public awareness of services and ceremonies to be held on Anzac Day 25 April, there will be larger than normal crowds and many new visitors to Geelong's regional commemoration services at the Geelong Peace Memorial in Johnstone Park.

To allow for the increased number of attendees and general public interest in the Anzac Day ceremonies in 2015, the event organiser who are the Geelong RSL Sub-Branch, has a plan to include large screens and enhanced audio facilities in Johnstone Park to allow everyone attending on the day to see and hear all of the ceremonies and services.

The Geelong Peace Memorial can only house a few hundred attendees and it is expected that many thousands of the Geelong community will attend the events in Johnstone Park in 2015. Therefore large screens will be used in the park to allow everyone to engage with, and experience the incredibly special events that will take place on Anzac Day in 2015.

The Geelong RSL Sub-Branch is seeking Council's support by providing a one-off grant of $20,000 to assist with the increased costs of delivering this larger event in 2015.

Environmental Implications

There are no environmental implications associated with this report. All normal event operational procedures will be applied by the event organiser and the City will process the event application in the normal way, providing guidance and assistance as required from the Event Services Unit.

Financial Implications

There is currently no allocation for this grant in the 2014/2015 budget. This would be an additional new budget allocation of $20,000 in the current year's budget in the form of a disbursement to the Geelong RSL Sub-Branch.

Policy/Legal/Statutory Implications

There is no policy, legal or statutory implications in this report. The disbursement would be handled in the same way the Event Services Unit manages a range of disbursements and sponsorship annually. A thorough registration, contract and acquittal process is already in place.

Alignment to City Plan

Anzac Centenary commemorative activities align with Community Wellbeing – connected, creative and strong communities; Healthy lifestyles; Healthy environments and Growing our Economy: Greater Geelong is a leading city for tourism, arts, culture and events.

Officer Direct or Indirect Interest

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

Risk Assessment

There are no extraordinary risk implications as a result of this report.

Social Considerations

The Centenary of the first World War 1914 - 1918 will be commemorated across Australia in many different ways with a significant focus on enhanced events commemorating Anzac Day on Saturday 25 April 2015.

Council's support of the 2015 Centenary of Anzac regional commemorative ceremonies at Johnstone Park is a powerful endorsement and recognition of Geelong's endeavours to mark this chapter in Australian history at a local level.

Human Rights Charter

Rights that will be supported in the commemoration of the Anzac Centenary include celebrating human rights of Freedom and Dignity for our global and local communities.

Consultation and Communication

The event organisers will be responsible for the communication and marketing of their activities. Council also supports all events in promotion of activities open to our community via social media, traditional media and information portals such as Events Geelong.

12. LARA RECREATION RESERVE - INFRASTRUCTURE UPGRADES PROJECT

Portfolio:	**Sport & Recreation – Cr Irvine**
Source	**Projects Recreation & Central Geelong**
General Manager:	**Dean Frost**
Index Reference	**Project: C13847 – Lara Recreation Reserve – Infrastructure Upgrades**

Purpose

The purpose of this report is to seek direction from Council on project C13847 - Lara Recreation Reserve – Infrastructure Upgrade.

Summary

- At its meeting of 13 August 2013 Council amended the project description and budget for Project C13847 changing it from Lara Sporting Club Development to Lara Recreation Reserve – Infrastructure Upgrades.
- Some expenditure has occurred against the project which has been related to the improvement of some facilities and design costs for a new soccer pavilion.
- A project for the construction of a soccer pavilion has been developed and tendered, however a budget shortfall of approximately $180,000 has meant that this project cannot proceed at this point in time.

Cr Irvine moved, Cr Ansett seconded -

That the report be deferred.

Cr Harwood left the meeting room at 9.19pm
Cr Richards left the meeting room at 9.19pm for the evening.

Carried.

Background

As part of the 2012/2013 budget Council allocated $400,000 towards project C13847 Lara Sporting Club Development.

