

MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 26 May 2015

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, Climate Change)

Cr. J. Farrell (*Beangala*)

(Community Safety, Youth, Women in Community Life, Finance)

Cr. K. Fisher (*Corio*)

(Community Development, Tourism)

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*)

(Veteran Affairs)

Cr. R. Macdonald (*Cheetham*)

(Major Projects, Knowledge Economy & Education)

Cr. R. Nelson (*Deakin*)

(Major Events)

Cr. A. Richards (*Buckley*)

(Environment & Sustainability, Transport, Arts & Culture, Climate Change)

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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, 26 MAY 2015
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), D Frost (General Manager Strategy & Performance), P Bettess (General Manager Planning and Tourism), V Shelton (Acting General Manager City Services), L Quinn (Acting General Manager Community Services), J McMahon (Acting General Manager Projects, Recreation and Central Geelong), R Bourke (Governance Co ordinator), K Krastins (Community Development Planner), J Merlo (Senior Media Officer), 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.

Council also recognizes the presence of Aboriginal Elders and members of the Aboriginal community who are joined with us here tonight.

The Mayor then introduced Uncle Bryon Powell - Chairperson from Wathaurung Aboriginal Corporation who performed a Welcome to Country.

APOLOGIES: Nil.

LEAVE OF ABSENCE:

Cr Heagney moved, Cr Ansett seconded –

That Leave of Absence be granted to Cr Lyons (Mayor) from 15 June until 28 June 2015, inclusive.

Carried.

CONFIRMATION OF MINUTES:

Cr Ansett moved, Cr E Kontelj seconded -

That the Minutes of the Ordinary Meeting held on 12 May 2015 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.

Evan Hardie submitted questions in relation to the sale of land in Ocean Grove prior to the meeting.

Mary Wallace asked:

- 1) Through you, Mr Mayor, because Rhiannon Bourke has been Governance Co ordinator since at least the start of 2012 and has formal responsibility for the Council Minutes, could she confirm that the Minutes that were removed from the public Council website in December 2012 were from the end of 2011 going back approximately ten years?

The Mayor took the question on notice.

- 2) When my husband here on 9th September 2014 raised the removal of public access to pre-2012 Minutes from the Council website, Cr Rod Macdonald said he had recently accessed Minutes from 2008 and, when my husband next raised the matter on 11th November 2014 Cr Rod Macdonald said he just used Google and since we have found trying to access pre-2012 Minutes using a Google search hit and miss, haphazard, unreliable and since on the Council website page regarding pre-2012 Minutes, it only advises to contact a customer service centre, nothing about going to Google, could Cr Rod Macdonald explain what he meant?

The Mayor responded the issue has already been responded to and is repetitive and frivolous in nature and therefore disallowed.

Vicky Grosser representing the Geelong One Fire Reconciliation Group addressed Council as follows:

Geelong One Fire Reconciliation Group appreciated Cr Eddy Kontelj and officer Kevin Krastins coming to meet with us and local Aboriginal interested parties in February this year, for an update on the first year of the Karreenga Action Plan. In particular, we discussed ways to progress the Aboriginal Employment and Economic Development strategies and outcomes, including permanent and integrated jobs within Council.

One Fire members would be pleased to be engaged in the plans progress over the coming year, and would like to hear how the actions planned for 2015/16 on Page 3 of the Council report will be implemented.

We are also interested in how awareness of the plan in the wider community will be developed.

The Mayor responded that the issues raised will be addressed during debate of the item.

Cr E Kontelj added that he would elaborate further during the debate and that he is happy to meet to discuss the matter further.

PETITIONS: Nil.

1. KARREENGA ABORIGINAL ACTION PLAN 2014–2017 – ANNUAL REPORTING 2014/2015

Portfolio:	Aboriginal Affairs – Cr Eddy Kontelj
Source	Community Services – Community Development
General Manager:	Linda Quinn
Index Reference	Australian Aboriginal & Indigenous Matters

Purpose

This purpose of this report is to update Council regarding the progress of the Karreenga Aboriginal Action Plan 2014–2017 during the 12 month period 2014/2015.

Summary

- On 27 May 2014 Council adopted the Karreenga Aboriginal Action Plan 2014–2017 (Action Plan), the first Aboriginal Action Plan that Council has prepared.
- This report coincides with Reconciliation Week 2015. A key action occurring during the week is a projection on City Hall showcasing local artists. The projection is a celebration of the strength and continuing culture of our local Aboriginal community.
- Over the past decade the City of Greater Geelong has actively demonstrated a commitment to Aboriginal Reconciliation through combined projects and partnerships with the Aboriginal community in Geelong including, Wathaurong Aboriginal Corporation, Wathaurong Aboriginal Co-operative, Narana Creations, and engagement with the Geelong One Fire Reconciliation Group. It is with these groups that the Action Plan was developed.
- On adopting the Karreenga Plan Council resolved that an annual report would be presented to Council outlining outcomes achieved.
- Council has consulted with both Wathaurong Aboriginal Co-operative and Wathaurong Aboriginal Corporation as part of the annual review.
- A summary evaluation detailing outcomes and actions of the 12 month period, May 2014 to May 2015 is provided (Attachment 1). The range of actions and outcomes include:
 - Recognition of the strengthening and positive working relationship with Aboriginal communities;
 - The installation of additional flag poles on City Hall to enable the Aboriginal Flag to fly on a permanent basis;
 - Increased promotion of Aboriginal culture through arts and storytelling;
 - Guidance was sought from the Wathaurong Aboriginal Co-operative and Wathaurong Aboriginal Corporation in the naming of the Boorai Centre in Ocean Grove and Bop Bop Karrong in Barwon Heads.

Cr E Kontelj moved, Cr Fisher seconded -

That Council receives and notes the outcomes achieved in the Karreenga Aboriginal Action Plan 2014–2017.

Carried.

Background

Over the past decade the City of Greater Geelong has actively demonstrated a commitment to Aboriginal Reconciliation through combined projects and partnerships with the Aboriginal community in Geelong including, Wathaurung Aboriginal Corporation, Wathaurung Aboriginal Co-operative, Narana Creations and engagement with the Geelong One Fire Reconciliation Group. It is with these groups that the Karreenga Aboriginal Action Plan 2014–2017 was developed.

While a great deal has been achieved in this time, it is recognised there remains a significant amount more that Council can achieve in collaboration with the Aboriginal community in this region.

Council adopted the Action Plan at its meeting on 27 May 2014. This is Council's first Action Plan in relation to the Aboriginal community.

The Plan identifies 50 actions, divided across five key themes which are: cultural recognition and respect, employment and economic development, family and community support, Aboriginal cultural heritage, and arts and social enterprise.

Discussion

This update report details the actions commenced and undertaken in the 2014 to 2015 year (May to May) as part of the Karreenga Aboriginal Action Plan 2014–2017.

An internal working group has been established and this provides the forum to consolidate and assist development of programs, information sharing, identification of partnership opportunities and key issues.

Many of the actions identified in the Action Plan aim to build and sustain partnerships with the Aboriginal community based on principles of mutual respect and commitment. The actions acknowledge the past and build a framework for a shared future in the areas of health and wellbeing outcomes, engaging young people, supporting and providing children's services, as well as enhancing employment outcomes.

In reviewing the past 12 months it was unanimously acknowledged that the Plan has provided the platform to build on and enhance relationships with Aboriginal people and communities.

In total the Action Plan articulates 50 actions. In year one 26 of the actions have commenced with at least 40 projects and programs occurring across various Council departments.

Many of these actions build on work already occurring and will be ongoing recurrent organisational commitments. Examples of this include support for the seeking of funding for local Aboriginal businesses, Council advocating on particular priority topics and ongoing programs such as public immunisation.

Two completed actions include the Aboriginal flag now being flown on a permanent basis at City Hall, and the implementation of agreed wording for Acknowledgment to Country.

A 2015 Reconciliation Week Projection on City Hall commences 29 May and runs to 7 June. This will showcase Aboriginal art prepared by local artists young and old. This is a celebration of the strength and continuing culture of our local Aboriginal community.

Council will continue to implement the actions over the life of the Action Plan in collaboration with Aboriginal and non-Aboriginal people, demonstrating respect for Aboriginal cultural heritage, and ensuring equality of opportunity and access in all dealings with Council.

Actions yet to commence include preparation of a Treaty/Agreement, Council Reconciliation Week award and township place naming protocol. A review of the Statement of Recognition and Commitment 2009 is required and will be subject to a further report to Council in the next 12 months.

Various Units within Council including Community Development, Arts and Culture and Family Services, continue to work closely with Aboriginal Elders and groups to reach positive outcomes.

The Aboriginal community will continue to work with Council in progressing the Action Plan and its implementation.

During the coming 12 month period (2015/16), the priority actions in the Action Plan include:

- Aboriginal employment opportunities, strategies and outcomes, both within Council and the broader region
- Review of the Indigenous Statement of Recognition and Commitment 2009, contained in the Action Plan.

Environmental Implications

The City of Greater Geelong is required to ensure that all land use development complies with requirements of the Aboriginal Heritage Act 2006.

Financial Implications

Council's Annual Budget provides the resource planning to support the initiatives identified within the adopted Annual Business Plan.

Policy/Legal/Statutory Implications

The Aboriginal Heritage Act 2006 is the Victorian Government's legislation for protecting Aboriginal cultural heritage.

Council has an obligation to comply with the Act including consulting with Wathaurung Aboriginal Corporation as the Registered Aboriginal Party for the Geelong region on Aboriginal cultural heritage matters.

At the State level the objectives of Council under the Local Government Act 1989 are to improve the overall quality of life of people, including provisions with respect to equal employment opportunity.

The Action Plan is also aligned in the local context to the Geelong Public Health and Wellbeing Plan 2013–2017, and has included a community workshop with the Aboriginal community.

Alignment to City Plan

The Action Plan is underpinned by Council's Our Vision Statement in City Plan 2013–2017 (2014–2015 update), reflected in the statement '*The importance of continuing to build our community*'.

It aligns with the Community Wellbeing Strategies and Master Plans and key partnership including Wathaurung Aboriginal Co-operative and Wathaurung Aboriginal Corporation.

Officer Direct or Indirect Interest

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

Risk Assessment

The Action Plan outlines shared directions and priorities for the future. Any future opportunities will be subject to Council reports following consideration and research of funding and partnership opportunities.

Social Considerations

The Action Plan seeks to realise Council's vision in strengthening its relationship and developing partnerships with the Aboriginal community. The Action Plan is also intended as a guide to support implementation of actions into the future.

The City is committed to delivering the Action Plan and working with Aboriginal communities and other stakeholders towards reconciliation.

Publicly affirming Council's commitment to forming partnerships with Aboriginal communities is viewed as an important way Council can support reconciliation and respect.

Human Rights Charter

This report accords with the UN declaration on the rights of Indigenous people, *that Indigenous peoples are equal to all other peoples, while recognising the right of all peoples to be different, to consider themselves different, and to be respected as such.* This report also accords with *indigenous peoples, in the exercise of their rights, should be free from discrimination of any kind.*

Consultation and Communication

Council's Community Development Department is responsible for the communication of this report in conjunction with other relevant Council Departments as listed in the Action Plan.

CITY OF GREATER GEELONG

Karreenga Aboriginal Action Plan

2014 - 2017

Outcomes
Achieved
2014/2015



The outcomes achieved, as identified under the five key theme areas, are as follows:

1. CULTURAL RECOGNITION AND RESPECT

ACTION 2	
Seek financial assistance and maintain a relationship with the Aboriginal communities	• In 2014 funding was distributed to 27 kindergartens and preschools benefiting 50 Indigenous preschoolers (39 four yr olds and 11 three yr olds). • A Supplementary Recurrent Assistance funding program, provided through Dep't of the Prime Minister and Cabinet, has been distributed. • Submitted for a grant to develop the Koorie Youth Leadership and Advisory Group, under the Department of Justice Frontline Youth Initiatives Community Grants Program.
ACTION 3	
Hold regular meetings with senior officers, Elders and	• Regular meetings held with representatives of Wathaurong and Wathaurung, as well as Narana.
ACTION 4	
Discussion on Welcome to Country	• Promotion of Welcome to Country to ensure this is undertaken by recognised Traditional Owners.
ACTION 5	
Share the agreed wording for Acknowledgment to Country	• Words agreed for Acknowledgment to Country recognising Traditional Country now adopted and used at Council Meetings and civic events.
ACTION 7	
Boundary signs at key entrance points	• Agreed wording canvassed for Welcome to Geelong road entry signs, with final discussions to occur.
ACTION 8	
Flying of Aboriginal flag on Council buildings	• Additional flag poles installed to enable the Aboriginal flag to be flown on a permanent basis at City Hall.
ACTION 9	
Promote Reconciliation Week and NAIDOC Week	• 'Close the Gap' and 'NAIDOC Week' posters displayed on the Community Billboard. • Reconciliation Projection program developed to run at City Hall in May 2015.
ACTION 10	
Provide Aboriginal cultural awareness	• The fOrT Youth Centre delivered Cultural Immersion Training in Dec. 2014 for staff from across Council.
ACTION 13	
Integrated responses to activities associated with Aboriginal Affairs	• Participation in the Aboriginal Partnership Network in Geelong. • Waddawurrung Smoking Ceremony held at the M~M2014 Opening Ceremony at You Yangs Big Rock and other civic events. • Support to the development of a youth-led Koorie youth group is provided through an integrated working group chaired by City of Greater Geelong.



2. EMPLOYMENT AND ECONOMIC DEVELOPMENT

ACTION 3	
Foster relationships for work experience and student placements	The fOrT Youth Centre currently has a school based apprentice one day per week completing a Certificate 3 in Community Services.
ACTION 5	
Reach and maintain employment of Aboriginal people	Continue discussion on Home And Community Care Traineeships in Aged Care. Two traineeships are to be offered; and advertised mid-2015.
ACTION 10	
Promote and support local Aboriginal enterprises such as Wathaurong Glass and Narana Creations for Aboriginal Business Excellence Awards	- Wathaurong Glass is included as part of the 'Glass Trail' on Council's new Geelong Arts and Culture Trails app, released Feb 2015. - Wathaurong Glass and Narana Creations will be included as part of a forthcoming 'Indigenous Trail' and a municipal-wide 'Art Studios and Galleries Trail' on the same app.

3. FAMILY AND COMMUNITY SUPPORT

ACTION 3	
Encourage participation of Aboriginal families and children (0–4)	- Rosewall kindergarten is located at Wathaurong Aboriginal Co-operative. - The early childhood centre at Barwon Heads is named 'Bop Bop Karrong'. - Aboriginal families and children participate through cultural programs offered at Rosewall Kindergarten and Ariston (City Learning and Care Centres), and The Link – Whittington. - Distribution of funding to Aboriginal children in government and not-for-profit, non-government pre-schools (kindergartens), and pre-school centres.
ACTION 4	
Support parents and families to care for children by providing relevant education programs and assistance	- Relevant, culturally sensitive programs are offered through the various Council child care centres. - Cultural training provided to staff who work with parents and families to learn about resources available.
ACTION 5	
Advocate for funding to youth programs. Focus of programs on active living and education in the education system	- Youth Development Unit developing a coordinated approach to Aboriginal matters. - Partnering with State Government and Secondary schools to develop and maintain the youth led Koorie Youth Group. - Working in partnership with Dept of Education and Training, focussing on community and schools. - The Youth Development Unit delivered a leadership camp in Sydney at the National Centre of Indigenous Excellence with five Koorie young people from across Geelong attending.



3. FAMILY AND COMMUNITY SUPPORT (CONT)

ACTION 10	
Support families with young children through the provision of maternal and child health services	In 2013/2014 there were 135 Aboriginal and Torres Strait Islander children enrolled in City of Greater Geelong Maternal and Child Health programs.
ACTION 11	
Public immunisation program	Public immunisation program continues at local secondary schools, General Practitioners, Wathaurong Aboriginal Co- operative and through Barwon Health Corio, Newcomb, Newtown, Belmont, Ocean Grove.
ACTION 12	
Implementation of the Mingo Waloom Aboriginal Best Start Program	Participation on the Mingo Waloom Best Start Partnership Group meeting each month and support in implementing actions plan activities of increased engagement of Aboriginal children in Kindergarten and Maternal and Child Health services.
ACTION 13	
Continue Home and Aged Community Care services to Aboriginal people	This service has increased substantially in the past two years from 5 to 14 Aboriginal people.
ACTION 15	
Investigate the proposed building expansion of Wathaurong Aboriginal Co-operative	There is continued discussion with Wathaurong Aboriginal Co- operative on this project.

4. ABORIGINAL CULTURAL HERITAGE

ACTION 1	
Observe the requirements of the Aboriginal Heritage Act 2006	Council continues to observe and promote awareness of the requirements of the Act across operational matters including planning permit applications; capital projects.
ACTION 2	
Work with Wathaurong Aboriginal Corporation in relation to Aboriginal cultural and heritage matters	Ongoing discussion and collaboration with the Wathaurong Aboriginal Corporation as the Registered Aboriginal Party (RAP) on Aboriginal cultural heritage matters.
ACTION 3	
Through the Cultural Heritage Management Planning processes, recognise and protect sites that are culturally significant as required by the Aboriginal Heritage Act 2006	Procedures have been put in place to ensure that the City recognise and protect sites that are culturally significant. This occurs at the very early preplanning stage through site visits with representatives from the RAP for advice around capital works and other projects that might impact on cultural heritage.
ACTION 4	
Support the interpretation of Aboriginal cultural heritage places	- Completed image of King Billy in Dennys Place in Central Geelong, in conjunction with Wathaurong Aboriginal Corporation. - A Contemporary Songline was developed as part of M~M2014 – Geelong's Extreme Arts walk. - Waddawurrung and Wathaurong community Elders were consulted in the development of interpretive text for sites included on the Geelong Arts and Culture Trails app, and stories housed on the Connecting Memory digital storytelling app.



5. ARTS AND SOCIAL ENTERPRISE

ACTION 2	
Support the use of Aboriginal street names	• Directional road signage to Wathaurong Aboriginal Co- operative on Melbourne Road; undertaken in conjunction with VicRoads. • Aboriginal street name used in Armstrong Creek.
ACTION 3	
Develop community information and awareness resources to appreciate Aboriginal culture and heritage to the City.	• Development and implementation of Indigenous garden and artwork at Whittington. • ‘Close the Gap’ and ‘NAIDOC Week’ posters displayed on the Community Billboard. • The Geelong Arts and Culture Trails app highlights a number of significant Aboriginal cultural and heritage sites. • Use of Aboriginal names for Council facilities, such as Bop Bop Karrong Barwon Heads (Early Learning Centre) and Boorai Centre Ocean Grove (Integrated Child and Family Centre).



2. DIGITAL GEELONG

Portfolio:	Knowledge Economy - Cr Macdonald
Source	Projects, Recreation and Central Geelong - Enterprise Geelong
A/General Manager:	Jenny McMahon
Index Reference	Subject: Economic Development / Geelong ICT Cluster Development

Purpose

To seek Council endorsement for the *Digital Geelong* strategy (*previously distributed with briefing papers*).

Summary

- *Digital Geelong* was commissioned to ensure that the City of Greater Geelong is at the forefront in engaging with and serving its community and businesses, in whatever medium they wish to use.
- A key aim is to maximise the efficiencies and benefits available from digital technologies, at a time of pressure on public finances, to deliver even more value for money and impact to Geelong by placing the city as a nationally recognised leader within the digital economy.
- The civic insight that will, in the digital era, become available to Council whether from its own operations or the information provided by its service users in the community, business and other partners can, if properly managed, enable the Council to not simply improve its own performance but also that of the city itself.
- *Digital Geelong* is about a different way of doing things social media is one part of that but the underlying change to systems, working practices, understanding and culture is the key.
- Significant consultation was conducted throughout the development of the *Digital Geelong* strategy. This was achieved through a series of workshops and individual meetings with key stakeholders and representatives from peak industry, community bodies, education, government, IT and the community.
- The *Digital Geelong* report is built around four principles, being:
 1. Helping everyone join in;
 2. Putting the customer in control;
 3. Digital by default;
 4. Geelong public services together – sharing information on a common platform.
- Aligned to these 4 principles the strategy contains 29 recommendations that have been broken down into the following 3 areas
 1. Internal Focus – those actions that largely rest within the City of Greater Geelong and focus on internal actions;
 2. Community Focus – those actions that are externally community orientated and seek to address the digital divide;
 3. Business Focus – those actions that seeking to work with external businesses to strategically enhance their presence in the digital space.

Cr Macdonald moved, Cr Richards seconded -

That Council:

- 1) endorse the *Digital Geelong* strategy (Appendix 1);**
- 2) receive a further report within two months including an Implementation Plan detailing the actions, timelines and required resources to successfully deliver the strategy.**

Carried.

Background

Digital Geelong was commissioned to ensure that the City of Greater Geelong is at the forefront in engaging with and serving its community and businesses, in whatever medium they wish to use

A key aim is to maximise the efficiencies and benefits available from digital technologies, at a time of pressure on public finances, to deliver even more value for money and impact to Geelong by placing the city as a nationally recognised leader within the digital economy

In a global environment of rapid change our ‘business models’ – how we do business, how we engage with and serve customers, clients and residents and how we operate – are being disrupted and transformed. This is true, not only in the public sector but also in private enterprise, not for profit sectors and in the general community.

Driven by internet-enabled convergence, we are now seeing even greater transformation than we have experienced to date. Content, data, people, businesses and places are now connecting in new ways to deliver dramatically new applications, services, experiences and markets and the very way we manage our economies, our cities and our public services.

We are entering a world of big data when sensors in infrastructure or GIS monitoring produce real-time information on such things as the use of public transport, congestion, noise levels, availability of parking spaces, road closures, or energy usage. Cities themselves are becoming networks producing data on city performance – city analytics – which citizens will increasingly wish to access and which city governments will increasingly need to use to shape their operations, to manage their cities more effectively and exploit their opportunities.

The pressures to provide empowered consumers with the services and products they want, when they want them and where they want them, 24/7, are leading to a new way of delivering public services around the consumer experience. The leading local governments are re-shaping how they engage with their residents and businesses both in designing effective services and in delivering them. Expectations are rising and Geelong wishes to meet or indeed exceed them.

As with all change disparities in access and opportunity emerge which needs to be considered and addressed in a strategic sense, in this case the digital divide as it has been termed must be considered and addressed. Determined that all in the community must benefit, *Digital Geelong* has ‘digital inclusion’ at its heart. Council will work with partners from the public, not for profit and private sectors, to ensure our community and business have the skills and infrastructure required to participate fully in the digital era.

Discussion

The *Digital Geelong* strategy will place the City of Greater Geelong at the forefront in developing new methods of communication and analysing what we do. This digital leadership will drive efficiencies and cost savings to current communication and transaction methods but more importantly develop a deeper understanding of what we do and what the effect of those actions are.

A strategic approach when engaging in new digital platforms and social media, to understand how to listen to the community of Geelong and the best ways to harness the information people give us is essential.

The civic insight that will, in the digital era, become available to Council whether from its own operations or the information provided by its service users in the community, business and other partners can, if properly managed, enable the Council to not simply improve its own performance but also that of the city itself.

With this in mind, the *Digital Geelong* strategy has been formed with four principles at its heart being:

1. Helping everyone join in

Designing accessible services and working for digital inclusion, to ensure that as many people as possible can take advantage of those services. We hope to break down the barriers to those who may be disadvantaged by a lack of skills or confidence or find going online is difficult because of location or affordability.

Many of those who are currently digitally excluded are those who could most benefit. With the aim of creating an inclusive framework, people will be encouraged to go online by, working with partners in the public, private and not for profit sectors to enable better access to training, support networks, and low-cost digital infrastructure.

2. Putting the customer in control

Change the way that Council communicates with its customers, including suppliers, rate payers, and others to ensure the way information and services are made available puts the customer in control of information pertinent to them. This approach will maximise transparency and self-service where possible.

A major benefit of the digital revolution is that it makes it possible for individuals to access their own data and records and to select services to meet their needs, at times which suit them.

Customer transactions will be increasingly designed to be undertaken online and be fully automated, with simple, intuitive interfaces from the perspective of the customer. Transaction examples include placing an order or making a purchase, making a payment, registering a complaint, and reporting a problem. We will overall be tailoring more online services and content so they work better on mobile phones and devices.

3. Digital by default

Embracing digital channels as the default in service design where possible will help to stimulate both opportunity for and benefits to service users and enable overall public service innovation.

Geelong will actively seek a channel shift strategy based on well-designed services which put customers in control and reduce costs: but must continue to facilitate offline services and support those who are not online to ensure they can access every service.

4. Geelong public services together – sharing information on a common platform

Geelong will seek to work with other public sector partners to ensure public services collaborate as much as possible to share insights and where possible, technology and services, making services more efficient for the taxpayer and more joined up for the service user and coordinate impact in the area. Over time, the aim is to increase the publication of relevant data sets for public access across all levels of government.

Aligned to these 4 principles the strategy contains 29 recommendations that have been broken down into the following 3 areas:

1. Internal Focus – Those actions that largely rest within the City of Greater Geelong and focus on internal actions;
2. Community Focus – Those actions that are externally community orientated and seek to address the digital divide;
3. Business Focus – Those actions that seeking to work with external businesses to strategically enhance their presence in the digital space.

It is recommended that a further report be developed including an Implementation Plan detailing the actions, timelines and resources needed to successfully deliver the strategy.

Environmental Implications

The recommendations of the *Digital Geelong* strategy document are considered to provide direction in respect to some of the environmental challenges facing the region driven by changes in the local and global digital environment. The understanding of environmental challenges and our capacity to effect change will be enhanced through a deeper analysis of convergent datasets.

Financial Implications

The *Digital Geelong* strategy has been tentatively allocated \$50,000 in the 2015 / 2016 draft budget. The development of a comprehensive action plan will identify a number of savings opportunities within the organisation that may offset implementation costs.

Policy/Legal/Statutory Implications

There are no known policy, legal or statutory implications.

Alignment to City Plan

This report aligns to 'The Growing the Economy' of our City Plan.
Connected, Creative and Strong Communities.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has declared a direct or indirect conflict of interest in this report.

Risk Assessment

There are no notable risks associated with accepting the recommendation in this report.