Through a notice of motion on 13 August 2013, unspent funds in C13847 were combined with $35,000 of unspent funds from C14848 - Corio Cricket Club.

The combined project retained the C13847 project number and had a budget provision of $423,040. The project description was amended to 'Lara Recreation Reserve – Infrastructure Upgrades'.

Since the August 2013 report, $31,884 has been expended or committed on cricket practice net improvements, $14,565 expended on temporary building hire costs and $8,400 expended on design related costs for a new pavilion.

Discussion

The Lara Recreation Reserve – Infrastructure Upgrades Project includes provision for the development of a soccer pavilion at the Lara Recreation Reserve.

A tender for the development of a prefabricated building has been advertised and tenders received. However as the costs to deliver the project are significantly over the available budget the tender evaluation panel has recommended that a tender not be awarded.

It is therefore appropriate to advise Council of the status of this project and recommend that a request for additional project funding be referred to the next budget process. The project currently requires an additional allocation of $180,000 to allow the project to proceed.

An alternative option for Council could be to consider reallocating any savings identified during the 2014/2015 financial year to this project should they become available.

A significant component of the additional funding required to complete the project relates to the provision of sewerage connections to the proposed building.

Environmental Implications

Nil

Financial Implications

The Lara Recreation Reserve – Infrastructure Upgrades Project currently has approximately $368,000 of unspent funds remaining.

In order to complete the project an additional allocation of $180,000 is required.

Policy/Legal/Statutory Implications

There are no policy, legal or statutory implications associated with acceptance of this report.

Alignment to City Plan

This project supports strategic directions in our Community Wellbeing, Growing Our Economy, and Sustainable Built & Natural Environment areas.

Officer Direct or Indirect Interest

No council officers involved in this project or report have declared a direct or indirect interest in this matter.

Risk Assessment

There will be a risk to Councils reputation and grant funding commitments if these projects cannot be completed in time for the 2015 pre-school year.

Social Considerations

Sport and recreation plays a key role in the health of our community. While the physical health of the community is the most apparent benefit, sport and recreation promotes increased mental health, social connection and community leadership.

The provision of a pavilion at the multi-purpose sports field at Lara Recreation Reserve will support increased participation primarily in soccer, but also in cricket and baseball. The construction of the pavilion will ensure that access to participation opportunities is supported by adequate facilities, and a safe and welcoming environment is provided for all participants.

Human Rights Charter

It is not evident or likely that this report would negatively impact any of the rights contained in the Charter of Human Rights.

Consultation and Communication

There are no communication issues or requirements with acceptance of the proposed recommendation.

13. DISCONTINUANCE OF ROADS - PART LAKE ROAD, ARMSTRONG CREEK

Portfolio:	**Planning – Cr Heagney**
Source	**Corporate Services - Property Management**
General Manager:	**Peter Bettess**
Index Reference	**Road Discontinuances** **Committee of Management**

Purpose

This Report proposes the partial discontinuance of Lake Road, Armstrong Creek and that Council to be appointed as Committee of Management for the discontinued portion of the road.

Summary

- The closure of the portion of Lake Road (shown cross hatched on the plan attached as Annexure 1) implements the Armstrong Creek East Precinct Structure Plan May 2010 (as amended on November 2011) (Precinct Structure Plan). More specifically, the closure of this portion of Lake Road implements the Precinct Structure Plan's role in the wider Armstrong Creek Growth Area as a greenway as identified in the Structure Plan.
- Discontinuing the road and appointment of Council as the Committee of Management will assist in the management of the greenway and formalise future arrangements where Council manages the land.
- Prior to the discontinuance, service authorities for sewer, water, power, and telecommunications, as well as emergency services, will be notified.
- Notice of the proposed discontinuance is required to be given under s207A of the *Local Government Act* and all landowners with frontages to the portion of road which is proposed to be discontinued will be notified by mail of the proposed discontinuance. If any submissions are received they will be heard by the Submissions Review Panel and a further report will be put to Council. If no submissions are received the road will be discontinued and Department of Environment and Primary Industries (DEPI) will be requested to appoint Council as Committee of Management.

Cr Heagney moved, Cr Ansett seconded -

That Council, in respect of the proposed road discontinuance of part of Lake Road, Armstrong Creek and pursuant to section 206 and clause 2 of Schedule 10 of the Local Government Act ("Act") resolves:

1) **To give public notice as required under ss207A and 223 of the Act allowing anyone to make a submission in relation to the discontinuance of that part of Lake Road cross hatched on the Plan;**
2) **The Submissions Hearing Panel be appointed to hear and report to Council on any submissions in relation to the proposed road discontinuance; and**

3) In the event that no submissions are received:

(a) pursuant to the provisions of Clause 2(3) of Schedule 10 of the Act, notice be published in the Victorian Government Gazette;

(b) that any easements, rights or interests required to be created or saved over the road by any authority be done so and not be affected by the road discontinuance;

4) That correspondence be sent to the Department of Environment & Primary Industries requesting that Council be appointed as the Committee of Management for the discontinued road.

5) That the General Manager – Corporate Services be delegated the power to sign any documents relating to the part road discontinuance.

Carried.

Background

The Armstrong Creek Urban Growth Plan (**ACUGP**) (approved in May 2008) guides the future planning for civil, community and social infrastructure across the Armstrong Creek Growth Area. The ACUGP provides the principles for the planning and development of the Armstrong Creek growth area. More specifically the ACUGP identified and provided for a network of greenways to be delivered across the Armstrong Creek growth area providing for recreation and pedestrian activity. The principles within the ACUGP informed the development of Precinct Structure Plans for the Armstrong Creek Growth Area.

The Armstrong Creek East Precinct Structure Plan approved in May 2010 and amended in November 2011 designates the discontinuance of Lake Road from Barwon Heads Road to Horseshoe Bend Road.

Discussion

The Armstrong Creek East Precinct Structure Plan and background technical reports identify the discontinuance of part of Lake Road, Armstrong Creek to facilitate a network of greenways across the Armstrong Creek growth area with a view to protecting and enhancing significant roadside vegetation.

The greenways will provide a network of recreational walking and cycling trails across the entire growth area through the provision of linear open space corridors along the Barwon River, Armstrong Creek and its tributaries, vegetated rural roads and other new routes that provide direct links to activity centres, schools and major parks.

The area of Lake Road which is proposed to be discontinued is an unmade government road which does not accommodate vehicular traffic. Traffic has not traversed those parts of the unmade government road for some time.

Environmental Implications

There are no environmental implications arising under this Report.

Financial Implications

There are no financial or budgetary implications arising from the proposed part road discontinuance.

Policy/Legal/Statutory Implications

Before proceeding with the proposed discontinuance, Council must give public notice of the proposed discontinuance in accordance with ss207A and 223 of the *Local Government Act*. The Act provides that a person may, within 28 days of the date of the publication, lodge a written submission regarding the proposed road discontinuance..

Where a person has made a written submission to Council requesting that he or she be heard in support of a written submission, the submission(s) will be heard by the Submissions Hearing Panel. The Panel will further report to Council on the outcome of the hearing.

If there are no submissions the road will be discontinued in part.

Alignment to City Plan

This Report aligns with the City Plan initiatives of Community Wellbeing, Growing the Economy and Sustainable and Built Environment.

Officer Direct or Indirect Interest

No officers involved in the preparation of this Report have a direct or indirect interest in the matters to which this Report relates.

Risk Assessment

The risks involved in the deviation and exchange of land are not significant and can be managed in the normal manner

Social Considerations

This Report has no impact on social considerations.

Human Rights Charter

This Report has no impact on human rights.