Social Considerations

There is a growing body of evidence that shows the importance of and direct correlation between digital inclusion and better social and civic engagement, improved quality of life and higher educational achievement.

Digital inclusion also enhances the ability to participate in the workforce and benefit from economic development opportunities. Such digital inclusion is not just a matter of equity or democratic renewal. The really transformational impact for Geelong's public services – for cost reduction and service efficiency – will come when the largest proportion possible in a local government area is able to engage and transact online.

Human Rights Charter

This report has no direct impact on the human rights of the residents of the City of Greater Geelong.

Consultation and Communication

Significant consultation was conducted throughout the development of the *Digital Geelong* strategy.

This was achieved through a series of workshops and individual meetings with a broad cross section of key stakeholders and representatives from peak industry, community bodies, education, government, IT and the community. These consultation sessions involved over 120 different individuals.

These consultations were then reprised towards the end of the project to allow for further input and to test the assumptions made within the report.

DIGITAL GEELONG

A DIGITAL LEADER IN VICTORIA



GEELONG CAN TRANSITION TO
A NATIONALLY RECOGNISED
DIGITAL ECONOMY. IT WILL
REQUIRE A CONNECTED,
DIGITALLY EMPOWERED AND
INNOVATIVE COMMUNITY WITH
ENTERPRISES AT EASE IN THE
DIGITAL ENVIRONMENT – AND
A DIGITAL CHAMPION. THAT
CHAMPION MUST BE THE CITY.

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GLOSSARY OF TERMS

Crowd Source – In this instance it means, asking the public to provide responses and direction on specific issues or questions

Open Data – Publish information or data collected by the City, for investigation and use by the public.

Big Data – This is to do with the vast amount of information collected

ICT – Information Communications Technology

IS – Information Systems

Digital Disruption – Term used to explain how the increasing digitisation of how we do things, fundamentally changes our lives.



VISION: A DIGITAL LEADER IN VICTORIA

In anticipation of how new, emerging technologies will impact the way we all will communicate, interact and do business. The City of Greater Geelong (CoGG) has commissioned a digital strategy. This is Digital Geelong.

While the arrival of the NBN has been a spur for many areas to commission such a strategy, Digital Geelong has a broader remit. This is to ensure that the council, community and businesses of Geelong are broadband-ready and digitally enabled. That is, they have the infrastructure and connectivity, skills, capability and organisational capacity needed to maximise the benefits of digital, mobile and cloud technologies and to be successful in the emerging digital economy.

Our vision therefore is about a transformed digital council, an empowered community and a networked city confidently embracing the challenges and maximising the opportunities of the digital era. We will re-shape how we design and deliver services, how we engage with our community, how we support the economic competitiveness of Geelong and accelerate innovation and enable new opportunities for its residents.

Name

Position

RECOMMENDATIONS

INTERNAL (COGG) FOCUS

Recommendation 1: Treat staff (and the community) as part of a crowd sourced online problem solving network

Recommendation 2: The City will need to continually improve their understanding of the digital drivers in contemporary cities around the world and the role that they play in delivering Digital Geelong.

Recommendation 3: Build on the local strengths in the digital economy by embracing current and previous initiatives and their relevance to achieving alignment with Digital Geelong.

Recommendation 4: Embrace and implement Digital Geelong as a key part of an integrated growth and talent attraction strategy.

Recommendation 5: Endorse the elements of the council's role at corporate level and identify the champion/s who will take the lead.

Recommendation 6: Develop an implementation strategy that acknowledges the organisational culture changes required to align activities with Digital Geelong.

Recommendation 7: Ensure that a cross-council process of digitisation is led by the CEO with support from the CDO or other relevant officer.

Recommendation 8: Enable staff to use their own devices at work using a 'bring your own device (BYOD)' platform.

Recommendation 9: Save resources by moving transactions online, as stated in the current IS strategy.

Recommendation 10: Use digitalisation to tailor and personalise the City's services. Explore the creation of a personal 'Geelong Account' for online users.

Recommendation 11: Maintain the position of the leading Open Data champion in Victoria. Be recognised for providing access to all types of data sets.

Recommendation 12: Create a Geelong Data Dashboard as a platform for Open Data, for providing acute civic insight and for giving opportunities to partners and residents to read, share and use data.

Recommendation 13: Further explore the implementation of the identified opportunities in which local democracy can be re-invigorated online. Participatory budgeting should be an area of focus.

COMMUNITY FOCUS

Recommendation 14: Create a digital platform called digitalskillsgeelong (for example). The objective of the platform is that it be a one stop shop for gateway digital learning in Geelong.

Recommendation 15: Set an aspirational target of whole of community inclusion. Work with skills providers and not for profit organisations to engage/upskill key target groups.

Recommendation 16: Create a 'Go On, Get Online' initiative; a 'Geelong Digital Mates' project and a Geelong Digital Festival or Digital Day.

Recommendation 17: Exploit the opportunities libraries offer as providers of digital infrastructure and platforms for digital inclusion. In particular exploit the potential of the new central library.

Recommendation 18: Ensure the new library has the capacity, tools and approach to be a Geelong tech-hub, makerspace or fablab in the future.



BUSINESS FOCUS

Recommendation 19: Digital Geelong will continue to build on emerging clusters in health, sports science, retail, university capacity and related analytics.

Recommendation 20: The City should prioritise business support and knowledge transfer initiatives for SMEs – and target intervention to match their different ‘digital profiles’.

Recommendation 21: Use and promote a digital benchmarking tool as indicated and/or work with ICT Geelong to develop such a tool for local use.

Recommendation 22: Partner with tertiary education institutions to attract talent, develop skills – and seek to create a Research Centre for Smart Analytics.

Recommendation 23: Formally recognise that a wide variety of jobs and employment scenarios will be created in the digital economy. Ensure that partners are designing and delivering appropriate training and skills programs to service those job opportunities.

Recommendation 24: The City should maintain its brokering role on behalf of the local economy in discussions with the NBN as to its roll-out schedule and locations – and in relation to mobile services.

Recommendation 25: The City should iteratively release all relevant datasets digitally to help local business development.

Recommendation 26: The City should create local business opportunities, ‘hackathons’ and other incentives using its own and other government agency data to develop digital applications.

Recommendation 27: The City should clarify the role it wishes ICT Geelong to play as part of the digital partnership for Digital Geelong.

Recommendation 28: The City should create and chair a Geelong Digital Partnership involving all key forces required for the strategy.

Recommendation 29: Using the Intelligent Community Forum criteria as benchmarks, seek to establish Geelong as a global Top 21 Intelligent Community by 2019.





INTRODUCTION AND CONTEXT

The City has commissioned *Digital Geelong* to ensure that Geelong Council is a leader in engaging with and serving its community and businesses in whatever channel they wish to use – face to face or digital. A key aim is to maximise the efficiencies and benefits available from digital technologies – at a time of pressure on public finances – to deliver even more value for money and impact to Geelong.

This strategy document is a generative and thought provoking piece that will serve as a reference for Geelong's digital direction over the coming decade. The City of Greater Geelong needs to achieve strategic alignment with all business units before many of the recommendations can be implemented. Implementation activities will be clear, flexible and collaborative, but need to follow the agreement of a digital direction. That direction is contained in the following pages and the activities that preceded it.

The recommendations that are grouped on the previous pages are presented with the context that they relate to for easy navigation and transparency.

DIGITAL DISRUPTION

All our 'business models' – how we do business, how we engage with and serve customers, clients and residents and how we operate – are being disrupted and transformed in the digital era, whether you are in the public, private or not for profit sectors.

Driven by internet-enabled convergence, we are now seeing even greater transformation than we have experienced to date. Content, data, people, businesses and places are now connecting in new ways to deliver dramatically new applications, services, experiences and markets and the very way we manage our economies, our cities and our public services.

BIG DATA

With the 'internet of things' we are entering a world of Big Data when sensors in infrastructure or GIS monitoring produce real-time information on such things as the use of public transport, congestion, noise levels, availability of parking spaces, road closures, or energy usage. Cities themselves are becoming networks producing data on city performance – city analytics – which citizens will increasingly wish to access and which city governments will increasingly need to use to shape their operations, to manage their cities more effectively and exploit their opportunities.

EMPOWERED ONLINE CONSUMERS – BUT STILL THE NEED FOR DIGITAL INCLUSION

This will come as no surprise to many in our community whose own experiences have been radically changed by digital technologies. Such technologies are empowering consumers and transforming the market-place for businesses of all kind whether they are in retail, manufacturing or professional services.

The pressures to provide empowered consumers with the services and products they want, when they want them and where they want them, 24/7, are now leading to a re-design of public services around the consumer experience. The best councils are re-shaping how they engage with their residents and businesses both in designing effective services and in delivering them. Expectations are rising and Geelong wishes to meet or indeed exceed them.

The City of Greater Geelong needs to understand how digital is changing its business model and iteratively redesign services and engagement.

However, as technology changes, significant disparities in access and opportunity are emerging. Unless this is remedied the digital divide will be truly entrenched by the end of the decade. Determined that all in the community must benefit, *Digital Geelong* has 'digital inclusion' at its heart. The City will work with partners from the public, not for profit and private sectors, to ensure our community and business have the skills and infrastructure required to participate fully in the digital era.

Digital inclusion is at the heart of *Digital Geelong*.

DRIVERS FOR CHANGE

- Maximising service efficiency, civic insight and innovation
- Residents as part of the network: crowd-sourcing and shared problem solving
- From e-government to we-government and the economic future of Geelong
- Start from our strengths
- Geelong well placed – with the right strategy
- A timely strategy

1.1 MAXIMISING SERVICE EFFICIENCY, CIVIC INSIGHT AND INNOVATION

The City of Greater Geelong will be a leader by adopting world's best practice in developing new methods of communication. This will drive major efficiencies and cost savings to current communication and transaction methods.

We will also be making the most of new digital platforms and social media, trying to understand how to listen better to the community of Geelong and the best ways to harness the information people give us. The civic insight that will in the digital era become available to the Council – whether from its own operations or the information provided by its service users in the community, business and other partners – can, if properly managed, enable the Council to not simply improve its own performance but also that of the city itself.

Digital Geelong is about a different way of doing things – social media is one part of that but the underlying change to systems, working practices, understanding and culture is the key. We recognised early on in developing our digital strategy – and it's what staff told us in our survey – that setting it within the transformation / culture change agenda of the Council was key to success.

1.2 RESIDENTS AS PART OF THE NETWORK: CROWD-SOURCING AND SHARED PROBLEM SOLVING

But we must also recognise that the best organisations going forward into the digital era see their users/residents as an essential part of their network. This is a key bonus of digital. As commercial and public services move more and more online, so grows the capacity of those who are connected and skilled to engage with service providers and derive better outcomes. Better relationships between council and community can develop. Crowd-sourcing policy innovation, shared problem solving and more instant feedback loops with the public will improve the quality as well as the cost-effectiveness of services.

Digital platforms and social media – with their reach, accessibility, immediacy and ease with which content can be disseminated -allow far more people to contribute to solving a problem, which means potentially far greater efficiency and effectiveness overall. This amounts to a fundamental form of business process reengineering in which citizens and clients take active parts. This also means the City of Greater Geelong can become 'smarter' and learn from customer feedback in a more systematic way, helping the council to deliver better and design services that are more relevant to the needs of our citizens.

This is thus not a marginal strategy for the Council but core to its objectives. *Digital Geelong* is positioned to support the Council's strategic aims while putting the customer / citizen at the centre of the services we provide.

Recommendation 1: Treat staff (and the community) as part of a crowd sourced online problem solving network.





1.3 FROM E-GOVERNMENT TO WE-GOVERNMENT AND THE ECONOMIC FUTURE OF GEELONG

It's about public service efficiency and innovation, individual and community empowerment and democracy itself in an interactive era. We will use all opportunities provided by digital media and high speed broadband to increase the capacity of our citizens to communicate with us and with one another, to share key data, to open up access to both policy development and the political process and to work with us to deliver better services and outcomes. For Geelong, this is not just about e-government. It's about 'we-government'.

It's also about the future of Geelong as a diverse and flourishing digital economy and the role the Council can play. We will support local businesses and our community to meet the challenges of, and exploit the opportunities of digital technologies and the digital economy in the broad sense defined by the Federal Government as being 'the global network of economic and social activities that are enabled by information and communications technologies, such as the internet, mobile and sensor networks'.

Just as a community where the great majority are digitally literate and included has the resilience and skills to face the future confidently, so too must our enterprises be similarly digitally enabled if we are to reinforce existing strengths, innovate in key sectors, attract new entrepreneurs and, together, take our city's economy forward decisively.

Digital Geelong thus envisages the Council as a leader and advocate for change, an innovator and entrepreneur in digitising its own services and engagement with its community – and the democratic renewal which that can bring – a champion of digital inclusion, a robust and creative supporter of local business promoting the skills, knowledge and infrastructure required to exploit the digital economy, an effective creator of the partnerships needed to deliver *Digital Geelong* – and as a marketer of Geelong as a networked community and as 'the competitive edge' of Melbourne, ripe for new start-up initiatives and the relocation of talent.

Recommendation 2: The City will need to continually improve their understanding of the digital drivers in contemporary cities around the world and the role that they play in delivering Digital Geelong.



1.4 START FROM OUR STRENGTHS

In making this journey to *Digital Geelong* we don't start with a blank page. There is already momentum and we start with some great strengths, though we are not complacent about the need, urgently and decisively, to build on them. Our strengths are:

- The City itself is undergoing renewed dynamism and is embracing social media channels to communicate out both to local constituents and the broader public on news and issues.
- The economic development work of the Council has been recognised by the Victorian Parliament as leading edge in the state particularly in its commitment to partnering between the public and private sectors, to collaboration between councils, the state government and other parts of the public sector, and to embracing the regional economic dimension.
- That collaboration has already helped secure important initiatives such as enhanced Wi-Fi capacity in a key location in Geelong city centre, with capacity for further expansion and a highly relevant G21 review of regional digital challenges and opportunities in partnership with ICT Geelong, itself evidence of the increasing local engagement of both the private and public sectors with the digital economy.
- The installation of pit and pipe infrastructure at the Geelong Ring Road Employment Precinct and the expansion of the Central Geelong CCTV and fibre network
- Further new impetus to local digital capacity and knowledge transfer will be provided by the new city library complex at the heart of Geelong.
- Geelong is already a locus of significant digital innovation in the private sector with the region being home to the Australian headquarters of retailers Target Australia, Cotton On, RipCurl and Quiksilver they employ more than 300 people in some form of ICT capacity.
- The work being done on tele-health and the re-design of services to patients in the digital era by Barwon Health, a recognised leader in the adoption and implementation of electronic and digital platforms is of state and indeed national significance. Health is a strong sector in Geelong and one increasingly promoting the use of digital media and innovation.
- There is a strong Medicare Local – playing an important role in creating a highly integrated local health system (important in collecting data across the health sector), and in increasing digital adoption across health providers.
- There is also increasing research strength across Deakin University & CSIRO with health-based digital applications – resulting in multiple faculties and research centres locally with health digital/ health analytics expertise.
- The presence of new and / or significant health stakeholders – this includes the headquarters of the TAC, DisabilityCare, National Disability Insurance Association (NDIA), Work Cover/Worksafe, GMHBA and the South-West Alliance for Rural Health (SWARH), and the future Epworth Hospital.
- ICT Geelong's focus on building capability in wearable sensor technologies is also a focal point for future R&D and commercialisation activities with health applications. And not just health as the establishment of the Australian Sports Technologies Network locally indicates.

Recommendation 3: Build on the local strengths in the digital economy by embracing current and previous initiatives and their relevance to achieving alignment with Digital Geelong.



TOP NEWS



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LAUNCH, WORK FOR, INVEST IN, PARTNER WITH, OR LEARN ABOUT AN AMAZING NEW YORK STARTUP!

FIND
ANY NYC STARTUP

GET FUNDING
FIND INVESTORS FOR YOUR BUSINESS

GET A JOB
IN THE NEW YORK CITY TECH WORLD

PARTICIPATE
DISCOVER NYC'S VIBRANT

1.5 GEELONG WELL PLACED – WITH THE RIGHT STRATEGY

So, while some of the headlines for Geelong have been about challenges to its manufacturing economy, other key trends point to a future of expansion and innovation in key knowledge economy sectors – with government departments relocating to the area (TAC and WorkCover), a fast developing tertiary education presence (Deakin in particular) and some leading edge digital enterprises flourishing in the area – and to a highly positive scenario for population growth. With Melbourne itself set to be the biggest city in Australia over the next 25 years (according to the ABS), Geelong is clearly well placed to exploit that growth along with its own anticipated demographic uplift. To turn opportunity into delivery requires a strategy and a program of actions to develop Geelong's digital assets as part of a broader growth and talent attraction initiative.

That strategy is *Digital Geelong*.

Recommendation 4: Embrace and implement Digital Geelong as a key part of an integrated growth and talent attraction strategy.



1.6 A TIMELY STRATEGY

The strategy is also timely. All local government areas across Australia are reviewing their resources and delivery approaches in order to ensure continued value for money and impact at a time when public budgets will be under pressure. Such a review of resources, organisational capacities, capabilities and structures and how we deliver our services, and seek to identify efficiencies from digital working, go hand in hand. There's never been a better time for a Council – and its key partners -to be strategic about digitalisation. That is also the view taken by the staff surveyed for this research and as they are a key delivery tool for the strategy, this matters.

INTERNAL/ EXTERNAL FOCUS

THE ROLE OF THE CITY

A new kind of council is emerging in response to digital media and the new culture of public deliberation and active citizenship enabled by new technology. All councils will increasingly need to – and be seen to – co-innovate with residents and act not through isolated departments but as genuinely integrated organisations. The City of Greater Geelong will seek to lead by example in the implementation of integrated online services and the promotion of digitally enabled community engagement with and for its citizens – as well as develop its staff capacity and capability to deliver this. It will build partnerships with all tiers of government and other key partners with local businesses, education providers and the voluntary sector to deliver the aims of the strategy. These partnerships will be key to one of the biggest challenges of the new era: digital inclusion.

At the heart of the Geelong suite of strategies to leverage these opportunities and attract the investment and talent – the people and capital – the city needs, will be *Digital Geelong*. Based in a Council-led initiative to create a ‘digital partnership’ that engages all government tiers, the public, and private and not for profit sectors, the Council’s own staff, and above all the local community, the strategy aims to:

- Improve the design, economy, efficiency, effectiveness and responsiveness of Council services
- Improve engagement with the community and business and the very functioning of our democratic process by using new digital platforms
- Identify the core roles of the Council in promoting the digital economy in Geelong – leading by example as a service provider, as an advocate for the local community and as a partnership-builder
- Identify the role to be played potentially by partners and collaborations between public, private and not for profit organisations
- Use urban informatics and city analytics to improve the performance and operation of the city itself
- Open up local business opportunities from open data initiatives
- Diversify the local economy to make it more resilient and forward-looking
- Support innovation in existing enterprises while adding to the ecosystem and infrastructure to spark new local start-ups
- Contribute to faster growth, new jobs and competitiveness

- Ensure that the digital infrastructure and networks are in place to secure our ambitions
- Help nurture the skills and mindset to enable local communities and businesses to take part successfully in the digital economy and maximise benefits from digital technologies: digital inclusion is a core aim of the strategy
- Enhance the reputation of Geelong as a collaborative, connected, dynamic and innovative city with empowered residents, businesses, learners and workforce and
- Be an essential part of the wider strategy to retain and attract the talent and investment Geelong will need

Recommendation 5: Endorse the overall strategy at corporate level and identify which directorates should lead the implementation of which recommendations

There are seven elements in the Council role that are explained in detail in corresponding sub sections. The City will be:

- A digital leader and advocate for change – new ways of working by staff and with the community
- An innovator and entrepreneur in digitising its own services and engagement – and the democratic renewal this can bring
- A champion of digital inclusion – fostering digital literacy with a leading role for our innovative library services
- A robust and creative supporter of local business promoting the skills, knowledge and infrastructure required by SMEs and local retailers to exploit the digital economy
- An effective creator of the partnerships needed to deliver Digital Geelong. To get the maximum economic and service benefits from digitisation requires planning and leadership from all tiers of Government in collaboration with the not for profit and private sectors. This Council will seek to be at the heart of the collective effort by bringing together all the forces required to deliver the strategy and maximise its impact in a Geelong Digital Partnership.
- A coordinator of the urban renewal of Geelong with integrated digital initiatives and a talent attraction strategy to create an innovation and tech savvy eco system at the heart of a renewed Geelong
- A marketer of Geelong as a networked community and as ‘the competitive edge’ of Melbourne, ripe for new start-up initiatives and the relocation of talent.

Recommendation 6: Endorse the elements of the council’s role at corporate level and identify the champion/s who will take the lead



2.1 DIGITAL PRINCIPLES FOR THE CITY OF GREATER GEELONG

PRINCIPLE 1/ HELPING EVERYONE JOIN IN

Designing accessible digital services and working for digital inclusion, to ensure that as many people as possible can take advantage of those services.

There are different reasons why people may not be regular users of digital services. They may be disadvantaged by a lack of skills or confidence, or find going online is difficult because of location or affordability. Many of those who are currently digitally excluded are those who could benefit most.

With the aim of creating an inclusive framework we will encourage people to go online by:

- Promoting the advantages of being online by embracing digital tools internally
- Making it easier to access information and to carry out transactions by ensuring digital services are intuitive
- Working with partners in the public, private and not for profit sectors to enable better access to training, support networks, and low-cost digital infrastructure

PRINCIPLE 2/ THE CUSTOMER IN CONTROL

Ensuring in the way information and services are made available that the customer is always in control, maximising transparency and self-service where possible. This will require careful organisational change initiatives, which are already under way in some areas of CoGG.

A major benefit of the digital revolution is that it makes it possible for individuals to access their own data and records and to select services to meet their needs, at times which suit them.

Well-designed web services can provide customers with personalised information and enable them to request services, report issues and undertake transactions online simply and quickly.

Understanding our customers' needs and designing web services around the customer journey are key to delivering the right digital services.

Customer transactions are increasingly designed to be undertaken online. Wherever possible this should be fully automated, and with simple, intuitive interfaces from the perspective of the customer. Transaction examples include placing an order or making a purchase, making a payment, registering a complaint, and reporting a problem. We will overall be tailoring more online services and content so they work better on mobile phones and devices.

PRINCIPLE 3/ DIGITAL BY DEFAULT

Accelerating the move to a 'digital only' delivery where possible, though reflecting the needs of different groups and allowing for choice – while balancing efficiency with service quality

Embracing digital channels as the default in service design where possible will help to stimulate both opportunity for and benefits to service users and enable overall public service innovation:

Opportunity and benefits: enabling individuals and communities to take more control of their lives, giving access to online data and services to improve productivity, work-life balance and education for all.

Public service innovation: Geelong will actively seek a channel shift strategy based on well-designed services which put customers in control and reduce costs: but must continue to facilitate offline services and support those who are not online to ensure they can access every service.

The City will further develop its Customer Access/Experience Strategy to support the current IS strategy. Customer access will include a Web Self Service Programme, and will aim to provide web services designed around the customer to deliver services in a cost-effective way and through an appropriate choice of channels. A growing list of services will be provided through our self-service program or portal, giving residents a secure, easy-to-use method for accessing local services, personal information and transactions from PCs and mobile devices. Such a portal could work in future together with the Council's website.

To promote effective digital services shift Geelong will establish a Customer Access / Experience Board to oversee customer access activity across the organisation, ensuring maximum join-up within the Council and with partners. The Customer Access Strategy will continue to develop web self-service at its core, while providing a solution to those who can't access digital channels directly. And we will pursue the development of a personalised Geelong Account for residents to use and track council service delivery and communication.

The City is committed to providing easy-to-use, trusted and flexible information and transactional services that support our 'digital by default' and online customer relationship management approach. The data obtained from the interactions with the public will, subject to privacy protocols, inform the use of next generation business intelligence, analytics and – increasingly important to enable the public to understand the data easily – visualisation tools across all front line services, to drive even higher performance.



PRINCIPLE 4/ GEELONG PUBLIC SERVICES TOGETHER – SHARING INFORMATION ON A COMMON PLATFORM

Geelong will seek to work with other public sector partners to ensure public services collaborate as much as possible to share insights and where possible, technology and services, making services more efficient for the taxpayer and more joined up for the service user and coordinate impact in the area. Over time, the aim is to increase the publication of relevant data sets for public access across all levels of government.

Digital Geelong will lead to more council data being made available online. This includes publishing information about public service activities and plans. A key aim is to enable customers and residents to understand the reasons for decisions we take, by making the evidence that supports them more readily available. As well as improving trust in public services and the democratic process, over time this 'Open Data' approach should also reduce the administrative burden of dealing with specific information requests.

2.2 THE ROLE OF COGG STAFF

We will, with our innovative staff, develop new ways of working in the digital era, leading by example through the transformation



of our own services. While we will ensure all in the community and business can access the same quality of services 'offline', we will be an effective advocate for digitisation. In taking this position we are aligned with our staff.

The council staff surveyed have a clear and positive view of the potential of digital. The majority see digitalisation as having the capacity to help the Council to deliver better services, with greater impact at lower cost. Simply, they see it as having the power and potential to transform service delivery, as enabling staff to work flexibly and 'on the move' and as the basis of intra-council collaboration between departments enabling a more 'joined-up' government approach.

Moreover, they see 'digital' as a potential win-win for residents as well as staff – helping the interaction between both. Digital is seen as facilitating access to powerful data, which if properly managed will aid decision making and help the council to better understand and respond to the customers or local residents.

And staff see its full potential not just in relation to communication but the impact it can have on service design, delivery and corporate transformation. As one staff member put it: 'this is about the coming together of ICTs, process design and delivery, data, customer service and engagement'.

Although barriers to success were identified such as cost, current organisational culture, lack of skills and the existence of legacy ICT systems, staff stressed the need to overcome unwillingness to change: they see that moving towards the digital future requires cultural change first and foremost to make the best use of technology in the design and delivery of services, as much as, if not more than, investment.

The commissioning by The City of such a strategy was considered timely and necessary by staff. However, staff stressed the strategy needed to be part of a process of top management-led internal engagement and awareness-raising

about the possibilities and potential of digital for changing the business processes of the various service delivery departments of the Council.