Consultation and Communication

A very extensive public consultation process was carried out by Council as part of the adoption and implementation of the ACUGP together with the preparation, development and approval of the Armstrong Creek East Precinct Structure Plan.

14. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER T1400034 PROVISION OF PLANT HIRE SERVICES

Portfolio: **Infrastructure, Parks and Gardens – Cr Ellis**
Source: **City Services**
General Manager: **Gary Van Driel**
Index Reference: **Project T1400034**

Purpose

To provide Council with the prerequisite information to facilitate the approval of the tender evaluation panel's recommendation in relation to the provision of plant hire services.

Summary

- Council has sought tenders for the Provision of Plant Hire Services. The services associated with the Plant Hire Panel Contract Arrangement involve the hire of construction plant and equipment on an as required basis. Council will only require the use of construction plant and equipment hire from external contractors in the event that Council plant and equipment is unsuitable or unavailable.
- The successful tenderers will be appointed as preferred suppliers to a panel of providers for the provision of this service.
- The provision of plant hire services will be effective for a three year period commencing 1 January 2015 and concluding 31 December 2017. Council has an option to extend the period by two twelve month periods.
- A total of forty (40) companies have provided tender submissions for the provision of these services.
- Following a detailed evaluation of each of the submissions it is considered that the tender submission's listed in the "Recommendation" section of this report are preferred.

Cr Ellis moved, Cr Macdonald seconded -

That Council:

1) accept the tender submissions from the below listed forty tenderers for Tender No T1400034 – Provision of Plant Hire Services for the associated schedule of rates (excluding GST); and

Tenderer	
Aim Site Hire Pty Ltd trading as Aim Hire	**Anthony Tromp**
Bartletts Waste Management Pty Ltd trading as Bartlett's Environmental	**Diamond Earthmoving & Cartage P/L**
CDN Constructors Pty Ltd (ATF) CDN Constructors Unit Trust	**Geelong Kerbing Pty Ltd trading as G.K. Excavations**
Civil Force (Vic) Pty Ltd (ATF) Norris Business Trust	**Jadeho Pty Ltd**
Draper's Civil Contracting Pty Ltd	**Kerr's Northside Hire Pty Ltd (ATF) the Kerr Family Trust trading as Kerr's Hire (*)**

Harcom Pty Ltd	**Lantrak Pty Ltd**
Hoare Brothers Pty Ltd	**Marendaz Excavations Pty Ltd**
Kennards Hire Pty Ltd	**P J & L Wiffen Pty Ltd**
Norris Plant Hire (Geelong) Pty Ltd	**Richmor Holdings Pty Ltd**
NW Sand & Soil Pty Ltd trading as Tidytown Bin Hire	**Stephen Blake as Trustee Blake Property Trust**
Office Cleaning Services Pty Ltd trading as Tutt Bryant Hire	**Total Tree Care Pty Ltd**
PJM Machinery Pty Ltd	**Turf Care & Hire Pty Ltd**
PatAsh & Civil Group Pty Ltd	**W & B Dando Pty Ltd – ATF The Dando Family Trust**
Porter Constructions (Vic) Pty Ltd as Trustee for Pitman Investment Trust	**DP & JL Dunoon Pty Ltd trading as Newcomb Sand & Soil Supplies**
Porter Excavations Pty Ltd trading as Porter Plant	**Four Seasons Waste Pty Ltd as Trustee for the Four Seasons Waste Unit Trust**
Rob Davis Earthworks Pty Ltd (ATF) the Davis Family Trust	**S J Robins (Vic) Pty Ltd**
Sherrin Hire Pty Ltd trading as Boom Sherrin (*)	**Bellarine Tree Service Pty Ltd**
Thompson Bros Earthmoving Pty Ltd	**Coates Hire Operations Pty Ltd trading as Coates Hire (*)**
Lawrence Vic Pty Ltd (ATF Lawrence Family Trust)	**Vegetation Management & Greenwaste Recycling P/L trading as Green Care Mulching**
A & K Tucker Excavations Pty Ltd (ATF The Tucker Business Trust)	**Russell Brown trading as Russell Brown Bobcats & Tip Services**

2) sign and seal the contract documents.