Digital activity must be seen as being an essential cross-cutting part of the council's transformation agenda – supporting the organisation's strategic aims and recognising the benefits of whole council engagement to meet customer / citizen demands and organisational needs. This agenda is as much to do with people and culture as it is with technology. It's about a new mindset and ways of working. It's about enabling people to do new things and staff to collaborate to solve problems, be more productive, be more engaged in co-producing innovation- and more empowered. Enabling a collaborative style of working through digital platforms will help staff to develop ideas, share thinking quickly and tap into existing experience which is more efficient.

Participation is crucial. Digital services are still services – you need to understand provider and consumer needs to design them well. So staff must help design the change, which will help overcome the barriers to communication. And that also means there is an opportunity to work with frontline staff to help inform (and get buy-in) to service re-design opportunities. Some staff suggested the creation of a new senior post of 'Chief Digital Officer' (or similar) at director level, responsible to the CEO, to oversee the integration of digital across the the City's activities.

Recommendation 7: Develop an implementation strategy that acknowledges the organisational culture changes required to align activities with Digital Geelong.

Recommendation 8: Ensure that a cross-council process of digitisation is led by the CEO with support from the CDO or other relevant officer.

STAFF WANT THE OPPORTUNITY FOR AGILE WORKING

Staff are attracted to the involvement and re-design potential that digital tools and social media give them – not least of which in their own working environment. Digital and the shift from PCs to mobile devices, offers a real opportunity for more flexible and agile working, enabling City of Greater Geelong staff to operate efficiently from any location and on the move. This enables staff to be based out in the community and indeed work from home or other locations.

The optimum results will be achieved by secure, ‘any-device, any-platform’ access, to enable staff to use personal, and non-CoGG devices – and agreed social platforms – so they can collaborate and work efficiently, and access customer information from wherever they are working. A ‘Bring Your Own Device’ scheme – subject to protocols – should be encouraged to allow staff the opportunity to use their personal devices securely at work. Enabling such a relaxed and a collaborative style of working through social platforms will help staff to develop ideas, share thinking quickly and tap into existing experience which is more efficient. These ideas are reflected in the recent transitions of successful organisations: Yarra Valley Water Victoria, Commonwealth Bank Sydney, Goodman Sydney, KPMG Brisbane.

We can take advantage of the consumer revolution making it possible for any personal device to securely connect and use Geelong’s systems and data. This means that staff can work with the equipment of their choice saving the Council having to refresh equipment – potentially very cost-effective. Digital is about now as well as the future.

Recommendation 9: Enable staff to use their own devices at work using a ‘bring your own device (BYOD)’ platform.

2.3 THE CITY OF GREATER GEELONG APPROACH

2.3.1 AN INNOVATOR AND ENTREPRENEUR IN DIGITISING SERVICES, ENGAGEMENT AND DEMOCRATIC RENEWAL: THE CITY OF GREATER GEELONG APPROACH

The key foundation of the transformation of Geelong into a digitally-enabled council is the digitisation of services and transactions to offer a new level of service that is more customer-centric, accessible and provides opportunities for financial savings.

The journey is towards what might be called multichannel customer experience management and the greater use of insight analytics to inform service design – and the people, process and technology underpinning this. The City of Greater Geelong is already on this journey, which is not just about technology, but about customer-driven business design, data exploitation and reducing costs while increasing efficiency. The aspiration is to be the first platform-based, digital and genuinely data-driven council in Victoria.

We will be shifting delivery where possible to a ‘digital by default’ model, to reduce costs and improve services. Delivering services online has the potential to significantly reduce costs. In Geelong we estimate that face-to-face transactions can cost up to \$14.04, telephone transactions \$3.20 and online less than 30c. Moving transactions from expensive channels (e. g. face-to-face) to cheaper channels, that are easy to use, will save money and enable us to target resources at front-line services. More mobile working will enable a significant reduction in our overheads, including accommodation costs, as staff are able to work in virtual teams, at home or on the front line.

Recommendation 10: Save resources by moving transactions online, as stated in the current IS strategy. Encourage flexible working both inside the organisation and within local business.

We will design our digital services around our communities and individuals ensuring a more personalised service. We will create a Geelong Account which can personalise services so it is possible for residents to track the progress of applications and correspondence with the Council as well as receiving proactive alerts and reminders when, for example, a parking permit is due for renewal or a development application is made.

We will make services as simple to access and as automated as possible to speed up transactions, empower staff and reduce costs. By joining up Geelong’s data more efficiently across the whole Council we can deliver a very different customer experience. For example, our staff dealing with calls can resolve more at the first point of contact rather than having to transfer them to another service because they don’t have access to the information they need to service the call. And, expanding services onto mobile phones offers the possibility of completing more transactions conveniently on the move and at times that are convenient.

Tailoring public services in this way where possible allows scarce resources to be used where necessary on face-to-face services, where digital services will only ever complement delivery. To guide us we have identified the key Geelong Principles for this journey.

Recommendation 11: Use digitalisation to tailor and personalise the City’s services. Explore the creation of a personal Geelong Account for online users.



2.3.2 FROM OPEN DATA TO THE GEELONG DASHBOARD: FROM CIVIC INSIGHTS TO DEMOCRATIC RENEWAL ONLINE

Open Data can include all kinds of data sets that the Council releases including research, economic data, demographic trends, service performance data and analytics, and indeed city-performance data obtained from a number of sources including, increasingly, sensors in infrastructure and, subject to protocols, mobile phone data: so called 'Big Data'. As we see in the section on SMEs, such Open Data can be highly useful to local business as well as enhancing council transparency and accountability.

Digital Geelong commits the Council to being one of the most advanced and innovative exponents of Open Data in Victoria to improve accountability for performance, to enable data experts or ordinary citizens to develop public information services or applications to help citizens make informed choices, to provide important civic insights into the progress of the city itself and to promote economic opportunity. It is noted that CoGG has released a large number of datasets which is a springboard for further data release – the information released is across the whole spectrum of Council collected data..

It is also a fundamental part of the re-invention of the democratic process – helping to re-engage the community with local government and the decision-making process and indeed to make that process one of collaboration and co-production – which online activity is enabling and with which Geelong wishes to be associated.

So Geelong will have a conscious policy of releasing data it already collects but hasn't previously made publicly available. It will progress this initiative through a modern open data platform and sharing Application Programming Interfaces (APIs) to enable developers from the community and business, producing online systems, to link up with Council

systems and provide useful applications for the public

The data will be released in machine readable form on an open source website with clear policies on reuse. The next stages are as important. Geelong will invite other public bodies/State government departments with whom we have a relationship to upload their static data relevant to Geelong in machine readable form.

Over time we will encourage anyone in the data market (transport authorities, utility companies) to join our data ecosystem because of the benefits to them, the citizen/user and the city – and then we will use our website to point to their open API's. From the start users in the community – university, TAFE, SMEs, health providers (health and public health being areas where big benefits will accrue from sharing data) and residents – should be encouraged to share and link up data sets about the local area: a 'Geelong in Numbers' approach.

Not only will citizens benefit from access to data, CoGG will start to benefit with datasets being released by other organisations and links being uncovered. CoGG needs to be in a position to take advantage of this as it happens.

This will be the Geelong Data Factory or Dashboard – a unique platform for private, Council and other public sector organisations to publish their open data sets online. We will aim to lead Australia in having the largest number of data sets available online and show the transformational things that can happen when a whole city shares its data, enabling a 'Geelong 360 Civic Insight' for residents and business which no other regional city currently can achieve. And with everyone on the same page, it is easier for council and state government staff, motivated citizens, and local organizations to collaborate more effectively to improve the quality and value of their city and its various precincts.

Recommendation 12: Maintain the City's position as a leading Open Data champion in Victoria. Be recognised for providing access to all types of data sets.



2.3.3 GEELONG DATA FACTORY: ACTIVATING AND PROMOTING THE 'ONE PLACE DASHBOARD'

In addition to making it easier for the Council to analyse its own performance and drive operational improvement in all its services, a public-facing civic performance data dashboard will enable the community and business to explore and interact with Council information in a much deeper and richer way than would be possible in a spreadsheet or document.

Properly managed it can become an innovation exchange portal: an online interactive easy-to-use dashboard-like portal that allows ideas – from the council or from community and business – to be communicated to a wide audience to gauge their response and gain their input. The City will welcome this interactivity and dialogue on a platform which could also become one of the ways in which shared urban innovation – solving Geelong problems/maximising opportunities through crowd-sourcing solutions – can be promoted. It can also in itself help promote Geelong as a forward-looking and open city supporting innovation.

To activate the initiative requires not just that Geelong releases data and leave it on the platform. The platform needs to be actively managed to prompt the dialogues that will then shape the data that is supplied and how it is used. There need to be both a 'push' and a 'pull' approach by Geelong.

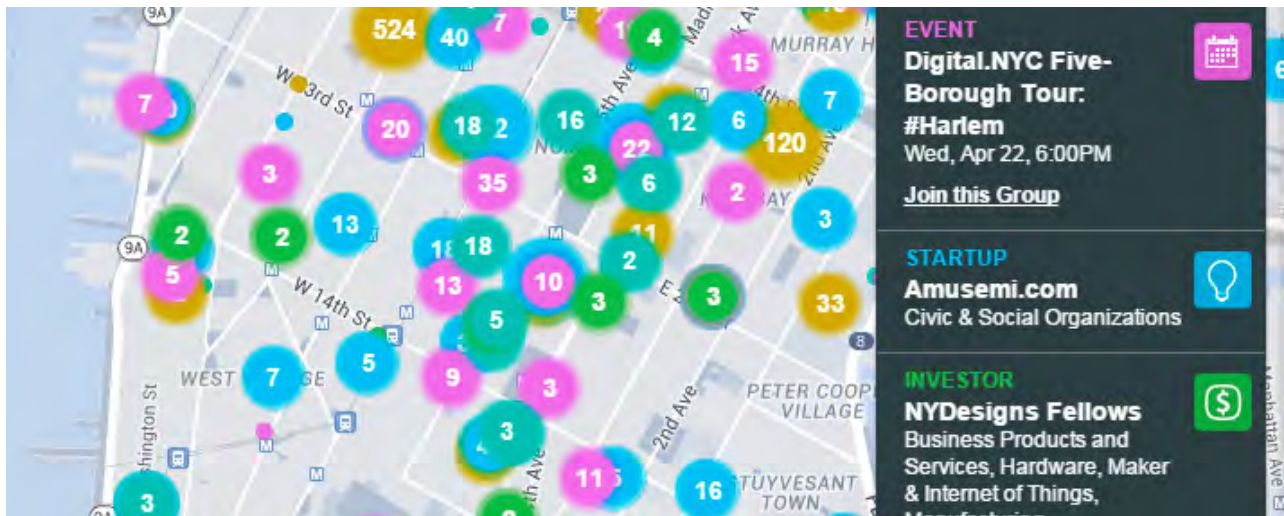
2.3.4 'PUSH' AND 'PULL' TO MAKE THE PLATFORM A SUCCESS

The 'push' is to provide the supply of data through the platform. The pull is to attract in the local developer/coding/data analytics professionals/SMEs through 'hackathons' that help create better applications for and uses of the data, and through the potential marketing of their products (see more on this in the section on SMEs). The 'pull' should also be to encourage special interest groups or local clusters to explore what existing public datasets can be used and combined to provide new insights, savings or prototypes reflective of Geelong's needs. : an opportunity perhaps to have a strong health or sports science input into the Open Data platform and the development of applications.

But attention must also be given to promoting the skills, knowledge and support people need to use data. This will partly be enabled by the design of the platform itself which must be easy to access and use but also the management of the platform encouraging learning and interaction. Basically there is a need to ensure not just 'Open Data' but 'opened data'. (More will be said about this in the section on 'digital inclusion.')

And of course this whole exercise must command top level corporate endorsement. Support from senior managers makes the difference and liberates the potential of staff to develop this project and to release more and more data by default.

Recommendation 13: Create a Geelong Data Dashboard as a platform for Open Data, for providing acute civic insight and for giving opportunities to partners and residents to read, share and use data.



2.4 FROM OPEN DATA TO OPEN GOVERNMENT AND THE RE-INVIGORATION OF LOCAL DEMOCRACY

Clearly, the digital revolution has the potential to reinvigorate and indeed reimagine local democracy. The shift towards interactivity in modern local government communications is also a shift towards greater public involvement in shaping policy and delivery. The faster speeds available via high speed broadband and the ease of access to existing, free, social media tools – Twitter, Facebook, Instagram and YouTube – provide sophisticated methods to enable people to participate in two ways, more personalised, conversations and to conduct consultation to a micro level.

They thus also offer the possibility of involving citizens at the heart of the democratic process and in return offer local government real help in solving local problems. Geelong wants to be a leader in Australia in its approach.

This process of digital reinvigoration of local democracy could take many forms:

- Crowd sourcing problem solving and new policy development online, using the new Dashboard or Open Data platforms
- Increasing blogging, twitter, Instagram and relevant Facebook activity by Councillors and indeed staff, subject to protocols: seek to engage harder to reach residents and younger people on social media and indeed through gaming technology
- 'Geelong virtual town hall meetings' held on Facebook and Open Data platform with the Mayor and Councillors answering questions/holding dialogues on key policy issues in real time
- Live-streaming council meetings using Google Hangouts

as a cheap but effective way of getting people more involved in local democracy; linked to Facebook style Q+A /tweeting as above, while meetings are live pod casts should be available online/on the dedicated YouTube channel, which itself should be linked to interactive social media

- Enable staff to engage in dialogues with residents openly online about policy and problem solving – but also encourage the use of yammer for staff to conduct within- and cross council dialogues and engagement to promote innovation by staff;
- Experimenting with online participatory budgeting: an important way to link new thinking on data and technology with a new approach to budgeting. At its most ambitious it can involve residents in 'outcomes-based' budgeting – which targets money at the most effective programmes. But many cities globally are allowing residents to directly vote on smaller portions of budget via the web and to choose how the money is spent in their precinct or city from a list of options. Previously in some global exemplars participatory budgeting was a face to face process but Geelong will develop this approach further to incorporate up to the moment features of digital voting and deliberation: a real new frontier in Australian democracy based on the key interactive strength of digital media enabling a democracy based on the exchange of ideas, and intelligent crowd-sourcing, valuing citizens for their expertise as well as their votes.

Recommendation 13: Further explore the implementation of the identified opportunities in which local democracy can be re-invigorated online. Participatory budgeting should be an area of focus.

COMMUNITY FOCUS

A CHAMPION OF INCLUSION: DIGITAL GEELONG PROVIDING OPPORTUNITIES FOR ALL

We want all to access the benefits of the digital era. By ensuring that our online channels are sensitive to the needs of vulnerable groups and the diversity of our communities we can help to ensure they are not left behind as we move services online; however, more is required. Promoting participation and digital inclusion means promoting awareness and addressing skills gaps. It also means efforts are in place to foster the awareness of the benefits of participation in the digital economy as well as programs to develop a skilled, digitally literate community capable of maximising those benefits.

The challenge locally is highlighted by the Australian Bureau of Statistics. ABS reports in 2011 that that 21 per cent of all Australians 15 years or over did not use the internet in 2010-11. Outside capital cities the average is 25 per cent. This figure is much higher for retired persons, low income earners, Indigenous Australians and those living in remote areas.

3.1 THE DIGITAL INCLUSION LINK TO BETTER OUTCOMES

There is a growing body of evidence that shows the importance of and direct correlation between digital inclusion and better social and civic engagement, improved quality of life and higher educational achievement. Digital inclusion also enhances the ability to participate in the workforce and benefit from economic development opportunities. Such digital inclusion is not just a matter of equity or democratic renewal. The really transformational impact for Geelong's public services – for cost reduction and service efficiency – will come when the largest proportion possible in a local government area is able to engage and transact online.

The elements of the CoGG approach to digital inclusion are:

Provision of WiFi

The Geelong WiFi Information Network Strategy which is attached to this document as Appendix A. This strategy outlines the digital vision for social and economic growth for the CoGG. It promotes and encourages a digital future, by creating new opportunities for businesses, influencing the way people live, work and how they access services.



Awareness

The need to increase awareness of the benefits and uses of digital and identify and promote the value proposition from ICTs for all users in relevant and appropriate economic and social terms by focusing on the transformative effects of digital technologies and broadband rather than on ICTs themselves.

Access

The need for all to have adequate bandwidth capacity, affordable and reliable Internet connections, computer hardware and software and sufficient publicly provided access.

Techno-Literacy

The need for basic ICT information and training to increase user confidence in using both the technology and online content/applications/services (i. e. how to extract value from their use).

Support

The need to ensure access to technical and training support and that it is tailored around the unique barriers that stop people going online.

Applications and Content

The need to develop and produce compelling online content and applications to motivate use and enable users to maximise the benefits of their ICT use.

3.2 THE CITY OF GREATER GEELONG APPROACH TO DIGITAL INCLUSION

The council strongly believes that it is in the interests of the community, as citizens, as neighbours, as learners and as employees, that all are able to participate in the online revolution. *Digital Geelong* will guide the Council's efforts to enable all in the local community to have the confidence, access and skills to embrace and take advantage of the digital economy, access public services online and able to participate in the various digital initiatives promoted by the strategy.

Already the advantages of internet access and use do not go to a significant minority in Geelong – those who have never been online, are unable to access the internet at home, or lack the skills to confidently complete online transactions but at the same time are heavily reliant on essential services that are increasingly migrating to online-only provision. Disadvantage can be reinforced by this 'exclusion':

- Households that are not connected to the internet are disadvantaged. According to national data "offline" households are missing out on estimated savings of \$1000 per year from shopping and paying bills online.
- Being online gives people more opportunities to search and apply for jobs. It is estimated that between 75% and 90% of jobs require at least some computer use.
- Home access to a computer and the internet can improve children's educational performance. Research shows that while 99% of children in the richest 10% of households can access the internet via a computer, this dropped to just under 60% in the poorest 10% of households with children.

We believe that such a 'digital divide' may increase if we don't work with our partners to respond to the challenge. Unless digital inclusion work reinforces the roll out of digital media, the gap between the digital 'have and have nots' may grow. In this context Swinburne University has called for 'programmes focused on digital literacy and citizenship to be implemented to add to the capacity of the NBN to contribute to these ends'. We agree. It isn't enough to wait until local residents are online: Geelong Council can help them get there too. Therefore, part of the objective of the digital inclusion program we envisage is to make all communities in Geelong digitally savvy so that they are in effect broadband-ready before the NBN arrives and can make maximum use of digital media more broadly.

Initiatives to enable 'knowledge transfer' of digital skills to the community and local workforce must be undertaken and not just for reasons of equity. A recent Pricewaterhouse Coopers study, has shown that where the proportion of the 'digitally included' rises in a society by 10% GDP rises by 1%. There is an economic premium for society and for the individual from a digitally enabled community, with the benefits for the latter extending beyond purchasing into learning, skills



development, greater community engagement, employability and indeed overall well-being. Geelong wants that premium for its community.

We know from the workshops for the strategy and national surveys that whereas overall familiarity and use of social and digital media are reasonably high and growing in Australian cities, key target groups are vulnerable to 'digital exclusion'. These include the less well educated, the more elderly, indigenous communities, some migrant communities and some younger people whose knowledge and use of social media are narrower than required for employability in a digital economy. There is also the challenge in Geelong of enhancing the skills of those who thrived in a manufacturing based economy and need to do so in an increasingly knowledge based one.

And though the capacities or curriculum of learners at local schools, TAFE and universities are not the responsibility of the Council, the strategy envisages them all being part the Geelong Digital Partnership and the collaboration required to raise the digital skills and knowledge levels of local students. Research is increasingly showing that a key factor in the decision of companies to invest in places, or for start-ups to emerge in certain locations and not others, is the pool of talent available. A core objective of *Digital Geelong* must be to ensure that Geelong has a deep pool of digital talent – and be seen in the market to have it. Smart Cities don't just have excellent broadband connectivity and great mobile reception. They have lots of smart people, have fewer 'digitally excluded' – and have a smart council determined to maximise the digital opportunity.



3.3 TAKING THE INITIATIVE ON DIGITAL INCLUSION

Services to help people go online are not joined up enough at the moment in Geelong. Efforts are duplicated across providers, funding is sporadic and does not always align with user needs. Better links and coordination are needed between the public, private and voluntary sector, so that their efforts add up to more than the sum of their parts. Geelong Council will take the initiative to establish the partnership working required across sectors to achieve results in digital inclusion and will also use its own assets to focus the campaign to get the community online.

The Geelong website will be developing a single place called [digitalskillsgeelong](#) to help individuals, small businesses and small charities learn to be proficient, confident and safe online. It will provide a one stop shop or repository of local resources and opportunities for accessing, learning and sharing digital skills. As well as links to useful information and services, there will be maps to direct people to where local physical resources and advice are located. This will be a single, trusted, and evolving source for online services that will help instil confidence and trust amongst new users and those supporting them.

Recommendation 14: Create a digital platform called [digitalskillsgeelong](#) (for example). The objective of the platform is that it be a one stop shop for gateway digital learning in Geelong.

Collaborations will be deepened locally with universities, TAFE and other skills providers, employers, Centrelink and all relevant agencies working to improve the employability of local people in a digital era. The strategy should above all, ensure partners make digital inclusion a priority and are digital champions for their area, client or community group. Digital inclusion will be a key agenda item for the Geelong Digital Partnership which the Council will convene to deliver *Digital Geelong*.





COMMUNITY GROUPS FROM A DIGITAL PERSPECTIVE

In the context of an overall campaign to enthuse and engage all in our community to get online, we will target the following important and/or vulnerable groups and work with the relevant skills providers or not for profit organisations working with them:

Silver Surfers: over 60 years old

We will work closely with organisations representing older members of our community and the various elements of the public and not-for-profit sector that serve them, to ensure measures are in place to inform this target group of the benefits of increased digital access and to enable them to acquire the skills and confidence to get online.

Young people

There are a significant proportion of teenagers who are not digitally literate or confident and have little access to PCs or laptops at home. They may have mobile phones and may access social media but they have a narrow range of skills and understanding of the potential of such tools. They also rely on having good public access to digital media in such places as schools, colleges, internet cafes, kiosks and libraries.

Unemployed and under-employed people

Improved digital inclusion increases employment prospects by providing a better flow of information about job vacancies and other opportunities and by enhancing skills. It has also been shown to open up entry-level positions for unemployed or economically inactive people and to help the under-employed become more fully employed. An increase in basic digital skills is often a pathway to broader lifelong learning, which could result in further progress up the 'skills escalator' and access to higher earnings.

Those in work seeking to up-skill

Employees with less digital experience and fewer skills – but a desire to acquire them and be part of the new knowledge economy – are a key group to include in Geelong and up-skill if we are to get all online. Thus digital literacy initiatives will be aimed at this group too.

Whether they are on the factory floor or building site, in the research lab, call centre lab or website design studio, today they can be called upon to perform 'knowledge work', create added value through the acquisition, process and use of information.

A focus on re-skilling and/or up-skilling those in work or seeking to enter the workforce will thus be a necessary part of the digital approach. TAFE, Universities or other skills providers – and not-for-profit organisations working with key groups – should ensure that there are suitable 'digital gateway' skills courses or 'taster' programs for key groups.

Indigenous population

Appropriate training programs and alternative means of accessing public services should be designed and implemented with the involvement of the key groups working with and representing the community.

People with disabilities

International experience has shown that amongst the greatest beneficiaries of digital technologies are people with disabilities. We will work with groups that represent people with a disability so as to ensure that digital inclusion programmes meet their needs.

SMEs and self-employed

See the following chapter dedicated to SMEs, highlighting the importance of this group in achieving *Digital Geelong*.

Recommendation 15: Set an aspirational target of whole of community inclusion. Work with skills providers and not for profit organisations to engage/upskill key target groups..



3.4 NOT JUST FORMAL DIGITAL PATHWAYS

While formal pathways for digital skills development create an important set of solutions to address skill gaps, digital skills development can take place also through community-oriented digital literacy and participation initiatives. Such initiatives can come from a variety of sources including formal skill providers and not-for profit organisations working with key client groups, self-help organisations and community groups.

However, digital inclusion initiatives can also be less formal and involve neighbours, friends and colleagues, peak organisations and chambers of commerce, helping others to 'go on, get online'. *Digital Geelong* envisages a broad campaign and program of projects to raise enthusiasm, skills and digital inclusion at the heart of which will be a special 'Go On, Get Online Geelong' initiative led by the Mayor. This will be unique in Australia.

3.5 GEELONG DIGITAL MATES AND DIGITAL FESTIVAL

This cross community effort could include a Geelong Digital Mates scheme. These would be volunteers in the local community that will give their time to help people learn basic online skills as well as using online government services. The scheme would also provide tangible benefits to the Mates; for example, voluntary work experience helps improve job prospects by building experience and providing references for job applications.

By tapping into the rich and diverse talent pool that exists in Geelong including our volunteers, third sector and local business we can add capacity to develop digital confidence and life skills.

The digital inclusion initiatives could culminate in an annual Geelong Digital Festival or Geelong Digital Day. These could be used to celebrate and promote all things digital including digital inclusion initiatives such as 'digital neighbour' or 'digital learner' of the year, helping also to profile Geelong as a pioneer in this digital space and as a place with the skills, infrastructure, eco-system, vision and leadership to nurture and attract innovators and enterprise.

Recommendation 16: Create a 'Go On, Get Online' initiative; a 'Geelong Digital Mates' project and a Geelong Digital Festival or Digital Day.



3.6 THE CONTEMPORARY ROLE OF THE LIBRARY

A key part of the basis of that new profile for *Digital Geelong* as a networked community will be the new 'digital infrastructure', resource for digital inclusion and support for local SMEs embodied in the exciting new central library. We see digital media and the advent of the NBN as a catalyst for both re-assertion of the significance of libraries and an expansion of their role. The digital era will mean an enhancement and expansion of library services to respond to new technology and contemporary community and information needs and will strengthen their emerging role as a community-based network for digital inclusion.

Libraries have a multiplicity of important roles in delivering life-long learning and increasing access to information, knowledge and skills. Increasingly, internationally and within Australia, public libraries are leading the way in building digitally inclusive communities by providing connectivity, promoting skills and enabling knowledge transfer. There are many national and international exemplars.

Alaska's Online with Libraries (OWL) Project seeks to provide all Alaskans with the benefits and opportunities that come hand in hand with high speed Internet. This includes

areas such as e-government services, distance education opportunities and increased access to on-line business opportunities including professional development. The project is enhancing Public Computer Centres at 97 libraries, and is providing faster internet connections to many of these mostly rural libraries. The project establishes a public videoconferencing network for all of the libraries so that they can provide online training for businesses and a centralised digitally connected hub.

There are many other similar examples including the aptly named *Bridging the Great Digital Divide Project of Colorado* which provides computers, training, and public awareness campaigns in 88 Colorado community libraries.

CURRENT LIBRARIES: DIGITAL KNOWLEDGE HOT-SPOTS

Geelong's future libraries will use digital technologies not just to serve the community in new ways but to tap into the community, combining the resources of the community and the library to support the transition of the city. Libraries in this sense are increasingly key community hubs, with particular significance for families, baby boomers, the aged, culturally and linguistically diverse (CALD) groups including recent arrivals, and students. The libraries of Greater Geelong are already hotspots of information gathering in various formats including digital access. The Geelong libraries already provide a number of free digitally based services:

- Online catalogues, e-books, e-audio resources and access to a diverse range of electronic information databases
- Community initiatives such as local history data-bases which offers interactive capabilities
- Free Wi-Fi and internet for library members
- Peer internet training program for older people
- Individual internet tour programs
- Podcasts of talks held at the library

In some parts of the world, the existing network of static libraries and mobile libraries within an area are being increasingly exploited as community Wi-Fi hubs to deliver a local network of connectivity for citizens.

The libraries can and should continue to be an integral part of Geelong's digital transition and inclusion strategy, with the new central library in particular providing a step-change in local digital infrastructure and support.

Recommendation 17: Exploit the opportunities libraries offer as providers of digital infrastructure and platforms for digital inclusion. In particular exploit the potential of the new central library.

FUTURE LIBRARIES: TECH HUBS, 'MAKERSPACES' OR 'FABLABS'

Geelong has long been a place that appreciates ideas, knowledge & learning with a growing reputation for nurturing innovation. Libraries have always been about knowledge and information and the new Geelong library is about all of these but with an opportunity to re-imagine them and the next generation of library users, to develop a focus on the digital but also to be a place where digital, learning and making in innovative 21st century ways can come together in a way which reflects the manufacturing tradition of the area and the ambition to renew the area's innovation capacity in the digital era.

So it will be offering courses and a calendar of workshops in: InDesign, JavaScript, WordPress, Coding for the Web, Photoshop and online communication.

But it will also offer free access to a broad range of hardware and software, be part of an online community to connect with people of similar interests, provide access to free Wi-Fi and physical spaces to meet with others and to work on your own projects. This where the modern library becomes something beyond consumption of books and assumes a role in co-production.

CoGG needs to ensure that the new Library provides space and support for what have become known as makerspaces, hackerspaces, hackspaces, tech shops and fablabs. These are creative, DIY spaces where people can gather to create, make things invent, and learn, using digital technologies and platforms but also more sometimes conventional means. A makerspace is a place where people come together to design and build projects.

Increasingly libraries, along with cutting edge digital platforms and tools, will have 3D printers and scanners, indeed a whole 3D printing studio that offers the resources of a full suite of 3D fabrication and modelling technologies, with injection-molding machine software. Along with electronics, craft and hardware supplies and tools these will form the core elements of a makerspace, including tools and equipment that are too expensive or specialized for most people to have in their homes.

Makerspaces and fab labs cater to a particular type of library patron: inventors, artists, entrepreneurs, crafters and youth groups. The technology used in these workshops can revolutionize the manufacturing process, allowing designs and creations that can be modified to suit individuals in ways not possible with mass production.

Libraries can provide spaces to develop micro-hardware and mini-robotics, as these are knowledge intensive activities that would benefit from access to information and supported research.

The key is this: 'making' in the 21st century has moved out of the individual workshop and gone networked. These library based initiatives are places to create, build, and craft-and they are experiencing increased visits and demand as a result. It is imperative that the new Geelong library enables these kinds of activities as part of Digital Geelong and the support for the local tech and innovation eco-system. The products created by the library-based makers could be showcased at the proposed Geelong Digital Festival.

These examples demonstrate that libraries around the world are embracing technology and high speed internet, but also taking this further by becoming tech hubs and 'make spaces' for innovators and product developers. Geelong, given its local tradition of making and innovating, should ensure its new library can play its potential role as this kind of centre and support for skills development, collaboration and innovation – as a new impetus for Geelong businesses here now and those start-ups and talented individuals which we wish to attract.

Recommendation 18: Ensure the new library has the capacity, tools and approach to be a Geelong tech-hub, makerspace or fablab in the future.



ACTIONS FOR LIBRARIES

We can see that libraries will become increasingly more important in Geelong's digital transition. We have provided actions to support and build on the library strategies that already exist:

- Fostering digital literacy with a leading role for our innovative library services
- A strong focus on how digital services and initiatives can support creative and exciting ways to make the online and physical experience of the library complementary and integrated.
- Enhance existing efforts and build on progress. Victorian libraries are well connected and will continue to leverage and share knowledge through partnerships e. g. Public Libraries Victoria Network
- To accelerate digital inclusion efforts and help less technically able groups to cross the digital divide.
- Prepare for a 'wired town' vision or 'networked high streets' that puts libraries and other public spaces at the centre of each community based on the technology that exists today and will develop in the future.
- Explore options to strengthen and foster the skills program. This could include:
- A 'cyber citizenship' program about online safety with a focus on parents of youth, the aged and CALD communities
- Training programs for areas including website creation
- Strengthen collaboration with other local councils to support 'WikiGeelong' as the vehicle for recording and curating local/regional history.
- This could include multi-media archives (including

sound and video) and a smart tagging system that allows connections to be built between artefacts and stories

- Build on the library's Emerging Technologies program where people can test and explore a range of technologies
- Develop a truly interactive and cutting edge website for Geelong's libraries with all the functionalities such as recommended content, commenting capability, news, a calendar and links to external content such as blogs and videos to replace the website interface currently being used
- Develop a library-housed 'computer club'(and perhaps a 'coding club') as a learning group similar to the book clubs and study groups that already exist to deliver computer literacy skills to the community. This could also be targeted to more proficient groups who use open source software to develop new programs and applications using the library as their working hub and collaboration space

To deliver these strategies, internal actions are to:

- Review potential partnerships and identify external private and not-for-profit partners who are interested in investing in supporting programs for digital inclusion e. g. Smith Family
- Map employee skills against skills needs. Up skill staff and create dedicated roles and recruit specialist staff in order to better transition our libraries into the digital age
- Develop a key digital library hub based on the "Information Commons" model where libraries offer capacity for interactive co-working through the provision of space, appropriate furniture and equipment, and access to technology and its latest applications. This model requires support by library staff with higher level IT skills.

LOCAL BUSINESS FOCUS

SUPPORTING SMALL TO MEDIUM ENTERPRISES (SMES)

4.1 A ROBUST AND CREATIVE SUPPORTER OF BUSINESS: STRENGTHENING AND DIVERSIFYING THE LOCAL ECONOMY

Any economic strategy for the area needs to promote a range of diverse and rewarding employment options with businesses that are future driven, smart, innovative and green – and the local talent able to take advantage of them.

Although many of these will be in existing sectors especially where there are clusters of excellence and specialism which there certainly are in Geelong, a credible digital strategy also needs to support emerging, forward-looking, sectors, have a strong focus on the needs of SMEs and start-ups and indeed target the needs of residents who want employment or self-employment opportunities in the new economy.

Digital Geelong embodies this perspective. In so doing it fits well with the economic development strategies crafted by Enterprise Geelong, Council and ICT. These have a regional approach to economic development, a strong basis in partnership between the public, private, education and not for profit sectors and a mature perspective that the economic future will not be premised on an ‘inward investment silver-bullet manufacturer with 1000+ employees’ (quote) but rather needs to be based on a further diversification of the local economy and less reliance on traditional manufacturing.

This aspiration is based on the evidence not just that manufacturing jobs are continuing to be off-shored but also, more positively, on recent research showing that there’s very definitely a trickle-down effect whereby the creation of one high paying, high tech job has a job multiplier effect five times that number.

Put simply, nurturing or attracting well-educated and well paid innovators locally can create a myriad of demands in the local marketplace – for doctors, hairstylists, lawyers, financial advisors, fitness instructors restaurants and indeed a range of online jobs (from web-designers, PR specialists and media producers through to market researchers, event-organisers, virtual personal assistants and a wide variety of freelancers and contractors) – because their success leads to the forming of lots of high-paying and sustainable service work.

4.2 DIGITAL GEELONG – PART OF COUNCIL’S HOLISTIC APPROACH TO ECONOMIC DEVELOPMENT

Digital Geelong also fits at the centre of a what the recent Victorian Government Infrastructure and Economic Development Committee inquiry praised as Geelong’s ‘holistic, whole of council approach to economic development that aims to integrate urban planning, infrastructure provision and business support programs with an overarching vision for the future of the municipality’.

That approach will help nurture Geelong’s whole eco-system for innovation and promote its profile and market appeal as an attractor of talent and entrepreneurs. A vital part of that new ‘Geelong Offer’ will be the infrastructure, environment and business advice available to SMEs and start-ups in a digital era – and the digital strategy being pursued by an innovative council in support of them.

The aims of the strategy are clear in relation to business. They are to ensure that the digital economy is seen as a high priority by – and is part of the mindset of – local businesses; to ensure digital support activities are in place; to seek to achieve in so doing a local ‘digital premium’ (new jobs, faster growth, greater competitiveness); and above all to position Geelong as a significant, smart, digital city with the right infrastructure and eco-system in place to support and create new business opportunities and to anchor and attract entrepreneurial talent to Geelong. We seek to leverage technology to expand Internet access, support local industry and spark innovation. It is crucial in this process, that the opportunity to make *Digital Geelong* a magnet for start-ups and innovation-led SMEs must also be seized.

However, bearing in mind that 70% of the companies benefiting from digital media and online trading are actually ‘traditional’ SMEs and not ICT companies, a digital strategy needs to encompass all significant sectors – existing and emergent whether in manufacturing, services or retail. ‘Digital’ must become part of the daily conversation for all businesses in Geelong, all in time developing their own digital strategies as part of their core business strategies. The City will work with a range of partners with the core aim of preparing Geelong for this new digital paradigm and to better support local business for the journey ahead.

4.3 CURRENT DIGITAL INNOVATION IN THE REGION

The strategy does not start with a blank canvas locally. Part of the context for it – and a basis for further development – is provided by:-

- The presence of Barwon Health – a recognized national leader in the adoption and implementation of electronic and digital platforms;
- A strong Medicare Local – which plays an important role in creating a highly integrated local health system (important in collecting data across the health sector), and in increasing digital adoption and use of enterprise management across health providers;
- Research strength across Deakin University & CSIRO with health-based digital applications – there are multiple faculties and research centres with health digital / health analytics expertise
- The presence of new and significant health stakeholders – this includes the headquarters of the TAC, Work Cover, DisabilityCare, GMHBA, the National Disability Insurance Service and the South-West Alliance for Rural Health (SWARH), as well as the future Epworth Hospital, all of which are exploring digital technologies and platforms and the greater use of analytics
- The establishment locally of the Australian Sports Technologies Network – wearable computing technologies and digital platforms (to promote health) are two major categories within the sector – hence ICT Geelong's focus on building capability in wearable sensor technologies recognized as a focal point for future R&D and commercialisation activities, with health and sport applications. This has led to the Head Start business incubator program
- The region is also home to the Australian headquarters of retailers Target Australia,
- Cotton On, RipCurl and Quiksilver. It is estimated that these organisations would employ more than 300 people in some form of ICT capacity.
- The existence and work of ICT Geelong also shows the momentum under way in the region towards engagement in the digital economy. This is highlighted by the success of the annual *ICT Invention Test*

Recommendation 19: Digital Geelong will continue to build on emerging clusters in health, sports science, retail, university capacity and related analytics.

4.4 ENCOURAGING SMES: A KEY OBJECTIVE OF DIGITAL GEELONG

Encouraging small businesses in Geelong to build their online capability therefore has the potential to be advantageous both for the SMEs themselves and the Geelong economy as a whole. It can accelerate the growth of both.

The preponderance of smaller companies in Geelong require more information and best practice around what commercial uses can be made of new technologies and interventions which support effective knowledge and skills transfer. These are core goals of *Digital Geelong*.

The key advantages of SMEs operating online include:

- Saving time
- Attracting more customers
- More effective marketing
- Wider geographic coverage with the potential for customers and partners throughout the world, removing geography from the equation
- 'virtual clustering' of companies in the same market but not physically close
- Increased customer interaction, Savings and efficiencies including access to new Cloud services which will reduce business costs and raise productivity
- Increased sales
- Simplified process of taking payments
- Enhanced capacity to access the supply chain of larger businesses and win public sector tenders as digital infrastructure and skills are becoming a standard minimum requirements
- Improved marketing with use of rich media, particularly important for retail which operates in a highly competitive environment.

Unsurprisingly in this context, local businesses who have already taken steps to build their online capabilities are keen to develop further.

There is, however, currently a group of local businesses which has not yet embraced online technology. Given international trends and following discussions in the workshops, we conclude that it is likely that well over a third of SMEs in Geelong will not yet have a website. Moreover, at least one in five SMEs will be at the lowest level of digital awareness and skills – those who are more or less disconnected from the Internet.

These businesses are often older, more established companies run by people who are less convinced of the value of digital development. This means that a considerable number of local SMEs may be putting their future growth at risk by missing out on the potential of digital technologies and platforms to increase productivity further. It is vital they get access to the right help to unlock the digital potential.

Identifying the different 'digital profiles' of local SMEs will help sharpen the understanding of the specific support required.

Recommendation 20: The City should prioritise business support and knowledge transfer initiatives for SMEs – and target intervention to match their different 'digital profiles'



4.5 SME DIGITAL GROUP PROFILES

The disconnected: these SMEs have not developed digitally and may have seen a plateau in business growth. They are reluctant to develop their use of digital technology. Typically they have a Lower level or no online use and no website. This group contains a large proportion of older, more established companies.

Digital aspirants: this segment may not be digitally sophisticated but their attitude towards digital development sets them apart from the disconnected – they have a desire to grow digitally and have taken the first steps on this journey. They may vary between those who have moderate level online use but lower level website functionality or lower level online use but have a basic website. Overall; the tasks performed online by this group are relatively basic such as using search engines and email. The ‘digital aspirants’ tend to be younger businesses, although there are some exceptions.

Comfortable surfers: these SMEs are digitally sophisticated already and have developed online in the past, but this has now reached a plateau. These will have high or moderate level online use. Some have become comfortable with the level of development they have reached and do not

wish to pursue this further. Others are at a point where further development is viewed as more costly or outside their areas of expertise, for example, developing a more advanced website. A significant proportion work in primary or secondary industries, including manufacturing and construction.

Digital advocates: the Internet already plays a key role in the businesses of ‘digital advocates’, but there is no sign of them reaching a development plateau. They will have moderate to higher level online use and website functionality. They remain interested in developing their use of online technology further and in this they are second only to the ‘digital stars’.

Digital stars: The ‘stars’ are the most digitally advanced group. They will have higher level online use and a higher level website. They are advocates for digitisation, having seen growth in their business, often as a direct result of the adoption of digital technologies. They do not feel they have achieved all there is to achieve digitally and the desire to develop further is still strong. They want to grow their business in the next few years, are the most confident personal Internet users and will be committed to further development online in the next few years. Many of the SMEs in this group operate in the retail or service sectors. Their experience and enthusiasm must be harnessed locally as part of the collaboration which will deliver *Digital Geelong*.

4.6 DIGITAL INFRASTRUCTURE TO SUPPORT MOMENTUM

The strategy envisages the Council taking all opportunities to promote the further strengthening of local digital infrastructure to support this momentum, to support businesses, improve public services and build local community capacity. There are several key opportunities to do so:

- The presence and future growth of the City's Wi-Fi capacity, expanding beyond the established projects within Central Geelong and the Waterfront
- The advent of high speed broadband via the NBN (whose uncertain arrival has caused some delay in local business planning, as elsewhere in Australia)
- The further upgrade of mobile and wireless services (which are partly substitutive of fibre optic based technology but mostly complementary with fibre enhancing capacity of fixed and mobile devices and mobile enabling creative applications)
- The prospect of new development and new infrastructure investment enabling the installing of fibre optic cabling (whether the NBN or an alternative)
- The advent of the new digitally enabled library in the city centre
- The potential for greater exploitation of what fibre optic capacity currently exists, under-utilised, in various parts of the public sector (schools, TAFE, University, some healthcare providers and VicTrak for example)
- The potential for local companies to collaborate to jointly purchase enhanced broadband capacity from private Internet Service Providers

The City of Greater Geelong needs to understand deeply and continue to advocate for the digital infrastructure needed by the businesses (and the community) of Geelong.

4.7 GOING DIGITAL: THE PREMIUM FOR - AND CHALLENGE TO - SMES

However, the challenge for the strategy is not just that of strengthening digital infrastructure, though that will be an important component also in the broader objective of attracting inward investment of both capital and talent and developing Geelong as a magnet for start-ups. It is about supporting local businesses, with its dominance of SMEs, and retail – experiencing considerable 'digital disruption' globally – to acquire the skills and mindset to exploit opportunities in the digital economy.

SMEs are a hugely important part of the Geelong economy, and though there are a growing number of digitally enhanced and progressive enterprises, it was clear from local workshops and interviews that many are not making

full use of digital tools. Many small businesses typically lack the resources, time or capacity to explore the potential of, adopt and maximise the benefits of, new technologies and applications.

This market failure needs addressing as there is a significant 'digital premium'. Research shows that those SMEs who are confidently operating online are more likely to have grown in the past few years and can be optimistic about future growth. There is a strong link between online development and turnover growth. SMEs making frequent use of the internet have been found to be more than twice as likely as those who used it less often to have recorded an increase in turnover since the GFC – and they are the companies anticipated to grow even further going forward.

4.8 DEVELOPING TOOLS TO ASSESS DIGITAL AWARENESS AND PARTICIPATION

Develop or identify a tool to help benchmark the relative uptake and sophistication of business enterprises and organisations within the City of Greater Geelong against other centre. A tool such as a 'participation barometer' could measure the level of digital engagement in the Geelong economy.

The 'barometer' would reflect progress towards more sophisticated digital use and identify a key checklist of applications to improve the success of organisations in the region. Such a tool is a very useful device for individual organisations or companies to assess where they regarding participation in the digital economy and what uses they might explore to increase their participation and indeed efficiency and productivity. The aim of organisations and policy in the region must be to move from the bottom to the top of the chart over time – and for the Council and partners to assist.

Recommendation 21: Use and promote a digital benchmarking tool as indicated and/or work with ICT Geelong to develop such a tool for local use.

4.9 CHALLENGES AND TARGETED INTERVENTIONS

Even though use of the internet has increased substantially in most enterprises there are still large numbers of SMEs (and retailers) who do not complete simple business tasks online such as using search engines, communicating with customers and suppliers online, providing information via a website or making transactions. Many SMEs and retailers still have not found an effective way of using social media to benefit their business.

One of the largest challenges will of course be engaging the 'disconnected' group who currently see little value in

the Internet. Support for this group needs to start at a very basic level, with messages around the time saving benefits most likely to resonate. As business owners in this category are also often less confident Internet users personally interventions aimed at greater digital literacy need to be appropriately personal. The strategy accommodates this.

However, a key opportunity for developing online use amongst local SMEs lies amongst those who have already started along the path of digital development, have seen the benefits and are now keen to do more. By engaging with SMEs during the early stages of digital development, reinforcing positive messages about growth and signposting them to relevant services, there is an opportunity to accelerate momentum amongst this group.

Unsurprisingly, SMEs with the highest current levels of digital maturity are amongst the most likely to fully appreciate the benefits of going online. They are also more likely to want to look for further help and guidance. This largely means that those that can potentially benefit the most from *Digital Geelong* initiatives are also likely to be the most challenging group to target. *Digital Geelong* will require targeted interventions and targeted support for the aforementioned specific digital profiles and levels of capacity to be found in local SMEs.

4.10 OFFER MORE SUPPORT TO START-UPS: FOCUS ON WEBSITE DEVELOPMENT AND SOCIAL MEDIA

It is especially important for *Digital Geelong* to support businesses when they start trading, as it is at this point where uncertainty is at its highest. As so many businesses close within the first year of trading, well targeted support for start-ups could also have a positive effect on the economy as a whole. Early momentum will allow SMEs to see the benefit of online development, making them more likely to continue on this path in the longer term.

Although current start-ups will tend to be more digitally savvy than previous generations, the evidence is that they are keen to benefit from online support initiatives and sees this as important for their growth. Although two thirds of today's start-ups will have a website, many will still provide low level website functionality with only basic information about the company. Research indicates that across the range of needs of this group, website development and use of social media are key elements that such enterprises are keen to improve.

More broadly, start-ups increasingly look, when making decisions on business location, to the digital infrastructure – such as the availability of fibre optic networks such as the NBN, mobile reception, access to free Wi-Fi – but also to what has been called the 'eco-system supporting innovation'. This can include more holistic issues of city management and the agglomeration and concentration of businesses in

an area, enabling companies to access talent, knowledge spill-overs and indeed business collaborations. CoGG has influence over the delivery of these services even if they are not in direct control of implementation.

An innovation eco-system can vary but may also include workspace initiatives, business incubators or co-working spaces – possibly in collaboration with a local university, or in a technically enabled central library as a 'knowledge hub' (with perhaps its own 3D printer available to SMEs).

Increasingly, research is showing a shift to preferences amongst employees and businesses for what has become known as an in-town innovation district with cafes, bars, restaurants and that urban vibe sought by the key demography of 25- 34 year olds at the heart of innovation globally. Retaining and attracting that demography of talent and entrepreneurship to Geelong must be a core objective of a broader Council-led approach to the renewal of Geelong of which the *Digital Geelong* strategy is a cornerstone.

Attracting and anchoring University students with digital or science, technology, engineering and mathematics (STEM) qualifications must be a focus. If successful it will also attract relocations of companies as well as start-ups as the top priority for companies when comparing eco-systems for innovation is the availability of talent locally. The existing or emerging foci around health, sports science, advanced design-based manufacturing, construction and indeed retail can provide new job opportunities and sectors to attract and anchor the pool of talent required.

To this end, it is important that the local university offer around data analytics, data visualisation, Big Data and perhaps also Building Information Management be further developed. The City should lobby for a Chair in the digital economy, or analytics, to be inaugurated locally by the University, as part of a Data Research Centre for Smart Analytics, also offering training; consultancy services high quality digital learning materials and continuing professional development opportunities to local business. This would put Geelong on the national data analytics/digital economy map. Existing computer science and STEM students at University locally should be enabled to volunteer to help local young people of school age -or older people seeking re-skilling opportunities – to acquire basic or more advanced digital skills (including coding) as part of a wider 'Get Geelong Online' initiative envisaged by the strategy.

Recommendation 22: Partner with tertiary education institutions to attract talent, develop skills – and seek to create a Research Centre for Smart Analytics.

4.11 DIGITAL JOBS FOR ALL!

Contained within the digital opportunity arising from up-skilling is of course a threat of there being a digital skills gap in Geelong unless action is taken. On current trends there may be a digital skills shortage over the next decade that may hold back economic growth. So nurturing coding and programming skills in our young people will improve future employability and provide a talent pool upon which local businesses and the regional economy as a whole can draw

Of course, much of the discussion about the digital economy implies that the only jobs which matter are those of ICT professionals, software engineers, programmers or coders. Whilst these jobs are important and create most multipliers in the local economy, there will be an increasing number of people with jobs based on digital technologies who themselves are not 'hard' technical specialists of these kinds. There will also be more jobs for individuals who are free-lancers, self-employed or on part-time/short-term, project based, contracts, working for themselves or for others.

They may be digital media workers, designing websites, providing social media platforms or other creatives supplying digital content. They may be researchers or specialists in analysing or visualising data. They may be online accountants or social marketers, educationists/coaches or event organisers, virtual project managers or providers of HR or PA support online.

This is only a short-list of the variety of jobs which are emerging to service the digital economy. This is a core part of its attraction. But it also goes to the point of having a focus in the digital strategy not just on the needs of companies but on individuals and the skills, training and knowledge needed to access opportunities by the local community. Ensuring these are in place – are they being imparted at school, TAFE/University or by employers and relevant not-for-profit, skills-trainers or business support organisations in this space? – is an important issues for the strategy.

It is not the responsibility of the Council to directly deliver the training and skills inputs required – though there may be more opportunities for the Council to create relevant graduate work experience or internships to improve industry linkages and development. But it should, as a convenor of local alliances and as an advocate for the local community, ensure its partners to the strategy – in government, the start-up community, business and community organisations schools, hospitals, training organizations, digital inclusion activists, the local Digital Stars and Digital Advocates -are doing so.

Recommendation 23: Formally recognise that a wide variety of jobs and employment scenarios will be created in the digital economy. Ensure that partners are designing and delivering appropriate training and skills programs to service those job opportunities.

4.12 THE CITY'S ROLE: A DIGITAL ADVOCATE FOR LOCAL BUSINESS, SUPPORTING KNOWLEDGE TRANSFER – AS WELL AS AND ENSURING INFRASTRUCTURE IS IN PLACE

The strategy envisages the Council, either through its own activities or through partnership with other key forces, promoting the knowledge transfer, skills and infrastructure required by business and the workforce in the digital era. The City should create a Digital Partnership – which includes ICT Geelong – to bring together the various relevant players from the private, public, education /Tafe/University and not-for-profit sectors to promote this agenda. The existence of such an initiative would not simply help coordinate activities but give a strong message to existing business and those Geelong seeks to attract, that the digital economy is a core focus of a unified forward-looking community.

The City will continue to be the advocate of local community and business in seeking to ensure that the NBN is delivered in as timely and as extensive a fashion as possible, locally. It will play the same advocacy role in relation to the provision of mobile services locally and the resolution of any mobile 'black-spot' or reception issues.