Carried.

Report

Background

Tenders for the Provision of Plant Hire Services were invited via public advertisement in the Geelong Advertiser and The Age and on Tenderlink on Saturday 1 March 2014.

At the close of tenders on 26 March 2014 Council received forty tender submissions as detailed above. All tenderers submitted hourly or daily hire rates for various types of plant exclusive of GST.

Discussion

The tender submissions associated with this (project/service) were evaluated by a panel consisting of:

Gary Van Driel	General Manager, City Services
Bruce Harper	Coordinator Fleet
Don Chapman	Fleet Services Supervisor
Anne Miller	Water Management Officer
Peter Walker	Senior Contracts Officer (non-voting member)

Stage One – Mandatory Criteria

OHS Mandatory requirements applies to this Tender.

Each of the submissions responded to the other mandatory requirements set down in the Tender documents. In a number of instances further supporting OHS documentation was requested from Tenderers to ensure that they conform to the mandatory OHS requirements.

Stage Two –Comparative Criteria

Tender submissions were assessed based on the respondent's performance or tender response in the following areas:

Criteria	Weighting
Project Delivery (including capability and experience, past performance, proposed plant & equipment levels and proposed staffing levels and competencies)	90%
Economic Contribution to the Geelong Region	10%
	100%

The Evaluation Panel deemed that all tenders as submitted have the necessary skills, experience and resources to undertake the required services during the course of the contract period. All tenderers were made aware that Council reserves the right to appoint several Plant hire contractors to undertake the services required and warrants no volume of work to any of the selected contractors.

The evaluation panel agreed that by having a panel of forty contractors Council should have sufficient plant available over the period of the contract to satisfactorily meet its operational needs. Three tenderers (*) have requested some changes to our standard Terms and Conditions of Contract. These three companies have been included in the proposed panel at this stage. Council will undertake further negotiations with these companies to agree on contract conditions that will satisfy both parties. It is believed that a resolution can be completed in the coming weeks before contracts would be issued to these selected suppliers.

The Evaluation Panel has reviewed the rates as tendered and considers that Council will be able to obtain value for money to Council from the proposed panel.

Environmental Implications

Any environmental implications associated with this contract will arise from the execution of this service. It is considered that these are the responsibility of the Contractor and will be managed through the contract documentation.

Financial Implications

This is a schedule of rates tender and will rely upon the amount of funds allocated in the Budget Code 4510 - Recurrent. The budget allocation for this service is approximately $2,250,000.

Policy/Legal/Statutory Implications

The requirements of Section 186 of the Local Government Act have been complied with for this tender. There are no other policy, legal or statutory implications associated with this tender process.

Officer Direct or Indirect Interest

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

Risk Assessment

There are not considered to be any risks associated with the acceptance of this tender that cannot be managed through the contract conditions.

Social Considerations

There are no social implications that will arise from the acceptance of this tender.

Human Rights Charter

There are not considered to be any Human Rights impacts associated with the acceptance of this tender that cannot be managed through the contract conditions

Consultation and Communication

There are no communication issues that will arise from the acceptance that cannot be managed through the contract conditions.

15. CONTRACTUAL MATTER

Portfolio:	**Finance – Cr Lyons (Mayor), Cr S Kontelj & Cr E Kontelj**
Source	**Corporate Services – Financial Services**
A/General Manager:	**Michael Kelly**
Index Reference	**Financial Management \ Reporting**

Cr Fisher moved, Cr Heagney seconded -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

16. AUDIT ADVISORY COMMITTEE SUMMARY REPORT

Portfolio: **Governance – Cr Lyons (Mayor)**
Source: **Corporate Internal Auditor and Ombudsman**
Chief Executive Officer: **Gillian Miles**
Index Reference: **Audit CG - Internal**

Cr Fisher moved, Cr Heagney seconded -

That in accordance with Section 89 (2) (h) of the Local Government Act 1989, this matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

NOTICE OF MOTION – Cr B Harwood

COMMUNITY CONCEPTS

Due to the recent feedback that a number of community organisations have not yet been able to complete a potential Community Concepts application for 2015/16, I seek that Council re-open the website on line process for an extended period from the 9 December to 24 December 2014.