The uncertainty and delays surrounding the NBN have caused problems in business planning and in any shift from fibre to the premises to fibre to the node – the new approach of NBN – needs to ensure sufficient fibre access is available locally. That will also involve the Council taking a lead on mapping the availability of fibre cabling via other bodies (such as exists in health and education providers and VicTrak) and how local business and public services might access them(see below). The same advocacy and brokering role will be needed in relation to mobile service providers and how their provision might be improved locally and 'black spots' reduced.

Recommendation 24: The City should maintain its brokering role on behalf of the local economy in discussions with the NBN as to its roll-out schedule and locations – and in relation to mobile services.

4.13 COGG AS AN AMBITIOUS DIGITALLY ENABLED COUNCIL WILL CREATE LOCAL BUSINESS OPPORTUNITIES VIA ITS OPEN DATA POLICIES – AND ATTRACT ENTREPRENEURS TO THE AREA

We have seen how COGG will seek to lead by example locally, showing how digital platforms and the digital economy can drive more productive use of its own assets, improve services and deepen engagement with the private sector. The workshops and interviews indicated awareness locally that there was a culture shift underway in the Council towards this leadership role and that with the new mayor as himself a 'digital champion' the strategic direction of travel was now clear.

The very fact that the Council is highlighting its digital ambitions, both in terms of its own corporate development, service design and provision and engagement with the community and business, will be a positive signal to the talented and innovative – whether here already or potential re-locators, to explore new possibilities in Geelong. Another key part of this 'open for digital business' message is a commitment to Open Data.

We have seen how the significant quantities of data the public sector and governments produce are set to revolutionise the way we manage our public services, engage with and are accountable to our communities and design and build our cities (These issues were dealt with further in the section above on the 'Council as a digital leader'.). But an 'Open Data' approach by the Council can also do more for the economy than inform better civic insight. It can help create products and services for markets and develop new opportunities for local SMEs.

The City can spark an innovation ecology through identifying the range of data sets it has produced/will produce and making them readily available online so that local companies are able to build relevant applications and offer services by using the data or by presenting key data in more user-friendly ways: there is no reason why Council data cannot be every bit as easy as navigating Google or Facebook.

Further, access to council research and data can also help local SMEs access vital leaning and market-relevant information at low or nil cost. The approach, subject to the right controls and regulatory framework, has a significant potential economic value, creating new business.

The City should progress Open Data initiatives through a modern open data platform and sharing Application Programming Interfaces (APIs) to enable developers producing online systems to link up with Council systems and provide useful applications for the public.

Material should be released in machine readable form on

an open source website with clear policies on reuse. And no user should have to have a degree in social geography or have a post-graduate experience in research techniques to be able to understand the data sets supplied. However, the Council will have to consider how local business newly exploring Open Data can access the skills, knowledge and support to use data. And of course, though there are plenty of excellent tools out there for people who are already very into their data, but there's very little available to data novices.

Recommendation 25: The City should iteratively release all relevant datasets digitally to help local business development.

4.14 INITIATE SERIES OF 'HACK DAYS'

The City should also set up a series of 'hack days' or competitions to engage local SMEs /software developers and coders in developing new or better uses of the data that they are releasing addressing specific problems facing Geelong. These may involve prizes for the best, most innovative, web or mobile applications, resources or toolkits or even or help in securing funding from sponsors to turn ideas into functional products. Hack days can also be used to trial any new products and services and the Council could itself consider procuring and implementing preferred high-impact innovations to improve services and cut costs. The City could in this partnership with local business develop the 'Geelong data store or dashboard' recommended elsewhere in the strategy.

The deeper message of such an approach is also that Geelong is signalling that it is opening up its administration and services to local businesses and entrepreneurs and wants to accelerate local innovation while leveraging public spending more effectively to deliver better services. It also shows a culture actively supporting the research and development of new applications by partnering for innovation with business.

Recommendation 26: The City should create local business opportunities, 'hackathons' and other incentives using its own and other government agency data to develop digital applications.

4.15 CO-WORKING SPACE – AND OTHER DIGITAL WORKSPACES

The workshops and interviews supported the concept of dedicated, serviced 'co-working' spaces with best in class connectivity as being highly relevant locally, given its proximity to Melbourne alongside the attraction of not having to commute every day to Melbourne if possible.

There is a spectrum of such spaces and business models to be found in other cities with some being privately provided, others being partnerships between the public and private sectors and others being publicly provided (such as via

libraries). Some are for self-employed 'mobile workers' and others are essentially back offices for major companies. There is appetite for some design thinking to be applied as to what needs to be nurtured locally and we recommend the Council and ICT Geelong further develop a proposition for a digitally enabled co-working centre in a suitable location to study the effectiveness of the centre in reducing commuting and encouraging collaborative working.

However, given Geelong's desire to see *Digital Geelong* as part of a broader strategy for renewal and given the recent research showing that innovation favours in-town districts which combine accommodation, densities of companies, talent, sources of investment and advice, digital infrastructure and urban attractors such as cafés, bars and restaurants, it is important that in addition, a network be mapped /created of what might be called 'Geelong's public digital and Wi-Fi workspaces for mobile workers'. These might in case of the new library be a more formal 'knowledge hub' in strategic location but they will also be more informal venues such as cafes, hotels and retail outlets.

4.16 ICT GEELONG

The creation of ICT Geelong gave an early indication of the importance to the Council and the area of the emerging digital economy and the need to equip local companies with appropriate knowledge and skills to take advantage of it. It remains close to the local market and undertakes 'grass roots' presentations on the digital economy with local SMEs. It has recently researched and published a report on the digital activities in the region with a number of illuminating case studies. It has a directory of local digital providers. It helps bring the public and private sectors together around this agenda and is playing an active role in the development locally of digital clusters around sport science and health.

A key decision for the Council to take relates to the role it sees ICT Geelong playing in delivering the broader ambitions of *Digital Geelong*. Whatever the specifics of the decision made – and there is a spectrum of choices possible – there should be even greater collaboration and shared learning/ projects going forward and with ICT Geelong playing a prominent role in any Geelong Digital Partnership: whether it should in a sense become the secretariat for the Partnership is a key matter to be explored though it is vital that *Digital Geelong* be seen as a core strategy for the Council's strategic centre to have oversight of, in association with the heads of the various departments/directorates and Geelong's dedicated economic development agency, Enterprise Geelong. *Digital Geelong* is a Council led 'digital masterplan' and central to the Council's vision for Geelong

Recommendation 27: The City should clarify the role it wishes ICT Geelong to play as part of the digital partnership for *Digital Geelong*.

IMPLEMENTATION CONSIDERATIONS FOR DIGITAL GEELONG

THREE KEY ISSUES:

AN EFFECTIVE CREATOR OF THE PARTNERSHIPS NEEDED FOR DIGITAL GEELONG

The range of interventions and recommendations outlined in Digital Geelong require partnership-working to achieve. The City will directly deliver its own contribution as identified. But its primary role will be as an advocate for digital with and for its community and local businesses and as a creator or enabler of the partnerships that are vital for delivery in all areas of importance to the strategy such as digital inclusion and skills development, business support and ensuring the area has the digital infrastructure and connectivity required: the hardware and software must match for this to work.

So it is crucial that CoGG build on its existing effective partnerships – or where needed build new ones – with the local private sector, with the community and voluntary/not for profit sectors, with other tiers of government, other councils, Regional Development Australia and with other part of the public sector providing services locally, in education and training, employability and business support and in social and healthcare. The work of not for profit organisations serving target groups for digital inclusion initiatives is for example crucial to success as will be the support of the local business chamber and other peer-to-peer business support groups.

All will need to coordinate their activities and investment in terms of support of this strategy. We see it as our role – and it is an appropriate role for elected local government to play with its democratic legitimacy, capacity, focus and determination – to help convene and co-ordinate these forces and secure their buy-in and contribution, so as to obtain the maximum benefit for, and impact on our local community and business.

Recommendation 28: The City should create and chair a Geelong Digital Partnership involving all key forces required for the strategy.

5.1 PARTNERSHIP ACTION ON COMPLEMENTARY FIBRE: A STRATEGY FOR USING EXISTING PUBLICLY OWNED FIBRE CAPACITY MORE BROADLY AND IMAGINATIVELY – AHEAD OF AND ALONGSIDE NBN ROLL-OUT

This is a digital strategy not an NBN strategy in part because of the uncertainty of the roll-out of the NBN which has meant that delivery timetables have been missed and roll-out maps turned out to be misleading and speculative. In practice most mobile services mapping turns out to be inaccurate and unreliable too because they give best case scenarios and capacity rather than real time data on performance: no supplier draws attention to their service ‘black spots’ in Greater Geelong for example.

The positive aspect in the NBN situation is that it reminds us that a digital strategy needs to embrace all technologies and delivery systems. More positively, the uncertainty over the roll-out of the NBN needs to be filled by complementary action so that any broadband ‘supply gap’ is filled and the community is ‘broadband- ready’ and digitally enabled ahead of any such NBN roll-out. Such ‘filling-in’ action is entirely feasible and should be a priority. Digital Geelong proposes such action in relation to alternative supplies/suppliers of high speed broadband fibre connectivity. We propose action to identify alternatives whilst the NBN roll out is determined but also to complement any such roll -out.

A key option is ‘supply aggregation’. Fibre optic cabling, in some cases with NBN-level capacity and speeds, has already been laid down in the region by a number of publicly funded bodies or institutions. These include schools, TAFE, universities, some hospitals, the University (with its globally competitive AArnet), and some local governments (in many forms such as cable connecting new developments and Council offices and libraries).

Use of that capacity, whilst increasing, can grow further and more imaginatively. It must. It might be used not just to support the activities (and income) of the specific fibre owning organisations but also to help local business development and knowledge sharing or support the achievement of community objectives. It can demonstrate what high speed broadband and the NBN can do ahead of roll-out, increasing the demand for high speed broadband.

More must be done to ensure that business, the public services and the community sector can take advantage of what is already available or deliverable, cost effectively and soon. This will require deliberation amongst partners, perhaps via the new Digital Partnership or via some kind of Memorandum of Understanding between key partners. CoGG should explore this ‘supply aggregation’ possibility with local partners who have fibre and who may wish to innovate and



open up access in the way discussed. There needs to be an exercise to map and research those who have such fibre connectivity already – and may be willing to share.

CoGG should thus identify public organisations with high speed fibre (TAFE/Hospitals/universities (AARNet)) to explore opportunities for using/extending use of their facilities.

Though there are some vital barriers around child protection and privacy, greater cross-sector collaboration and wider usage can be achieved. The existing fibre network is under-used and the strategy stresses the opportunity, negotiated within the Geelong Digital Partnership, to support collaborations which will bring raised usage of that fibre and diversify its range of uses/users. Internationally, and in some parts of Australia, multi-purpose public service hubs are already being designed around existing fibre nodes – and we can do the same in Geelong.

The Digital Partnership could:

- Work to identify/map the existing fibre available in the region in the various institutional locations
- Explore how partners might increase and diversify their use of that fibre
- Explore further collaborations across sectors

The Council and ICT Geelong should map all existing fibre networks in the area, working with the partners to the strategy

5.2 DEMONSTRATED OPTIONS SEEN IN OTHER CITIES

There are three other broad options to bridge the supply gap until the NBN is rolled-out:

- Existing ISPs and demand aggregation
- Expedite the NBN
- Self -build

EXISTING ISPS AND DEMAND AGGREGATION

There are already many high quality commercial providers of internet services and broadband connectivity in the region. Given the long time it will take to deploy the NBN, they will be considering how they should invest to meet demand. To help service providers make a business case for augmenting capacity, a useful tactic is to aggregate demand and to use government purchasing to provide what have been called 'conditional anchor tenants'. A radical example would be a broad public sector broadband aggregation for example between councils (and other public agencies) in the region. Aggregating the demand of local government and perhaps other public service providers could purchase better connectivity from private sector ISPs/Telcos in the period until the NBN is ubiquitous, reducing costs and improving speeds/services in the region.

This collective purchasing/demand aggregation is happening in the private sector too, with clusters of companies physically close to one another aggregating their purchasing power to access a higher speed fibre access (or some other service from an ISP) on an industrial estate or business park for example. Some such activity needs to be nurtured locally.

Finally, opportunities will arise for fibre and or wireless connectivity to be installed with new development and

infrastructure: and the Council should prioritise this possibility in planning controls and discussions with developers.

5.3 EXPEDITE THE NBN?

Many councils and RDAs have spent a lot of their energy and effort on lobbying to get early release sites nominated in their respective patches. This should not stop.

The NBN roll-out may be influenced by demonstrating:

- Plans for the deployment of complementary (or competing) infrastructure
- Motivation within the community to take up the network (demand register)
- Business models in place to exploit the NBN
- Commitment from local government to subsidise the deployment cost (and other practical assistance)
- Facilities access to complementary infrastructure, and
- Key strategic digitally equipped properties (libraries and neighbourhood centres for example).

5.4 SELF BUILD – DIRECT ACTION

Finally, there is the direct approach to filling the supply gap by building capacity for one's own network. In other countries, municipal fibre networks have been tried¹⁰. Some organisations in the region have already taken this path:

Some local councils have opportunistically installed fibre capacity and leased it to equally innovative ISPs -they have been laying down its own fibre network at the same time as new infrastructure is built – and have been leasing this to private sector ISPs. Some councils have sought to create local networks leveraged off strategic fibre links or add to local wireless and mobile capacity through collaboration with ISPs, commercial fibre providers or mobile providers.

AS A COORDINATOR OF THE URBAN RENEWAL OF GEELONG, WITH A DIGITAL AND TALENT ATTRACTION STRATEGY TO CREATE THE LOCAL TECH ECO SYSTEM

Research, from global cities, shows that a modern 'tech ecosystem' is not just something to do with business support, regulation, skills availability or even digital infrastructure and co-working spaces. It is much more holistic and based on the kind of combination of urban renewal and digital innovation for which Geelong was praised by the Victorian Government inquiry into local economic development. It also requires a conscious talent attraction strategy.

Wireless systems, the cloud and flexible working practices

mean that major conglomerates no longer need huge offices for servers and staff – smaller units are just as viable. Vibrant, mixed-use communities are at the heart of the new tech industry vibe.

The exchange of information and ideas is central to any creative industry, and tech is no exception. Creative clusters allow innovation to thrive. But it is not just innovation within a single company that is productive, the innovation of whole industries and the wider creative community makes a difference.

This means the human interaction allowed by cities has become a key attraction in the search for workspaces by tech companies. Cafés, bars, shops, a good retail offer, great virtual connectivity and a variety of housing and low-cost office space provide the 'social infrastructure' and real estate foundation they seek. The growth in tech industries goes hand in hand with the urban renaissance of town centres, the densities of mixed uses they enable and the knowledge spill-overs they encourage.

Recognising this and reinforcing the attractions of the urban centre of Geelong are actually in the current debates an important part of a digital strategy. This is consistent with Geelong's general approach to urban renewal but needs to be re-emphasised – and planning for the centre needs to encourage mixed uses and density to add to its economic potential. This will also reinforce retail viability in the centre.

5.5 TALENT ATTRACTION AND RETENTION MUST ALSO BE A PART OF THE STRATEGY

Globally, the sweet-spot or 'dream demographic' for knowledge based companies is the 25-34 year olds. These are also the most mobile and they will determine which places grow; cities are in competition for them and Geelong will be competing with Melbourne for them. A community which doesn't attract, welcome or retain these desirable workers likely has problems with innovative entrepreneurs of any age.

The education and skills they have, and their energy for innovation, are vital for growth. As the knowledge economy grows in significance so too does the importance of having such educated workers locally. The importance of education to economic success has increased dramatically in past two decades and globally the best educated cities grew over twice as fast as the others.

Places attractive to single well educated young people and increasingly women are likely to have an economic edge. Increasingly they want to live close to CBDs and centres. They have been called the 'close-in' generation.

They are influencing the locational decisions of companies. We are witnessing a virtuous cycle of worker preference and firm demand: embracing cityness: complexity; density;

diversity; messy intersection of activities, the layering of the old and new, an integration rather than segregation of uses: a profound shift favouring innovation districts in cities rather than exurban incubators.

Simply put: the current generation of tech workers doesn't want to toil in soulless Office Space complexes surrounded by moats of parking or in dispersed factories. The trend as Business Week says: 'is to nurture living, breathing communities rather than sterile remote compounds or research silos. A new nexus between innovation and urbanism fitting new demography has emerged. . . Place-making and economy shaping go together in the tech ecosystem in the digital era.

This means that going forward innovation and denser mixed use centres with cultural, recreational and retail amenities will attract highly educated, innovative, entrepreneurial individuals and benefit the area's viability and success. CoGG needs to continue to nurture that new nexus between innovation and urbanism as part of its broader economic and digital strategy. Digital and urban vibe go together and reinforce each other: a perception consistent with CoGG's overall economic, development and renewal strategy whose integrated, 'holistic' approach was, as we have seen, praised by the Victorian Government inquiry into council-led economic development strategies.

A MARKETER OF GEELONG AS A NETWORKED COMMUNITY AND AS 'THE COMPETITIVE EDGE' OF MELBOURNE: CONCLUSION OR NEW BEGINNING?

As the key strategy recommendations get implemented, Geelong, council, area and community will acquire the infrastructure, skills and reputation of, depending on choice, a 'smart city' or 'intelligent community'. The branding of either is valuable and can be secured by Geelong in due course as the quality of the 'Geelong Digital Product' continues to improve.

The Intelligent Community Forum Indicators in particular provide a good framework for assessing progress not just in building digital capacity but in building prosperous local economies in the digital economy.

They are:

- Broadband/ connectivity
- Knowledge workers
- Innovation
- Digital Inclusion
- Marketing and advocacy

These indicators identify the key criteria that enable a 'virtuous cycle' of positive change by interacting with one another. So digital connectivity supports the growth of a knowledge

workforce as well as creating the foundation of programs of digital inclusion. This then feeds a rising level of innovation as well as increasing demand further for connectivity (and skills). This dynamic momentum then becomes the core 'value proposition in economic development marketing of a community or city. This is why Digital Geelong is not a marginal strategy for 'geeks' but a core strategy for CoGG.

And why the imperative to market this improving and fast changing product to key demographics and start-ups needs to be taken up by the Council, as change takes place on the ground.

Like businesses facing greater global competition, cities like Geelong, which are re-structuring, must communicate harder than ever /better than ever, their advantages and explain how they are maintaining or improving their position as great places to live, work and build a start-up. The story of Digital Geelong needs to be effectively told and shared with the wider world – particularly those in the public and private sectors we wish to see invest in this momentum and those talented people we wish to anchor in or attract to Geelong to take this story decisively forward. Given the communication skills of the current leadership of CoGG, the story will be excellently told.

At the same time, advocacy by the Council leadership and partners of Digital Geelong needs to have as much of a 'within Geelong' focus as an external one, as a new vision of the future of the community must be embraced by it.

We will expect the new Geelong Digital Partnership to have this community awareness raising campaign as an essential item on their agenda. This digital enthusiasm/inclusion campaign must be a priority, with specific partners being digital champions for their area, client or community group.

The local and regional media should be involved and partners should use all their communication channels for the broader campaign to engage and enthuse local communities about the opportunities of the digital economy, participating in e-democracy and the advantages of accessing services online.

Recommendation 29: Using the Intelligent Community Forum criteria as benchmarks, seek to establish Geelong as a global Top 21 Intelligent Community by 2019



APPDENDIX A

GEELONG WIFI INFORMATION NETWORK

WIFI INTERNET NETWORK STRATEGIES

WIFI NETWORK OPPORTUNITIES

PREPARED FOR CITY OF GREATER GEELONG

MARCH 2015, FINAL VERSION

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OVERVIEW

This document presents an outline of the strategies, policies and procedures required to be included in the Digital Geelong Strategy in respect to the provision of a WiFi Internet information service to individuals and businesses within the City of Geelong, leveraging and learning from the free -WiFi project undertaken in the Geelong CBD and Waterfront precincts.

BACKGROUND

GeelongInfo.net (GiNet) has grown from the trial WiFi Project developed for the UCI World Championships, by a group of council and local stakeholders. The project started with one access point and has now grown to cover a significant area of the Geelong CBD and Waterfront precinct with over 30 WiFi access points. These access points service Central Geelong including the central bus interchange, Market Square Shopping Centre and across the Geelong Waterfront from Deakin to Eastern Beach.

The GiNet project was initiated to provide residents and visitors with WiFi internet access to enable delivery of a range of community, tourist and services information over portable smart phones and tablets. The GiNet service offers unlimited access to a range of community information from council, community organisations such as transport, health and education and from other stakeholder websites. The network provides users with a free, limited download WiFi service to access the internet.

The WiFi network leverages the investment made in the City of Greater Geelong (CoGG) optic fibre network. The network was installed to provide digital communications between CoGG sites and as a backhaul network for the City Safe CCTV Camera Network. This provides the wireless network with an infrastructure backbone which is available and free of transmission costs. In addition, many of the CCTV sites within Central Geelong and the Waterfront precinct co-host a WiFi access point.

CoGG and the project stakeholders have made significant investment in the GiNet WiFi network since 2010. This investment included funds for the rollout of WiFi access along the waterfront from Deakin University. In return Deakin University users' have gained access to the Eduroam network via the GiNet infrastructure. A similar association is being developed between GiNet and Barwon Health with the integration of Barwon Health's internal network to assist CoGG IT and the GiNet project.

The project has seen an expansion of the WiFi and CCTV infrastructure into Belmont, Leopold and Portarlington, with other suburban and township sites under consideration and development. Discussions with Tourism Geelong and Bellarine are in progress to enable an additional wireless network to be established focused on tourists and local tourism businesses.

VISION

The Digital Geelong WiFi Strategy

The Digital Geelong Strategy outlines the digital vision for economic and social growth for the CoGG. It promotes and encourages the digital future, by creating new opportunities for business, influencing the way people work and how they access services.

Digital Vision

'Geelong can transition to a nationally recognised digital economy. It will require a connected, digitally empowered and innovative community with enterprises at ease in the digital environment – and a digital champion; that must be the council.'

The GiNet Project Strategies to be adopted by CoGG in the implementation of a Digital WiFi Information Network are to be consistent with the Digital Geelong Strategy and will be supported by a set of policies for WiFi deployment and operations.

WiFi Information Systems Vision

The fundamental purpose of the GiNet project is to provide free and ubiquitous access to digital information services over commonly owned wireless devices. This reflects the digital vision for economic and social growth for the city and is consistent with the Digital Geelong recommendations.

Recommendation 2: Digital Inclusion must be at the heart of Digital Geelong.

'...as technology changes, significant disparities in access and opportunity are emerging. Unless this is remedied the digital divide will be truly entrenched by the end of the decade. Determined that all in the community must benefit, Digital Geelong has 'digital inclusion' at its heart. The Council will work with partners from the public, not for profit and private sectors, to ensure our community and business have the skills and infrastructure required to participate fully in the digital era.'

Recommendation 4: Understand the variety of key roles the Council will play.

'...use all opportunities provided by digital media and high speed broadband to increase the capacity of our citizens to communicate with us and with one another, to share key data, to open up access to both policy development and the political process and to work with us to deliver better services and outcomes.'

CONTEXT - GINET WIFI STRATEGY PROJECT

The purpose of the project is to develop a strategy and set of policies for WiFi deployment consistent with the draft CoGG Digital Strategy. The strategic imperatives for the project include:

Information delivery and communications outcomes

Improved information delivery of:

- Council services to ratepayers
- Community services to the public
- Retail and business services
- Health and education
- Tourism information

Community Infrastructure development providing:

- Wireless network infrastructure
- Greater asset utilisation and return on investment
- Web based information services portal
- A WiFi access hierarchy to manage information delivery applications
- Development of analytical tools to provide market intelligence for future infrastructure investment

Accessible free internet access for the community

Implement a free WiFi Internet Service allowing:

- Establishment of infrastructure to support WiFi connectivity
- Introduction of management systems to monitor and control internet use
- Reporting of user activity and location

Public WiFi access hierarchy and deployment standards for the:

- Selection of suitable WiFi Zones
- Provision of quality WiFi Services
- Management of information delivered
- Filtering of undesirable content

Digital inclusion, social interaction and community engagement

Support CoGG initiatives through ICT Infrastructure development allowing:

- Cost free access to digital information by all community members over WiFi enabled devices and computers
- Social Media programs fostering community engagement
- Establishment of infrastructure to support community programs and workshops, such as The 'Get on I.T.' (community based pop-up digital learning workshops and other digital learning space projects)

Increased tourism visitation and major event activity

Improve ICT communication networks to attract:

- Additional visitation to the Geelong Region through increased visitor satisfaction and service levels
- Major Event organisers to the Geelong region by providing WiFi information systems for the dissemination of information around both indoor and outdoor event precincts

Collaborative initiatives with CoGG and third party stakeholders to:

- Establish retail and marketing programs with regional businesses
- Host Tourism Information services and promotional activities
- Drive existing and future community event programs.

EXTERNAL STAKEHOLDER COLLABORATION

A collaborative approach to infrastructure development and sharing is fundamental to the GiNet Project. The present GiNet stakeholders include CoGG, Deakin University, The Gordon TAFE and Barwon Health.

Involvement of external stakeholders has allowed the physical expansion of the network through financial support and has greatly increased the reach of the GiNet network into areas serviced by these stakeholders. The GiNet network will continue to grow and increase its relevance for community information delivery as these collaborative relationships are extended.

The advantage stakeholders receive in this environment is in the extension of the coverage area which they obtain, allowing them to communicate with their own users in the public spaces managed by the CoGG GiNet Project and precincts managed by Partner Organisations.

MARKETING SERVICES AND NETWORK COMMERCIALISATION

There are significant commercialisation opportunities driven by the GiNet Project and the creation of a broad based wireless communications network. The massive uptake of smart phone and tablet devices and the incredible pace of development of applications being delivered over this platform have given marketers and web developers a new set of tools to advertise and promote products and services.

Many web marketing companies are now specialising in the provision of intelligent marketing systems using social media and interactive communications to reach targeted markets with offers and promotions. In the future the value of the investment CoGG has made in the GiNet WiFi network could be leveraged to provide a commercial return from marketing activities presented by these web marketing companies.

Commercialisation of the network can be achieved without degrading the community services provided. These services will need to be safeguarded from misuse through appropriate commercialisation strategies and policies. Commercialisation initiatives have not been considered appropriate for the GiNet project in its current development phase. In the future commercialisation should be considered to provide funding for network expansion and ongoing operational cost recovery.

DIGITAL INCLUSION

The Digital Geelong Strategy promotes the digital economy, securing partnerships and supporting not for profits and business to foster ambitions, growth and access. These are all key roles of Council.

The Digital Geelong Strategy aims are based on council-led initiatives to create a 'digital partnership' that engages all government tiers, the public, and private and not-for-profit sectors to:

- Improve the design, economy, efficiency, effectiveness and responsiveness of Council services
- Improve engagement with the community and business and the very functioning of our democratic process by using new digital platforms
- Identify the core roles of the Council in promoting the digital economy in Geelong – leading by example as a service provider

The principal of Digital Inclusion within the draft Digital Geelong Strategy concludes:

'...There are different reasons why people may not be regular users of digital services. They may be disadvantaged by a lack of skills or confidence, or find going online is difficult because of access, location or affordability. Many of those who are currently digitally excluded are those who could benefit most.'

Digital Innovation must ensure all communities have maximum access to digital resources. The GiNet Project is a significant part of the fabric required to achieve this goal.

GINET PROJECT STRATEGIES AND POLICY

The GiNet strategies and policies provide a framework for the selection, planning, implementation and management of a Digital Communications Network. The proposed strategies associated with the operation of the GiNet WiFi Communications Network are summarised in the following tables.

NETWORK INFRASTRUCTURE AND OPERATIONAL PLATFORM DEVELOPMENT

Table 4 – Strategies to develop network infrastructure and the operational platform

Opportunity	Outcome	Strategies
Information and Communications Technology Application	Freely accessible wireless connections to all compliant wireless services, in particular small screen smart phone devices	Deliver an industry standard WiFi Communication Network designed for mobile devices with free internet access
Integrated Infrastructure	Optimum utilisation of community owned communications assets	Build the network around the established ICT infrastructure Develop partnerships to maximise the shared use of existing and future infrastructure
Network Expansion	Coordinated and cost effective network development in appropriate locations which benefit stakeholders and users	Develop a profile strategy which identifies appropriate locations that meet deployment policy criteria
Collaborative Networks	A WiFi network which all parties mutually benefit from increased reach and access	Develop partnerships between stakeholders to allow external stakeholder WiFi networks to be integrated
Information Delivery	Cost saving and improved information delivery utilising commonly operated wireless devices preferred by users	Deliver digital Council and community information through the wireless network
Network Management	Effective and efficient network monitoring and control systems providing valuable usage data and analytic intelligence	Deliver centralised management of the network over all forms of connectivity
Digital Inclusion	Ubiquitous Internet access for all residents and community members without user access fees	Provide free wireless internet connectivity through the network within approved locations
Commercialisation	Effective marketing and promotional activity assisting in delivery of CoGG and community information. A network which is generating revenue through external partnerships	Investigate marketing, promotional and social media opportunities which will allow commercialisation of the network to occur and support ongoing operation and expansion

INFORMATION SERVICES PORTAL DEVELOPMENT AND WEB CONTENT MANAGEMENT

Table 5 – Strategies to develop network infrastructure and the operational platform

Opportunity	Outcome	Strategies
CoGG Information Services	Freely accessible wireless connections to all compliant wireless services, in particular small screen smart phone devices A single digital point of entry for all CoGG services and enquiries tailored to the users and the selected communications channel.	Deliver an industry standard WiFi Communication Network designed for mobile devices with free internet access Focus on CoGG Information Portal and website integration and development or Develop an inclusive CoGG digital information portal which integrates all communication channels and services
CoGG Resident Engagement	Coordinated and cost effective network development in appropriate locations which benefit stakeholders and users A WiFi network which all parties mutually benefit from increased reach and access Communications support and Internet connectivity allowing greater access to community information and CoGG digital and social media initiatives.	Develop a profile strategy which identifies appropriate locations that meet deployment policy criteria Develop partnerships between stakeholders to allow external stakeholder WiFi networks to be integrated Work with the community in the development of digital programs to ensure alignment with their needs and expectations
Community Information Services	A single digital point of entry for community organisations with programs and physical environments tailored to users.	Provide a single point of entry for CoGG's community development department and community organisations programs
Digital Inclusion	Ubiquitous Internet access for all residents and community members without user access fees Overcoming the Digital Divide by creating free and ubiquitous access to the Internet utilising affordable mobile devices.	Provide free wireless internet connectivity through the network within approved locations Engagement with the community to ensure their involvement in online activity and projects
Retail and Tourism Services	Single point of entry for tourism and corporate programs supporting economic development in the region.	Collaborate with Local/Regional Tourism Organisations and Traders Associations
Stakeholder Partner Program	Coordination of information portal access with a single point of entry associated with individual Partner Program Services.	Collaborate with key stakeholders providing Education, Health and Transport services.

INTELLECTUAL PROPERTY

Intellectual Property (IP) utilised in the development or operations of the GiNet project will remain the property of the individual MoU member that contributed the IP.

Project Logos or Trademarks developed by the GiNet project will remain the property of the individual MoU member that provided these designs.

POLICY DEVELOPMENT PROGRAM

The implementation of the strategies outlined above will require a set of policies and procedures to be developed. The documentation should address the selection of sites and the implementation and management of the physical network. The documentation should also address the provision and management of content being provided to users of the GiNet WiFi Network. An overview of the elements to these policies is shown below.

POTENTIAL DEPLOYMENT POLICIES

- Location profiles for suitable sites within CoGG key activity areas
- Capital and recurring cost assessment and investment criteria
- Physical infrastructure deployment guidelines and performance standards
- ICT management and performance standards
- Network security policies
- Network partner policies



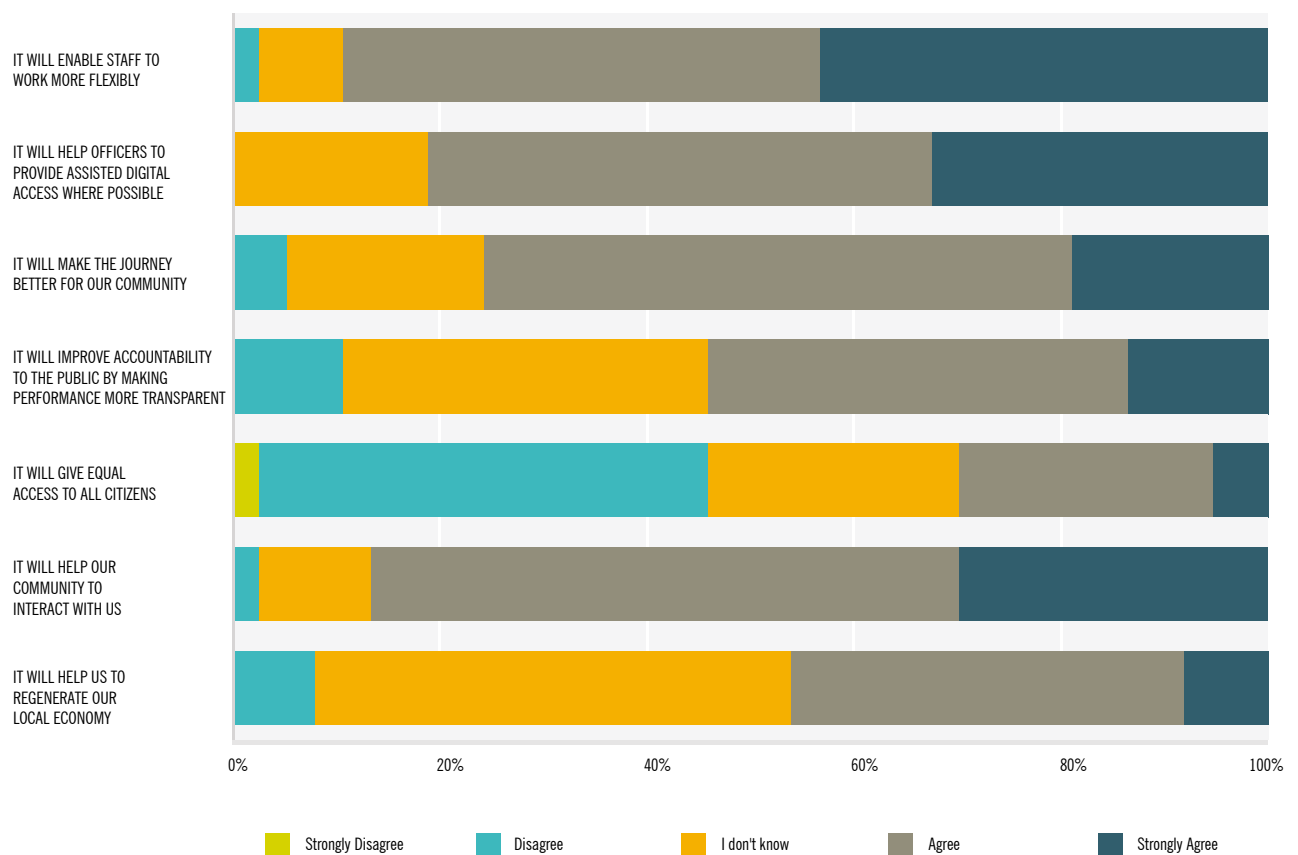
APPENDIX B

DIGITAL SURVEY RESULTS

Q1

DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS ABOUT DIGITAL TECHNOLOGIES?

ANSWERED: 37 SKIPPED: 0

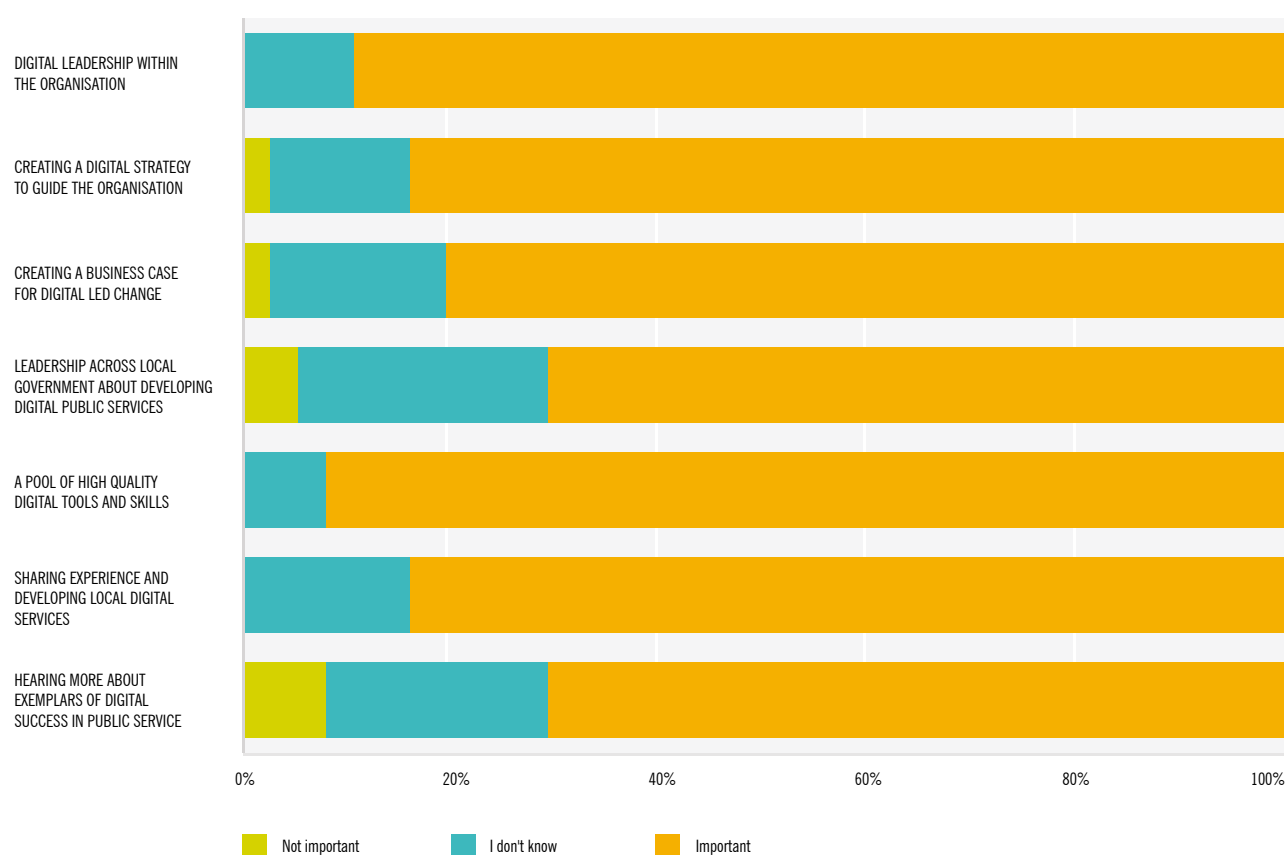


	Strongly Disagree	Disagree	I don't know	Agree	Strongly Agree	Total
It will enable staff to work more flexibly	0% 0	2.70% 1	8.11% 3	45.95% 17	43.24% 16	37
It will help officers to provide assisted digital access where possible	0% 0	0% 0	18.92% 7	48.65% 18	32.43% 12	37
It will make the journey better for our community	0% 0	5.41% 2	18.92% 7	56.76% 21	18.92% 7	37
It will improve accountability to the public by making performance more transparent	0% 0	10.81% 4	35.14% 13	40.54% 15	13.51% 5	37
It will give equal access to all citizens	2.70% 1	43.24% 16	24.32% 9	24.32% 9	5.41% 2	37
It will help our community to interact with us	0% 0	2.70% 1	10.81% 4	56.76% 21	29.73% 11	37
It will help us to regenerate our local economy	0% 0	8.11% 3	45.95% 17	37.84% 14	8.11% 3	37

Q2

ARE THE FOLLOWING ITEMS IMPORTANT TO A SUCCESSFUL DIGITAL APPROACH?

ANSWERED: 37 SKIPPED: 0

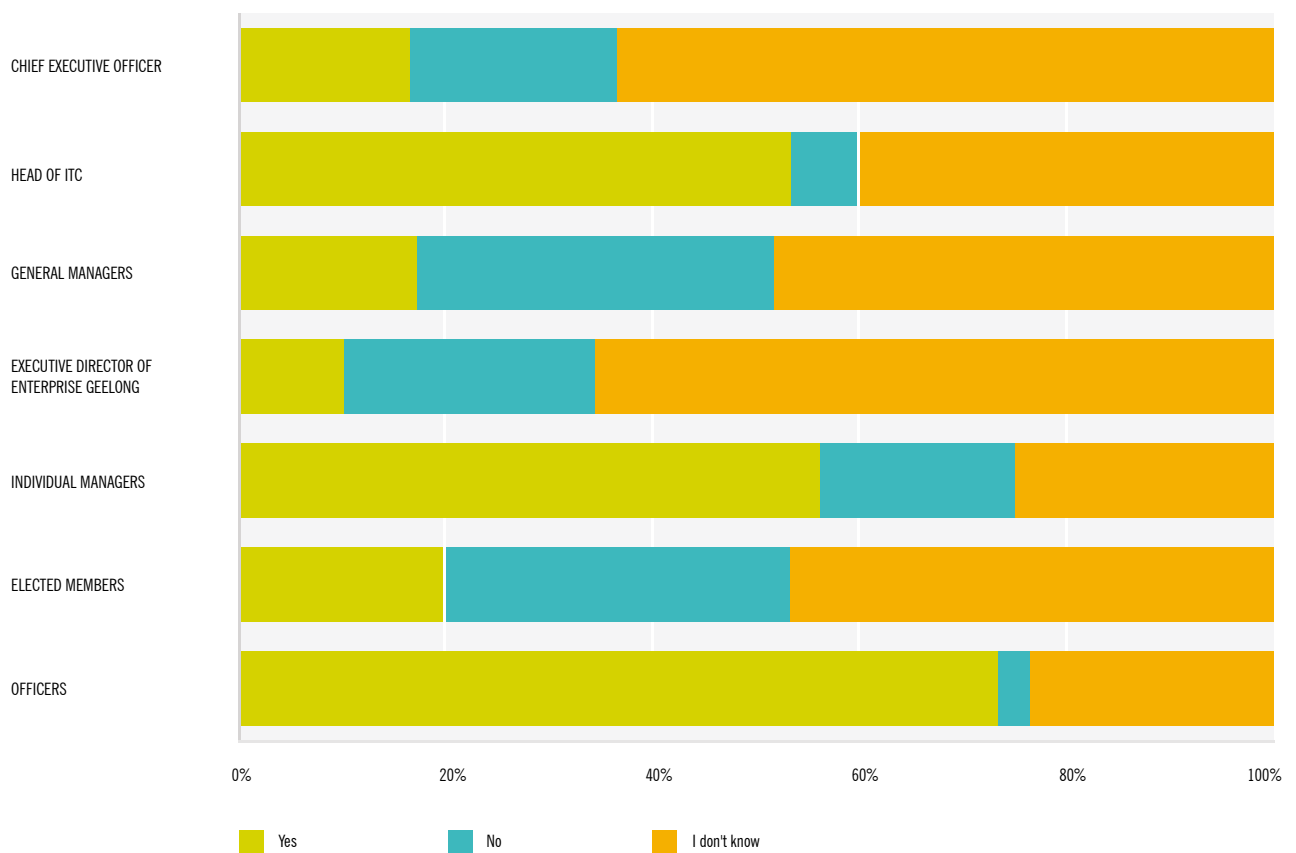


	Not important	I don't know	Important	Total
Digital leadership within the organisation	0% 0	10.81% 4	89.19% 33	37
Creating a digital strategy to guide the organisation	2.70% 1	13.51% 5	83.78% 31	37
Creating a business case for digital led change	2.78% 1	16.67% 6	80.56% 29	36
Leadership across local government about developing digital public services	5.41% 2	24.32% 9	70.27% 26	37
A pool of high quality digital tools and skills	0% 0	8.11% 3	91.89% 34	37
Sharing experience and developing local digital services	0% 0	16.22% 6	83.78% 31	37
Hearing more about exemplars of digital success in public service	8.11% 3	21.62% 8	70.27% 26	37

Q3

WHO IS LEADING DIGITAL WITHIN YOUR ORGANISATION?

ANSWERED: 35 SKIPPED: 2

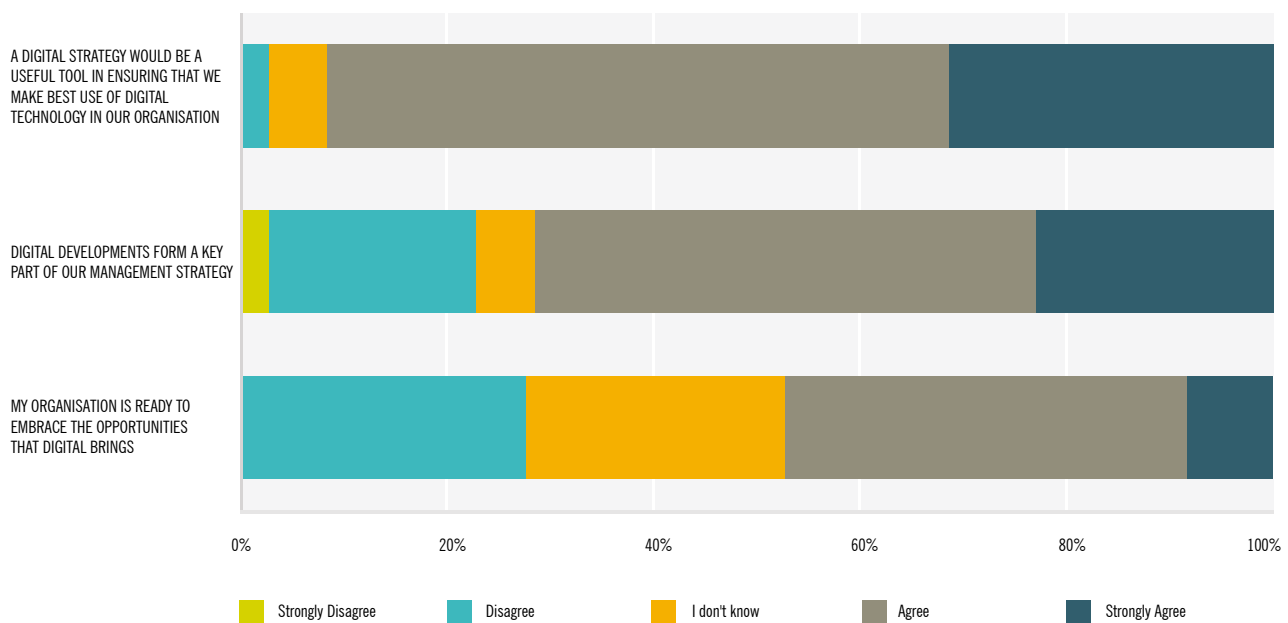


	Yes	No	I don't know	Total
Chief Executive Officer	16.67% 5	20% 6	63.33% 19	30
Head of ITC	53.33% 16	6.67% 2	40% 12	30
General Managers	17.24% 5	34.48% 10	48.28% 14	29
Executive Director of Enterprise Geelong	10.34% 3	24.14% 7	65.52% 19	29
Individual Managers	56.25% 18	18.75% 6	25% 8	32
Elected Members	20% 6	33.33% 10	46.67% 14	30
Officers	73.53% 25	2.94% 1	23.53% 8	34

Q4

DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS ABOUT DIGITAL STRATEGIES?

ANSWERED: 36 SKIPPED: 1

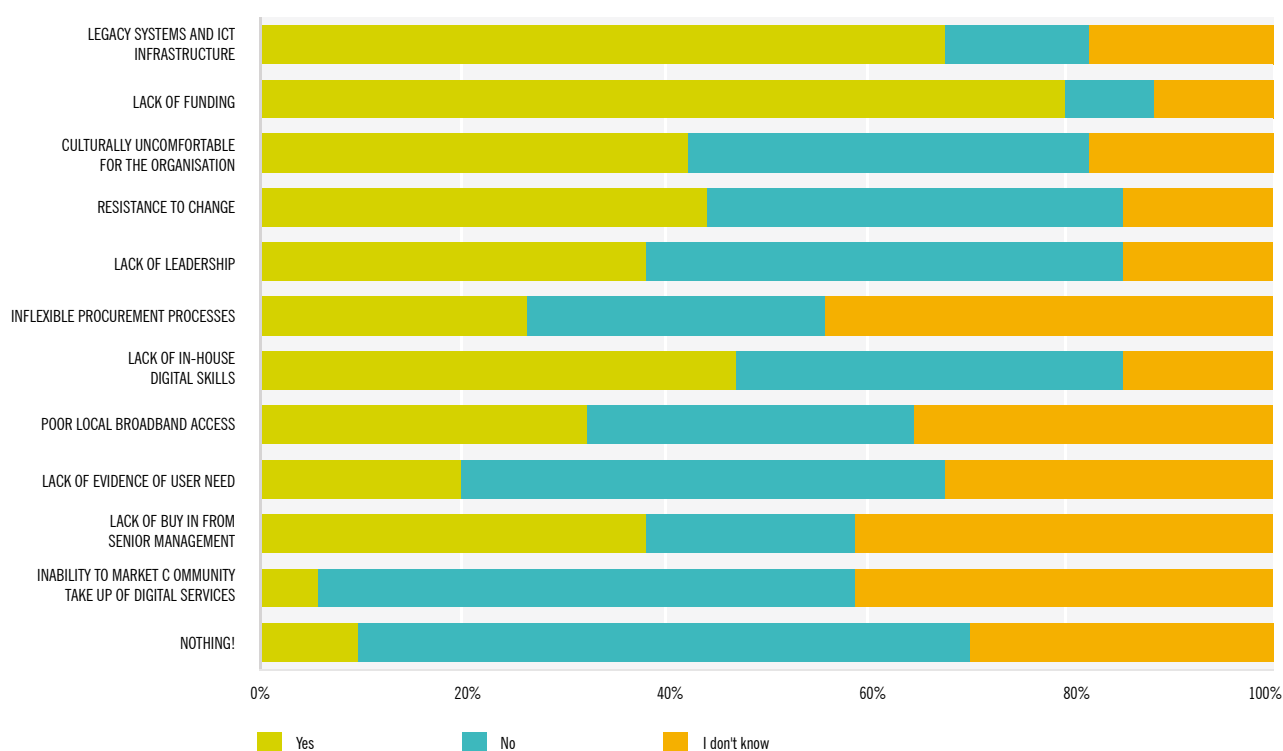


	Strongly Disagree	Disagree	I don't know	Agree	Strongly Agree	Total
A digital strategy would be a useful tool in ensuring that we make best use of digital technology in our organisation	0% 0	2.86% 1	5.71% 2	60% 21	31.43% 11	35
Digital developments form a key part of our management strategy	2.86% 1	20% 7	5.71% 2	48.57% 17	22.86% 8	35
My organisation is ready to embrace the opportunities that digital brings	0% 0	27.78% 10	25% 9	38.89% 14	8.33% 3	36

Q5

WHAT, IF ANYTHING, IS HOLDING BACK DIGITAL DEVELOPMENT IN YOUR ORGANISATION RIGHT NOW?

ANSWERED: 34 SKIPPED: 3



	Yes	No	I don't know	Total
Legacy systems and ICT infrastructure	67.65% (23)	14.71% (5)	17.65% (6)	34
Lack of funding	79.41% (27)	8.82% (3)	11.76% (4)	34
Culturally uncomfortable for the organisation	42.42% (14)	39.39% (13)	18.18% (6)	33
Resistance to change	44.12% (15)	41.18% (14)	14.71% (5)	34
Lack of leadership	38.24% (13)	47.06% (16)	14.71% (5)	34
Inflexible procurement processes	26.47% (9)	29.41% (10)	44.12% (15)	34
Lack of in-house digital skills	47.06% (16)	38.24% (13)	14.71% (5)	34
Poor local broadband access	32.35% (11)	32.35% (11)	35.29% (12)	34
Lack of evidence of user need	20.59% (7)	47.06% (16)	32.35% (11)	34
Lack of buy in from senior management	38.24% (13)	20.59% (7)	41.18% (14)	34
Inability to market community take up of digital services	5.88% (2)	52.94% (18)	41.18% (14)	34
Nothing!	10% (3)	60% (18)	30% (9)	30

Q6

WHAT ARE THE PRACTICAL WAYS THAT THE CITY OF GREATER GEELONG CAN HELP YOU TAKE ADVANTAGE OF DIGITAL OPPORTUNITIES?