This is to ensure all opportunity has been afforded our community organisations to potentially complete a community concept application. The applications will then be assessed through the normal budgetary process.

Cr Heagney moved, Cr Fisher seconded –

That -

1) **Council re-open applications for the Community Concepts for consideration in the Council 2015/16 budget;**

2) **the applications be available to process via the Council's website from 10am on Tuesday 9 December until 4pm on Wednesday 24 December 2014.**

Cr Harwood re-entered the meeting room at 9.26pm

Carried.

ASSEMBLY OF COUNCILLORS RECORD

Portfolio: **Governance – Cr Lyons (Mayor)**
Source: **Corporate Services**
Act/General Manager: **Michael Kelly**

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 Heagney moved, Cr Macdonald seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCILLORS
(Council Meeting 9 December 2014)

Assembly Details	Councillor Attendees	Officer Attendees	Matters Discussed	Conflict of Interest Disclosures
Bellarine Rail Trail Advisory Committee **10 September 2014**	R Macdonald	S Rodwell (OFF)	• Outstanding Action Items • BRT Improvement Project Update • Chicane Review Update • Representative Organisation/Member Activity Reports • General Business	Nil.
Community Arts and Festivals Assessment Committee **23 September 2014**	Crs Richards, Farrell	K Paton (MGR) D Esler (CO ORD) J Rowe (OFFICER)	• Business Arising • 2013-2014 Program Process Overview • 2014-2015 Grant Round Financial Summary • Community Arts Grants Applications 2014-2015 • Community Festivals Grants Applications 2014-2015 • General Business	Cr Farrell declared her role as Board Member for Courthouse Arts Inc and Chair of the Potato Shed Committee of Management.
Councillor Briefing **2 December 2014**	Crs Lyons, Ansett, Ellis, Farrell, Fisher, Harwood, Heagney, Irvine, Macdonald	G Miles (CEO) D Frost (GM) J McMahon (GM) M Kelly (A/GM) G Van Driel (GM) P Bettess (GM) R Grant (MGR) S Sodomaco (MGR) F Hemingway (MGR) K Paton (MGR) V Shelton (MGR) A Paterson (EO – MAYOR) R Bourke (CO ORD)	• Presentation – New Bus Network for Greater Geelong • Victorian Auditor General's Report – Managing Landfills • 2015 Centenary of Anzac Commemorations • Local Government Performance Reporting Framework Indicators Progress Update • Quarterly Financial Report 30 September 2014 • Update and Memorandum of Understanding with Tourism Greater Geelong and The Bellarine Inc • Geelong Gallery Redevelopment • Contractual Matter (Confidential) • Discontinuance of Part of Lake Road, Armstrong Creek • Draft G21 and AFL Barwon Regional Strategy • Greater Geelong Open Space Strategy – Situational Analysis, Vision and Principles • Courthouse Youth Arts Triennial Funding Agreement • Local Law Review • M~M2014 • Consideration of Tender Submission for Tender T1400034 – Provision of Plant Hire • Services	Nil.

Cr Macdonald moved, Cr Heagney seconded –

That the meeting be closed to the public.

Carried.

The Meeting was closed to the public at 9.34pm

A record of the proceedings of this section of the meeting is contained in a Confidential Minute Book.

The Meeting was opened to the public at 9.37pm

As there was no further business the meeting closed at 9.37pm. Tuesday, 9 December 2014.

Signed: _____
Chairperson

Date of Confirmation: _____