ANSWERED: 20 SKIPPED: 17

#	Responses	Date
1	Willingness to think outside the square of what we currently do, willingness to be more creative and not constrained by 'how we have always done things, allowing greater access to manage content online, provide a more coordinated approach across the organisation.	12/20/2013 3:12 PM
2	Compulsory workshops on what's available and how it needs to be used	12/17/2013 10:20 AM
3	Define what a digital strategy is Create a survey that is not bias Actively engage with stakeholders to create the catalyst for change (I don't thing the current methodology does this) The metrics for support needs to be established, ie return on investment, etc	12/16/2013 3:24 PM
4	Training. Explaining exactly what the "digital opportunities" are for Local Government! Anecdotal evidence suggests that a great deal of productive time is actually lost by people using digital technologies and "apps" that do not contribute to any "real outcomes" for anyone or anything.	12/16/2013 10:25 AM
5	Investment in relevant technologies and development of appropriate resources.	12/16/2013 9:54 AM
6	Involvement in development of a digital strategy to find out what the issues and opportunities are.	12/16/2013 7:28 AM
7	Ensure adequate hardware and accessibility to digital tools to make significant improvements (at fairly low cost).	12/15/2013 7:33 PM
8	Keep things simple, even the jargon in this survey isn't plain English. We should never think that digital tools and solutions will replace human to human interaction and great service internally and externally.	12/13/2013 11:03 PM
9	Cross departmental strategy	12/13/2013 10:47 PM
10	Improved internet speed access to new software greater access to websites e.g Youtube speakers up to date equipment and integrated telephone systems email addresses for all Council staff.	12/13/2013 3:47 PM
11	Keep this on the radar to ensure we get there one day!	12/13/2013 3:28 PM
12	Work from home capability. Appropriate funding for ICT. More staff for development. Stronger focus on application design and documentation. Senior staff enabling ITC staff to get the job done. Stronger focus on user requirements and documentation. Embracing user centred design as an integrated process. Less "do this" from senior representatives who have little understanding of the capabilities available and more "how do approach this?". Use the official geelongcity.vic.gov.au domain instead of geelongaustralia.com.au to prevent confusion with the public. (or at least both - all payment services should be under .gov). More advertising of digital services. Support for small IT businesses in the local area through grants, competitions, think tanks, hosting of developer events, etc .	12/13/2013 3:27 PM
13	a little more pressure from above for managers and general managers to embrace digital technologies would be helpful.	12/13/2013 3:27 PM
14	Provide more education and resources	12/13/2013 3:18 PM
15	Explaining what is meant by digital opportunities. Twitter, Social Networking for all businesses, video conferences, software packages or is it something new; or a combination of existing communication technologies? Higher Broad band speeds or smart phone technology improvements? What is it we are trying to achieve here because it seems vague at this point in time and new technology in this area is constantly evolving and not necessarily created or driven by Council. We introduce a digital system one week and the next it is obsolete. People and organisations evolve with the technology change; they don't drive it so I can't help but feel that a strategy will be difficult to keep current as new, better, faster and more powerful devices come to the market. More information and detail will be good.	12/13/2013 2:58 PM
16	Give individual units the confidence and freedom to build digital opportunities with resources to support this approach.	12/13/2013 2:43 PM
17	Use of cloud for project development, with built in escalation for inaction.	12/13/2013 2:29 PM
18	Allow access to web sites to enable our people to do their jobs properly.	12/13/2013 2:25 PM
19	Provide the skilled resources for this to happen. Lack of leadership, lack of funding, resistance to change. Cogg has a very poor mindset regarding digital opportunities.	12/13/2013 2:22 PM
20	Funding	12/13/2013 2:19 PM

3. PLANNING AUTHORISATIONS – COUNCIL TO STAFF

Portfolio:	Planning - Cr Heagney
Source:	Planning & Tourism - City Development
General Manager:	Peter Bettess
Index Reference:	Delegation

Purpose

To appoint Council Officers as Authorised Officers under the *Planning and Environment Act 1987*.

Summary

- Council officers are appointed as Authorised Officers to exercise statutory powers under various Acts and Regulations. Appointments as Authorised Officers are to individual staff members unlike delegations which are position based.
- Previously authorised officers were appointed under sub-delegation by the Chief Executive Officer pursuant to the general powers of the *Local Government Act 1989*. Legal advice has informed Council that where there is a specific power within an Act, Council should appoint Authorised Officers pursuant to that Act, rather than the general powers of the *Local Government Act 1989*. Council has recently employed some officers that are required to be appointed under the *Planning and Environment Act 1987*.
- Appendix 1 sets out an Instrument of Appointment and Authorisation for new staff required to be appointed as Authorised Officers under the *Planning and Environment Act 1987*.

Cr Heagney moved, Cr Irvine seconded -

In the exercise of the powers conferred by section 224 of the Local Government Act 1989 and under section 147(4) of the Planning and Environment Act 1987 Greater Geelong City Council (Council) resolves that:

- 1) the members of Council staff referred to in the Instrument of Appointment and Authorisation (Appendix 1) are appointed and authorised as set out in the instrument;**
- 2) this instrument come into force immediately the common seal of Council is affixed to the instrument.**

Carried.

Background

This report is for the appointment of Authorised Officers under the *Planning and Environment Act 1987* directly by Council.

Discussion

The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority (Council).

At its meeting on 10 March 2015, Council resolved to appoint and authorise a number of Council officers under the *Planning and Environment Act 1987*.

The report to the Council meeting indicated that future Instruments of Appointment under the *Planning and Environment Act 1987* will be included in the Planning Delegation section of Council meetings.

Two planning staff recently been employed by the Council are required to be authorised under the *Planning and Environment Act 1987*. .

Appendix 1 sets out the Instrument of Appointment and Authorisation under the *Planning and Environment Act 1987* and lists the staff members to whom this authorisation applies.

Environmental Implications

There are no environmental implications relative to this report.

Financial Implications

There are no financial implications relative to this report.

Policy/Legal/Statutory Implications

The authorisation is as recommended by Council's lawyers.

Alignment to City Plan

How we do business.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has a direct or indirect interest.

Risk Assessment

A properly prepared system of delegations and authorisations minimises the likelihood of officers acting outside their powers and exposing Council to unacceptable risk. Regular review of the delegations and authorisations ensures accountability and responsibility for decisions when the decision makers are identified. Delegations and authorisations can be subject to legal scrutiny in courts and tribunals.

Social Considerations

There are no social considerations relative to this report.

Human Rights Charter

No Human Rights are affected by the contents of this report.

Consultation and Communication

All delegations and authorisations are published on Council's internal website, Cityweb. All relevant Managers have been consulted in the implementation of authorising officers under the *Planning and Environment Act 1987* and any changes to delegations have been reviewed and endorsed by relevant Managers.

Appendix 3-1

**Greater Geelong City Council
Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987*)**

By this instrument of appointment and authorisation Greater Geelong City Council -

1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officers listed below to be authorised officers for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 232 of the *Local Government Act 1989* authorises the officers listed in Attachment 1 generally to institute proceedings for offences against the Acts and regulations described in this instrument.

Steven Roussac – Town Planner

Claire McVilly – Town Planner

It is declared that this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until revoked.

This instrument is authorised by a resolution of the Greater Geelong City Council on 26 May 2015.

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

4. SOCIAL MEDIA

Portfolio:	Governance – Cr Lyons (Mayor)
Source	Strategy & Performance – Communications & Marketing
General Manager:	Dean Frost
Index Reference	Subject : Communications & Marketing

Purpose

The purpose of this report is to provide details of social media activity of Council as per the resolution of 25 November 2014 Council meeting.

Summary

- At its meeting on 25 November 2014, Council noted the opportunities now available through social media in communicating with residents. Council requested detailed information regarding the number of social media accounts operated across the Council, and the resources (officer time/cost) to support them
- The Council also noted the importance of Councillors leveraging the City of Greater Geelong brand
- The attachments detail the current accounts operated by Council and the estimated costs of operating each account from 1 July 2013 to 28 February 2015
- The current management policies and procedures relating to media have been reviewed, with minor modifications made.

Background

Each division was asked to provide details of their current social media accounts, the hours spent establishing and maintaining accounts, and any additional costs incurred.

These were then checked against the approved list of social media accounts and the hours estimated were checked for viability.

The recent activity for each account was then analysed as well as the number of followers / likes for each page.

Cr Heagney moved, Cr Ellis seconded -

That Council notes the:

- 1) information attached relating to Council's social media accounts, including the details of the accounts and the resources (officer time and costs) applied to supporting these accounts;**
- 2) Management Policy – Social Media and Management Procedure – Social Media have been reviewed and updated.**

Amendment

Cr Richards moved, Cr Irvine seconded -

That Council notes the:

- 1) information attached relating to Council's social media accounts, including the details of the accounts and the resources (officer time and costs) applied to supporting these accounts;**

- 2) Management Policy – Social Media and Management Procedure – Social Media have been reviewed and updated;**
- 3) Council release all costs incurred for social media at the same time as Councillor costs are published;**
- 4) Council receive a report detailing social media guidelines for endorsement;**
- 5) all social media guidelines be reviewed annually and endorsed by Council.**

The amendment was put and carried.

Division Requested:

For: Ellis, Heagney, Fisher, Macdonald, Farrell, Richards, Irvine

Against: Crs Ansett, Harwood, S Kontelj, Nelson, E Kontelj, Lyons

The amendment became the motion.

The motion was put and carried.

Division Requested:

For: Crs Ellis, Heagney, Fisher, Macdonald, Farrell, Richards, Irvine, Harwood

Against: Crs Ansett, S Kontelj, Nelson, E Kontelj, Lyons

Discussion

While a number of accounts do not have a large number of followers, they are the primary source of communication to members of certain facilities e.g. Leisurelink. Others have a small number of followers, are not obviously connected to the City and are probably not economically viable.

Each account needs to be thoroughly analysed by Communications and Marketing, in conjunction with the officers responsible for operating the account to determine its viability.

There is minimum sharing of information between accounts, that is, linking them to the primary accounts operated on behalf of the City. Councillors can also contribute relevant photographs and content to social media accounts. However, this is rarely done.

The existing policies and procedures have been reviewed are more than adequate for the operation of social media in Council. Council also requested for officers to review the policy and procedure related to social media.

The Social Media Procedure has also been reviewed and clearly states "The GreaterGeelong Twitter account and the Geelong Australia Facebook page are the predominant organisational social media accounts used for communicating Council's news and information."

In order to assist Councillors in "signposting" and providing information to Councils social media sites, a set of guidelines will be introduced, as well as a listing of all accounts relevant to each Councillor's and how they can link to those accounts.

Environmental Implications

There are no environmental implications in relation to this report.

Financial Implications

The report highlights that Council dedicates significant resources to support social media activities. A significant proportion of costs relate to the monitoring of the various accounts outside of business hours.

This will be reviewed to optimise the efficiency and effectiveness of the accounts. There are technology systems that allow the pre-programming of posts/tweets as well as automates tracking of trends to highlight issues.

Policy/Legal/Statutory Implications

Council's activity in the social media space is largely governed by Management Policy (Social Media Policy) and Management Procedure (Social Media Procedure).

A key element of the policy states, that the Geelong Australia social media accounts are to be the predominant accounts for communicating with the Community.

As per Council resolution these have been reviewed and a small number of changes proposed for the Chief Executive Officer to authorise.

Alignment to City Plan

This aligns with the strategic direction of How We Do Business under the City Plan.

Officer Direct or Indirect Interest

There is no Officer direct or indirect interest.

Risk Assessment

There are no notable risks.

Social Considerations

Social media is increasingly an important method of communicating with our Community. Its interactive nature assists the Community to feel connected with the activities of Council.

Human Rights Charter

This report has no impact on Human Rights.

Consultation and Communication

Consultation will be carried out with social media operators and throughout the organisation in developing the guidelines.

		Total hours 1 July 2013 to 28 February 2015	Total cost 1 July 2013 to 28 February 2015	Followers/Likes	Costs per follower
COMMUNICATIONS & MARKETING					
Geelong Australia	Facebook / Twitter / Instagram / YouTube / SoundCloud	1164.25	\$51,891.00	12,654	\$4.10
Geelong Mayor	Twitter / Facebook / Instagram	3311	\$190,160.00	160001	\$1.19
ARTS & CULTURE					
Arts & Culture	Facebook	18.5	\$737.60	751	\$0.98
Art Projects	Instagram	26	\$1,036.62		
M to M	Website		\$0.00	N/A	
M to M	Facebook	86	\$3,428.82	814	\$4.21
Mouth to Mountain	Twitter	10	\$398.70	53	\$7.52
National Wool Museum	Twitter	60	\$2,392.20	210	\$11.39
National Wool Museum	Facebook	247	\$9,847.89	4,682	\$2.10
National Wool Museum	Instagram	1	\$39.87	5	\$7.97
Geelong After Dark	Facebook	5	\$199.35	320	\$0.62
The Potato Shed	Facebook	146	\$5,821.02	1,213	\$4.80
Communities Accessing Technology 3219	Facebook	16.88	\$658.30	79	\$8.33
Women In Community Life	Facebook	59	\$2,301.00	353	\$6.52
SPORT & RECREATION					
Leisurelink	Facebook	400	\$14,116.00	4,097	\$3.45
Waterworld	Facebook	260	\$9,075.00	1,145	\$7.93
Simonds Stadium	Twitter	195	\$6,351.00	619	\$10.26
Geelong Arena	Twitter	195	\$6,903.00	70	\$98.61
Belmont Market	Facebook	42	\$1,617.00	692	\$2.34
Futsal Geelong	Facebook	42	\$1,617.00	622	\$2.60
Splashdown	Facebook				
Geelong Botanic Gardens	Facebook	15	\$780.00		
ENTERPRISE GEELONG					
Enterprise Geelong	Twitter	172	\$8,400.00	1,420	\$5.92
Enterprise Geelong	Facebook	258	\$16,576.46	923	\$17.96
YOUTH					
GeeYoung Project	Facebook	26	\$1,036.62	137	\$7.57
WAY Youth Group	Facebook	170	\$5,950.00	43	\$138.37
The fOrT Youth Centre	Facebook	240	\$7,429.20	1,020	\$7.28
TAG (Teen Activities Geelong)	Facebook	158	\$6,499.46	461	\$14.10
BYAC (Bellarine Youth Action Crew)	Facebook	177	\$7,056.99	26	\$271.42
City Aerosol Network	Facebook		\$0.00	53	
GASP	Website	105.5	\$4,114.50	N/A	
GASP	Twitter	26	\$1,036.62	128	\$8.10
GASP	Facebook	158	\$6,299.46	656	\$9.60
GASP	Instagram	2	\$79.74	82	\$0.97
Switch Magazine	Facebook	26	\$1,036.62	466	\$2.22
CCP (Crash Course Productions)	Facebook	177	\$7,056.99	128	\$55.13
CCP (Crash Course Productions) Event Page	Facebook	22	\$877.14	N/A	
Greg Chadwick Youthlinx	Facebook	79	\$2,765.00	68	\$40.66
Carol Cameron	Facebook/Instagram	158	\$5,266.14	12	\$438.85



MANAGEMENT POLICY

Social Media	Document No:	MPL60.3
	Approval Date:	6 June 2012
	Approved By:	CEO
	Review Date:	20 April 2015
Responsible Officer: General Manager Strategy & Performance	Version No:	04
Authorising Officer:	Chief Executive Officer	

1. PURPOSE

The City of Greater Geelong recognises that social media provides new opportunities for dynamic and interactive two-way communications which can complement existing communication and further improve information, access and delivery of key services.

The intent of this policy is to provide understanding and guidance for the appropriate use of social media platforms and tools by City of Greater Geelong staff and contractors for the purpose of conducting City of Greater Geelong business.

The Greater Geelong Twitter account and the Geelong Australia Facebook page are the predominant organisational social media accounts used for communicating the City of Greater Geelong's news and information. However in certain circumstances, the establishment of additional social media accounts will be considered.

2. SCOPE

This policy applies to all employees, contractors, agents and volunteers of the City of Greater Geelong ("staff") who purport to use social media on behalf of the City of Greater Geelong. This policy will also apply to agencies and individuals who provide services to the City of Greater Geelong and will be included in all relevant external supplier contracts.

The policy outlines requirements for compliance with confidentiality, governance, legal, privacy and regulatory parameters when using social media to conduct City of Greater Geelong business. It aims to:

- Inform appropriate use of social media tools for the City of Greater Geelong.
- Promote effective and productive community engagement through social media.
- Minimise miscommunication or mischievous communications.
- Help the City of Greater Geelong manage the inherent challenges of speed and immediacy of communication.

The policy applies to those digital spaces where staff may comment, contribute, create, forward, post, upload and share content, including:

- Blogs.
- Bulletin boards.
- Citizen journalism and news sites.
- Forums and discussion boards.
- Instant messaging facilities.
- Microblogging sites (e.g. Twitter).
- Online encyclopedias (e.g. Wikipedia).
- Podcasts.
- Social networking sites (e.g. Facebook, MySpace, Bebo, Friendster, LinkedIn).

- Video and photo sharing sites (e.g. Flickr, YouTube, Instagram).
- Video podcasts.
- Wikis.
- Any other websites that allow individuals to use simple publishing tools or new technologies emerging from the digital environment.

As it is not possible to expressly refer to or list the specific sites or kinds of social media outlets, the absence of a reference to a particular site or kind of social media activity does not limit the application of this policy.

This policy is not intended to cover personal use of social media where:

- the author publishes information in their personal capacity and not on behalf of, or in association with the City of Greater Geelong; and
- no reference is made to the City of Greater Geelong, its Councillors, staff, policies and services, suppliers or other stakeholders or City of Greater Geelong related issues.

Staff should check with their manager/ City of Greater Geelong policies/Code of Conduct for guidance on acceptable levels of personal use of social media during work hours.

This policy should be read in conjunction with other relevant policies and procedures of the City of Greater Geelong.

3. REFERENCES

Staff of the City of Greater Geelong are expected to demonstrate standards of conduct and behaviour that are consistent with relevant legislation, regulations and policies. City of Greater Geelong policies and guideline provisions which must be adhered to in relation to the use of social media include the following:

- City of Greater Geelong Organisational Use of Social Media Procedure.
- City of Greater Geelong Email and Internet Access Policy.
- City of Greater Geelong Code of Conduct.
- City of Greater Geelong employment contracts.
- City of Greater Geelong Information Technology Policy.
- City of Greater Geelong Media Liaison Procedure.
- City of Greater Geelong Media Issues Management Procedure.
- City of Greater Geelong Information Privacy Policy and Procedure.
- City of Greater Geelong Community Consultation Policy.
- City of Greater Geelong Computer Usage Procedure.
- City of Greater Geelong Unauthorised Use of Software Policy.
- City of Greater Geelong Records and Document Management Policy and Procedure.
- City of Greater Geelong Disciplinary Policy.

4. DEFINITIONS

- **Social media:** Any tool or service that uses the internet to facilitate conversations. Examples of social media include Facebook, blogs, MySpace, RSS, YouTube, Twitter, LinkedIn, Instagram, Flickr etc.
- **Records:** Information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business.

5. MANAGEMENT POLICY

When using social media staff are expected to:

- Seek prior authorisation from the relevant General Manager, Manager Communications and Marketing and the General Manager of Strategy and Performance to set up an organisational social media account. This must be documented in the *Business Case for Use of Social Media* form. Refer to Organisational Use of Social Media Procedure.
- Adhere to City of Greater Geelong Code of Conduct, policies and procedures, including the Organisational Use of Social Media Procedure.
- Behave with caution, courtesy, honesty and respect.
- Comply with relevant laws and regulations, including rules and guidelines imposed by the host social media site.
- Reinforce the integrity, reputation and values of the City of Greater Geelong.

Personal social media accounts must not be used to conduct City of Greater Geelong business. For example, a planning officer should not comment on a planning permit application that is being considered by Council via their personal social media account. Remember content that is only published for a short time before being deleted can still be captured.

Staff using social media are bound by all policies (including the Code of Conduct) and laws (including the Information Privacy Act). Content that has the potential to bring the City of Greater Geelong into disrepute is not permitted under any circumstances.

Staff must be aware that any organisational account serves as a public record that represents the views of the City of Greater Geelong.

If staff have any doubt about applying the provisions of this policy, check with Communications and Marketing before using social media to communicate. Depending upon the nature of the issue and potential risk, it may also be appropriate to consider seeking legal advice.

Authorisation

Ensure appropriate authorisation has been obtained before using social media including but not limited to uploading content and acting as a spokesperson on behalf of City of Greater Geelong. See Organisational Use of Social Media Procedure for details.

Expertise

Staff should not comment outside their area of expertise and must not commit the City of Greater Geelong to actions or undertakings.

Accuracy

Staff should be accurate, constructive, helpful and informative and correct any errors as soon as practicable. Staff must not publish information or make statements which are known to be false or may reasonably be taken to be misleading or deceptive.

Identity

Staff must be clear about professional identity or any vested interests. Staff must not use fictitious names or identities that deliberately intend to deceive, mislead or lie, or participate anonymously or covertly via a third party or agency. However, full names should not be used when updating organisational social media accounts - see Organisational Use of Social Media Procedure for guidelines.

Opinion

Clearly separate personal opinions from professional ones and be mindful of the City of Greater Geelong's Code of Conduct when discussing or commenting on City of Greater Geelong matters.

Safety

Staff should protect personal privacy and guard against identity theft.

Media

Staff must not make announcements/statements through social media channels unless authorised and must not respond directly if approached by media for comment through social media. Refer the inquiry to the Communications and Marketing as per the Media Liaison Policy.

Modification and moderation

Staff should ensure that any social media sites created or contributed to can be readily edited, improved or removed and appropriately moderated.

City of Greater Geelong managed social media accounts must be monitored regularly and comments posted by third parties that are of offensive or inappropriate nature must be removed as soon as possible.

Staff/corporate support for Mayor and Councillor social media accounts

An official City of Greater Geelong Mayor Twitter account and Facebook page have been set up for the Mayor of the day should he or she wish to use it. These accounts – as well as any other official Mayoral social media account which may be set up in future - will be managed/updated by staff as well as the current Mayor if they wish to be involved.

Official Mayoral accounts remain the property of the City of Greater Geelong and can not be transferred to any personal account.

If the current Mayor does not wish to use these accounts as a means of communicating with the community, the accounts will be temporarily deactivated or remain dormant.

Individual Councillors are responsible for managing and updating their personal social media accounts. Staff must not be involved in this.

Councillors should be aware that any comments on their personal accounts that relate to Council business may breach the Councillor Code of Conduct.

Individual Councillors' social media accounts must not be promoted through City of Greater Geelong channels, including the City of Greater Geelong's website, social media and press advertising. The official Mayoral social media accounts, however, may be promoted via the City of Greater Geelong's communication channels.

Election blackout period

During an election blackout period (usually one month prior to a declared election date) any official City of Greater Geelong Mayoral social media accounts will be temporarily deactivated or will remain dormant.

Staff must comply with the Local Government Act and therefore can not support a Councillor with communications in a way that could be construed as influencing an election result.

Preventing the proliferation of organisational social media accounts

The City of Greater Geelong's goal is to centralise social media communication as much as possible. A large number of organisational social media accounts pose a number of challenges for the organisation. These include ensuring the accounts can all be properly maintained and managed, ensuring the pages don't double up on each other and ensuring the City of Greater Geelong's communication is consistent.

To prevent the proliferation of organisational social media accounts, proposals for additional accounts will be assessed according to criteria including:

- Whether or not the unit submitting the proposal operates in a competitive environment.
- The audience numbers and demographic.
- Frequency of contact with audience.
- Whether or not there is an existing communication channel which can be used.
- How the social media account would be resourced.

The Organisational Use of Social Media Procedure includes the criteria which must be met in order for additional organisational social media accounts to be considered. These proposals are assessed on a case by case basis.

Recordkeeping

Records of social media content (including the author's name, date, time and media site location) must be kept when it is deemed necessary to do so. Records must be saved into the City of Greater Geelong's electronic document and records management system, Dataworks. For specific guidance on when to create a record of content, see the Organisational Use of Social Media Procedure.

Advertising

To book paid advertising space on social media sites contact Communications and Marketing.

6. AUTHORITIES AND RESPONSIBILITIES

Role	Responsibilities
Staff and contractors	• Seek advice and approval from Communications and Marketing regarding the development of a business strategy incorporating social media. • Seek prior authorisation from the relevant General Manager, Manager Communications and Marketing and the General Manager of Strategy and Performance before an organisational (work-related) social media account is set up. This must be documented in the Business Case for Use of Social Media form. Refer to Organisational Use of Social Media Procedure. • Seek training and development for using social media. • Understand and comply with the provisions in this policy and the Organisational Use of Social Media Procedure. • Create and maintain records of social media content when it is deemed necessary. See Organisational Use of Social Media Procedure for specific guidance. • Seek advice from Communications and Marketing if unsure about applying the provisions of this policy. • Ensure relevant contractors are provided with a copy of this policy.

	Understand End User Licence Agreements of any external social media tools being used.
Managers and General Managers	- Ensure staff obtain authorisation from Communications and Marketing on their planned use of social media. - Endorse Business Case for Use of Social Media forms if deemed appropriate. - Ensure relevant contractors are provided with a copy of this policy. - Ensure staff use social media appropriately. - Ensure organisational social media accounts are staffed adequately to ensure that information is kept up to date, questions are responded to efficiently and adequate records are kept.
IS Department	- Facilitate secure access to support delivery of City of Greater Geelong business via social media. - Regularly back up/archive internally hosted social media sites.
Communications and Marketing	- Provide advice and assist with the development of communication plans using social media. - Set up any approved organisational social media accounts, including branding, bio/contact information and disclaimers. - Educate staff about this policy and their responsibilities when using social media. - Maintain a register of social media accounts being used for conducting City of Greater Geelong business including records of the business case for using social media, its strategic imperative, the intended administrator, URL, login, password and audience. - Provide staff authorised to use social media as part of their role with relevant training. - Monitor social media accounts/tools/sites registered for conducting City of Greater Geelong business. - Monitor social media for references to City of Greater Geelong. - Update and monitor organisation-wide social media accounts: GreaterGeelong on Twitter, Geelong Australia on Facebook, and the City of Greater Geelong Mayor Facebook and Twitter accounts where required.

7. ENFORCEMENT

The City of Greater Geelong actively monitors social media for relevant contributions that impact on the organisation, its operations and reputation. The City of Greater Geelong will be able to find – and act upon – contributions made by staff if deemed necessary.

Breaching this policy may result in disciplinary action, performance management and review. Serious breaches may result in suspension or termination of employment or association and/or the involvement of an external authority, for example Victoria Police.

The City of Greater Geelong reserves the right to remove, where possible, content that violates this policy or any associated policies.

MANAGEMENT PROCEDURE



Organisation use of social media	Document No:	MPR60.3.1
	Approval Date:	1 June 2011
	Approved By:	CEO
	Review Date:	22 April 2015
Responsible Officer: General Manager Strategy & Performance	Version No:	01
Authorising Officer:	Chief Executive Officer	

1 PURPOSE

- To ensure all information communicated via social media is of high quality, consistent and coordinated.
- To ensure that employees who use social media as part of their job have guidance as to Council's expectations.
- To ensure that adequate records are kept of relevant social media content.

The GreaterGeelong Twitter account and the Geelong Australia Facebook page are the predominant organisational social media accounts used for communicating Council's news and information. However in certain circumstances, the establishment of additional social media accounts will be considered.

2 SCOPE

This policy applies to all employees who use a form of social or digital media on behalf of the City of Greater Geelong.

Council's Organisational Use of Social Media Procedure does not apply to personal use of social media where an employee makes no reference to Council related issues.

3 REFERENCES

- City of Greater Geelong Social Media Policy.
- City of Greater Geelong Email and Internet Access Policy.
- City of Greater Geelong Code of Conduct.
- City of Greater Geelong Information Technology Policy.
- City of Greater Geelong Media Liaison Procedure.
- City of Greater Geelong Media Issues Management Procedure.
- City of Greater Geelong Information Privacy Policy and Procedure.
- City of Greater Geelong Community Consultation Policy.
- City of Greater Geelong Computer Usage Procedure.
- City of Greater Geelong Unauthorised Use of Software Policy.
- City of Greater Geelong Records and Document Management Policy and Procedure.
- City of Greater Geelong Disciplinary Policy.

4 DEFINITIONS

- Social media: Any tool or service that uses the internet to facilitate conversations. Examples of social media include Facebook, blogs, MySpace, RSS, YouTube, Twitter, LinkedIn, Flickr etc.
- Records: Information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business.

5 PROCEDURES

5.1 Procedure Description

This procedure details the steps to be undertaken when representing the City of Greater Geelong on social media, and includes establishing and/or maintaining a social media site on behalf of the City of Greater Geelong.

This procedure is in place to ensure a consistent and coordinated approach in disseminating and responding to information via social media.

5.2 Access

The GreaterGeelong Twitter account and the Geelong Australia Facebook page are the predominant organisational social media accounts used for communicating Council's news and information. However in certain circumstances, the establishment of additional social media accounts will be considered.

To set up a social media site, a unit/department is required to complete the *Business Case for Use of Social Media* form, which must have the relevant Manager and General Manager's endorsement. This form will then be submitted to Communications and Marketing, then the General Manager of Corporate Services for approval. Communications and Marketing will liaise with eServices in assessing *Business Case for Use of Social Media* forms.

All website content for which the applicant's unit is responsible must be up to date, comprehensive (with no parts missing) and accurate before any social media business cases will be considered. This website content must be kept up to date at all times while the social media site is active.

If given approval, Communications and Marketing will set up the social media account and provide the relevant department with usernames and passwords – these details are not to be altered without approval from the Communications and Marketing department.

Before an employee can become an authorised Council representative on a social media platform, approval must be given by the relevant Manager and Division General Manager. This approval must be documented on the *Business Case for Use of Social Media* form before it is submitted to the Communications and Marketing department.

To book paid advertising space on social media sites contact the Communications and Marketing department.

5.3 Authorities and Responsibilities

- A full listing of all relevant authorities and responsibilities is provided in the Social Media Policy.

5.4 Staffing/resources

- The relevant Coordinator is responsible for assigning staff to take responsibility for updating, monitoring and keeping records relevant to the social media site. At all times more than one staff member must be responsible for this task.
- All staff responsible for monitoring and updating a social media account as part of their job must attend a training session, arranged through the Communications and Marketing department before publishing any content.
- Social media accounts must be monitored on a daily basis (Monday to Friday at a minimum). Accounts must be updated with either text, photos, links, etc at least once a week.
- Questions posted on a social media account must be responded to by no later than the next working day. If an answer cannot be given within this timeframe, let the person know that their inquiry is being followed up and a response will be posted as soon as possible.

5.5 Identity

- Employees assigned to update a social media account must use the account's identity – rather than their personal profile - when updating the account. For example, a "Leisurelink" Facebook page would use the "Leisurelink" profile/identity to update and post material on the page.
- Generally staff should not be named on an organisational social media account, however in certain circumstances staff may be mentioned – preferably by their first name. Seek approval of relevant staff member and Manager as well as the Communications and Marketing department first. For example, the Leisurelink Facebook page may post a tip from "Matt the Personal Trainer", which would require relevant approvals.

5.6 Content

5.6.1 General

- Content posted on social media sites must comply with all relevant legislation, Council policies and procedures. Content must not be offensive, inappropriate or inaccurate, and is subject to the same guidelines and approval processes as media releases and marketing material. For full details on content that is acceptable and unacceptable see the Social Media Policy.
- Information posted on social media sites should direct users to content on the Geelong Australia website via a link. Before posting a link on social media employees must make sure that the web content accessed via the link is up to date, comprehensive (with no parts missing) and accurate.
- When responding to a potentially contentious question, employees must seek the relevant Manager's advice first and obtain their approval for a response before posting it.
- All activities (including competitions, promotions and giveaways) being run via social media must adhere to all relevant legislations as well as any rules/guidelines imposed by the relevant social media site.
- Writing style should be chatty, using 'social media-friendly language'.

5.6.2 Confidentiality

- Disclose only publicly available information. Employees must not comment on or disclose confidential Council information.
- Employees must ensure they are not the first to make a Council announcement unless they have received the appropriate internal clearances and approvals in accordance with Council policy.
- See Social Media Policy for full guidelines.

5.6.3 Information Privacy

- Employees must always comply with the Information Privacy Act 2000 and the Health Records Act 2001 and other applicable laws when using social media.
- Employees must comply with the Council's Information, Privacy and Health Records Policy.
- Employees must not disclose others' personal information on social media sites. In certain circumstances, a person may be named if the Communications and Marketing department and the person being named provide permission. In this case, only very basic information should be provided. For instance, the Geelong Australia Facebook page might post "Congratulations to Tom Smith on winning the competition" once obtaining relevant approvals.
- Seek permission from anyone who appears in photos, videos, etc, before sharing these via social media.

5.6.4 Recordkeeping

- Records of social media content must be kept when it is deemed necessary to do so. For specific guidance on when to create a record of content, please refer to Section 5.7, Capturing Records of Social Media Content. For guidance on how long records should be kept, please refer to Section 6. Quality Records. Records must be saved into Council's electronic document and records management system, DataWorks.

5.6.5 Dealing with inappropriate or offensive comments posted on a Council social media account

- Firstly determine whether the comment is constructive criticism or whether it is of inappropriate or offensive nature. Constructive criticism comments should not be removed. Seek Communications and Marketing's advice if unsure.
- Comments of an inappropriate or offensive nature must be removed immediately.
- Inappropriate/offensive comments may need to be reported to the parent company (for example, Facebook). Contact the Communications and Marketing department for advice.
- The person responsible for posting the comment may be sent a private message via social media saying "Your comment was removed from our page because we felt it was inappropriate or offensive. If any more comments of this nature are posted, they will also be removed and access to this page may be denied."
- Consult the Communications and Marketing department before "blocking" or denying people access to an organisational social media account.

5.7 Capturing Records of Social Media Content

A decision needs to be made about what information (both incoming and outgoing) needs to be captured as a record and saved onto Council's electronic document and records management system, DataWorks. Please follow the guidance below.

Information posted by other users of the Social Media site (incoming)

Information Type	Necessity to capture as a record?
Routine queries, comments, requests that can be answered directly by a Council Officer monitoring the site	No. Routine in nature.
Enquiries or requests that require a response and need to be referred to a Business Unit of Council	Yes, should be saved into DataWorks as a Response Required item
Substantive comments that initiate some Council action.	Yes, should be saved into DataWorks as a General Incoming item.
Comments of no substance	No. Not necessarily offensive, but comments of no substance do not warrant a response or to be recorded.
Inappropriate / offensive comments	Yes, a record needs to be kept of the comment and the date it was removed and any notification to the poster, in case the site host needs to be notified or any legal action taken.

Information posted by Council Officers (outgoing)

Information Type	Necessity to capture as a record?
Broadcast of information that is already in the public domain e.g. details of an event also published in newspapers or on Council website.	No, as the information is already in the public domain.
Directing users to information already on Council's website, either in a proactive way or as a response to a question.	No, as the information is already in the public domain.
Direct online answers to queries, comments, requests – routine or facilitative in nature e.g. advising of the times of an event.	No, provided a Council officer can provide a direct answer to a query, comment, or request, and it is routine or facilitative in nature.
Responses to an enquiry or request that has been provided by a Business Unit of Council	Yes, should be saved into DataWorks as a response to the original item
Responses to comments where Council has taken some action	Yes, should be saved into DataWorks as a response to the original item.

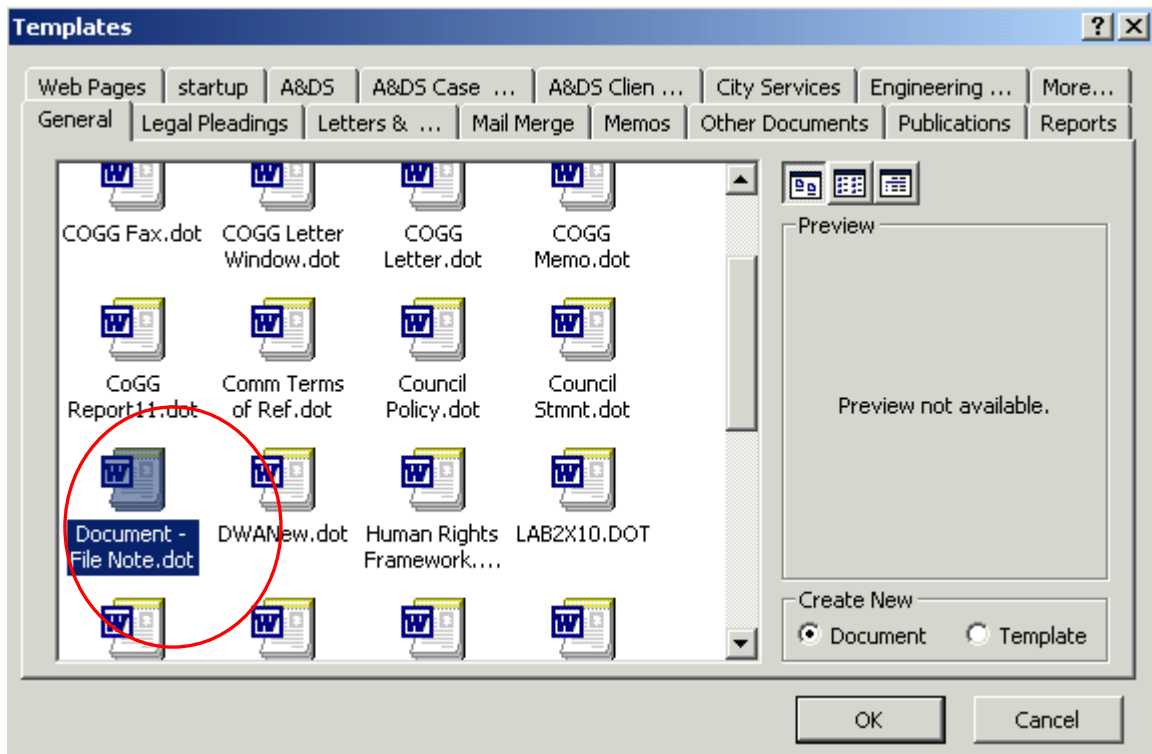
Two-way Posts

Information Type	Necessity to capture as a record?
Discussions / conversations on a particular topic	Classify as one of the above types and keep as a record accordingly. The record should show the discussion in its entirety.
Discussions / conversations or posts regarding a high profile or controversial matter	Check with Communications and Marketing, as it may be decided to record all posts relating to a matter of this type.

How to Keep the Content as a Record

To convert social media content to a record e.g. a Facebook post, use the *Document File Note Template* available within Word (see Attachment One for an example).

1. In MS Word, go to *File, New*, and click on *General Templates*. Click on the *Document File Note Template*:



2. Go to the social media site you wish to capture information from and do a screen capture by using *Shift-Print Screen*. The Print Screen button is on your keyboard usually above the *Insert* key.

3. In your *Document File Note Template*, insert your cursor and paste the screen shot into your document as shown in Attachment One. Be sure to include any relevant information about the post such as the exact date. You can use an image editor such as *MS Paint* to cut and just paste in the relevant post from the entire page if you wish, but if the entire webpage is not shown, you need to include information about which site it is from, e.g. Facebook, Twitter, etc.

5.8 Breach of this Procedure

A breach of this policy may result in disciplinary action, performance management and review, the revocation of social media internet access and/or the disabling of the unit/department's social media account.

Serious breaches may result in suspension or termination of employment or association and/or the involvement of an external authority, for example Victoria Police.

6. QUALITY RECORDS

Quality Records shall be retained for at least the period shown below

Record	Retention/Disposal Responsibility	Retention Period	Location
CoGG Social Media Business Case Form and associated documents	Communications & Marketing	Destroy 2 years after administrative use is concluded	DataWorks
Register of social media sites – summary form	Communications & Marketing	Permanent	DataWorks
Records documenting the enquiry process and procedures	Relevant Department	Class 2.7.1 – Destroy 7 years after action completed	DataWorks
Records documenting the receipt and response to individual enquiries and public reaction which result in changes to agency or government policy or procedures.	Relevant Department	Class 2.7.2 – Permanent	DataWorks
Records documenting the receipt and response to individual enquiries and public reaction which require a detailed response on agency actions, policy or procedures, but do not result in changes to agency or government policy or procedures.	Relevant Department	Class 2.7.3 – Destroy 5 years after action completed	DataWorks
Records documenting the receipt and response to individual enquiries and public reaction which require routine responses on agency actions, policy or procedures. Includes standard responses.	Relevant Department	Class 2.7.4 – Destroy 2 years after administrative use is concluded	DataWorks
Inappropriate / offensive comments and associated documentation	Communications & Marketing	Destroy 7 years after action completed	DataWorks
Discussions / conversations or posts regarding a high profile or controversial matter	Relevant Department / Communications & Marketing	Minimum of 7 years. Depends on the matter. Seek further advice from Document Management Services	DataWorks

_ATTACHMENT ONE: DOCUMENT FILE NOTE EXAMPLE**DOCUMENT / FILE NOTE**

[This template can be used to record notes about

- an action relating to a document
- a new action where there is not an existing document
- a response to a document, where a formal letter is not required, such as a phone conversation.]

Title:	Central Geelong Farmers Market
Responsible Officer:	Sarah Jones
Date:	Published on Facebook 7-4-11



The screenshot shows a Windows Internet Explorer browser window displaying the Facebook page for 'Geelong Australia', a Government Organization. The page features a cover photo of a coastal area and a profile picture of a building. The 'Wall' section shows several posts. A red arrow points to a post from 'Geelong Australia' dated 43 minutes ago, which reads: 'Central Geelong Farmers Market is on Sat 6.30am-12.30pm in Lt Malop St. Easter Bunny will be there from 10.30am-11.30am giving out choccie eggs!'. Below this post, there are two more posts: one about a new employment precinct and another about a ring of confidence. The bottom of the browser window shows the taskbar with various open applications and the system clock indicating 12:15 on Thursday, April 7, 2011.

**ATTACHMENT TWO:
BUSINESS CASE FOR USE OF SOCIAL MEDIA FORM**

Business Case Title			
Business Unit/Department			
Contact person and position			
Objectives <i>(Provide a clear statement of what you are trying to achieve. What would change as a result of implementing social media)</i>			
Background <i>(Provide a brief overview of your decision and drivers to use social media)</i>			
Target audience <i>(E.g. demographics, interests, etc)</i>			
Brief <i>(Describe the activities you wish to undertake. Include reference to preferred social media site/s and how you intend to use them)</i>			
Is all website content that the Unit/Department is responsible for up to date, comprehensive (with no parts missing) and accurate?			
Measures of success <i>(Specify how you know you have achieved your objectives from above)</i>			
Relevance to Business Plan and City Plan <i>(Quote relevant goals, actions or deliverables)</i>			
Timeline <i>(key dates for this project, e.g. launch date and duration of the project –temporary or ongoing)</i>			
Staffing <i>(Who is involved, include role in the project, names and title)</i>	Who (Name / Title)	Role in project (Activities)	Frequency (daily, weekly, monthly, etc)
Additional resources <i>(Include details on training needs, software or other equipment)</i>			
Partners / Collaborators <i>(Specify dependencies and collaboration within and outside Council)</i>			
4-month plan Attach an initial 4-month plan outlining events/activities/news to be posted and timelines			

Please complete Risk Assessment (Appendix 1)

**ATTACHMENT TWO:
BUSINESS CASE FOR USE OF SOCIAL MEDIA FORM**

Endorsement of Business Case by Manager and General Manager

Name		Signature		Date	
Name		Signature		Date	

Approval of Business Case by Manager Communications and Marketing

Name		Signature		Date	
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Approval of Business Case by General Manager Strategy and Performance

Name		Signature		Date	
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ATTACHMENT TWO: BUSINESS CASE FOR USE OF SOCIAL MEDIA FORM

Appendix 1 - Risk Assessment: *(The following table has been pre populated with relevant risks. Please edit as appropriate for your specific business case and add any new risks if required)*

Risk	Causes	Existing Controls	Likelihood	Consequence	Risk Rating	Please list any • further actions needed • responsible officer • due dates
Lack of desired engagement with target market	Ineffective marketing channel Audience not aware of site	- Specific site marketing strategy - Monitoring of site traffic - Social Media Guidelines - Liaison with Marketing & Comms - Links provided on other City of Greater Geelong websites to direct traffic	Possible	Moderate	Medium	
Privacy and copyright issues or breaches	Failure to get permission of those in photos Accidental posting of personal details	- Permission will be requested to publish online photos of anyone photographed - No photos displayed on Facebook pages will have tagging of specific names - Facebook privacy control – deselect “allow users to share/email my photos” - Moderators can edit/remove content if users post private details	Unlikely	Moderate	Medium	
Defamatory comments posted	Ability of users to post comments	- Inappropriate, offensive and defamatory comments must be removed - Facebook and Twitter pages regularly monitored by staff and posts reviewed for inappropriate content - Communications settings for Facebook sites allow deselecting of “allow non-friends to send me messages”	Possible	Minor	Medium	
Staff member harassed by online users	Potential in online medium	- Ability to block users - Staff should use the account’s identity – rather than their personal profile - when updating the account.	Possible	Minor	Medium	
City of Greater Geelong’s reputation affected by inappropriate linked content	Potential for linked pages (e.g. friend pages) to contain inappropriate content	Display a disclaimer on our page, claiming no responsibility for content on linked pages.	Possible	Minor	Medium	

**ATTACHMENT TWO:
BUSINESS CASE FOR USE OF SOCIAL MEDIA FORM**

Risk	Causes	Existing Controls	Likelihood	Consequence	Risk Rating	Please list any • further actions needed • responsible officer • due dates
Social media site requires higher resourcing commitment than expected	Additional maintenance is required for the page	• Ensure Marketing Strategy accurately estimates required resourcing commitment • Adequate resourcing needs to be identified, approved and applied to social media strategy • Monitor roles and responsibilities • Provide progress updates to management	Possible	Minor	Medium	
City of Greater Geelong's reputation affected by inappropriate staff comments/posts	Failure of staff to follow policy and guidelines	• Information Security Policy • Specific site marketing strategy • Social Media Guidelines • Liaison with Communications and Marketing • Only appropriate branch representatives will be nominated to use social media sites for directly making comments.	Unlikely	Minor	Medium	

RISK ASSESSMENT MATRIX (Example: 4C = High)					
CONSEQUENCE					
	1	2	3	4	5
LIKELIHOOD	Negligible	Minor	Moderate	Major	Catastrophic
A - Almost Certain	Medium	Medium	High	V High	V High
B – Likely	Medium	Medium	High	High	V High
C - Possible	Low	Medium	Medium	High	High
D - Unlikely	Low	Low	Medium	Medium	High
E - Rare	Low	Low	Medium	Medium	Medium

5. PROCUREMENT POLICY

Portfolio:	Governance – Cr Lyons (Mayor)
Source	Strategy and Performance – Administration & Governance
General Manager:	Dean Frost
Index Reference	Procurement

Purpose

Review of Council's procurement policy.

Summary

- The *Local Government Act 1989 (LGA)* requires Council to review our current procurement policy annually and amend as appropriate.
- Proposed amendments to the policy articulate Council's introduction of best and final offer; the work being performed from a social procurement and governance perspective. We have also amended the policy to articulate our expectation of suppliers during the tendering and quotation process and the objectives of Council's procurement strategy from a continuous improvement perspective.
- A copy of the current procurement policy must be available for inspection by the public –
 - (a) at the Council office; and
 - (b) on the Council's Internet website.

Cr Richards moved, Cr Nelson seconded -

That Council approves the proposed amendments to the Procurement Policy.

Carried.

Cr Farrell left the meeting room at 8.41pm for the evening.

Background

The *LGA* requires Council to review annually their approved procurement policy and amend as appropriate.

Discussion

The procurement policy provides a framework for the purchase of goods, works and services that emphasises value for money while conducting business in a fair and equitable manner.

The purpose of the policy is to:

- Provide guidance, consistency and control over procurement activities
- Demonstrate accountability to rate payers
- Provide guidance on ethical behaviour in public sector purchasing
- Demonstrate best practice elements in purchasing
- Increase probity of obtaining the right outcome when purchasing goods and services.

Proposed amendments to the policy articulate Council's introduction of best and final offer; the work being performed from a social procurement and governance perspective and our expectation of suppliers during the tendering and quotation process. It also sets out our objectives of Council's procurement strategy from a continuous improvement perspective.

Council expended \$318m on the provisions of goods, works and services during the period 12/13 and 13/14. Expenditure in the Geelong region for this period represented 80.14%, which is an excellent result and supports Council objectives.

Environmental Implications

The policy states that sustained value must be demonstrated in Council's purchasing, including the built and natural environment.

Financial Implications

Application of this policy will reaffirm Council's objective of value for money outcomes.

Policy/Legal/Statutory Implications

The review of this policy accords with section 186a of the LGA.

Alignment to City Plan

How We Do Business

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has either a direct or indirect interest.

Risk Assessment

The policy requires that risk management is applied at all stages of procurement activities.

Social Considerations

The policy encourages the design and use of products and services which have minimal impact on the environment and community wellbeing.

Human Rights Charter

Council's tendering processes provide for community consultation as appropriate.

Consultation and Communication

Once endorsed by Council, the policy will be uploaded to the internet as a public policy and a copy of the policy made available at Council.

COUNCIL POLICY

Procurement Policy	Document No:	CPL565.3
	Approval Date:	
	Approved By:	Council
	Review Date:	31 March 2016
Responsible Officer: Manager, Administration and Governance	Version No	06
Authorising Officer: Chief Executive Officer		

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The City of Greater Geelong acknowledges the assistance of the MAV and Landell Consulting Pty Ltd through the provision of a Model Procurement Policy.

1 Principles

1.1 Background

Greater Geelong City Council:

- Recognises that:
 - Developing a procurement strategy and adopting appropriate best practice contracting and procurement principles, policies, processes and procedures for all goods, services and works by Council, will enhance achievement of Council objectives.
 - The elements of best practice applicable to local government procurement incorporate:
 - broad principles covering ethics, value for money, responsibilities and accountabilities;
 - guidelines giving effect to those principles;
 - a system of delegations (i.e. the authorisation of officers to approve a range of functions in the procurement process);
 - procurement processes, with appropriate procedures covering minor simple procurement to high value complex procurement; and
 - a professional approach to all tenders undertaken.
- Requires that Councils procurement activities:
 - support Council's corporate strategies, aims and objectives;
 - take a long term strategic view of procurement needs while continually assessing, reviewing and auditing procedures, strategy and objectives;
 - provide a robust and transparent audit trail which ensures that procurement projects are delivered on time, within cost constraints and that the needs of end users are fully met;
 - are conducted, and are seen to be conducted, in an impartial, fair and ethical manner;
 - achieve value for money and quality in the acquisition of goods, services and works;
 - ensure that risk is identified, assessed and managed at all stages of the procurement process;
 - use strategic procurement practices and innovative procurement solutions, in particular making use of collaboration and partnership opportunities;

- comply with legislation (including Risk Management, Occupational Health and Safety and Competition and Consumer Legislation), Council policies or other requirements, ensuring that all staff responsible for procurement and contract management are aware of and adhere to the legislative requirements, Human Rights Charter, Council standards and best practice;
- support business in the local community where possible; and
- support skills and training of apprentices where possible.

1.2 Scope

This Procurement Policy is made under Section 186A of the *Local Government Act 1989*.

This section of the Act requires Council to prepare, approve and comply with a procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by Council.

This policy applies to all contracting and procurement activities at Council and is binding upon Councillors, Council officers and temporary employees, contractors and consultants while engaged by Council.

1.3 Purpose

The purpose of this Policy is to:

- provide policy and guidance to Council to allow consistency and control over procurement activities;
- demonstrate accountability to rate payers;
- provide guidance on ethical behaviour in public sector purchasing;
- demonstrate the application of elements of best practice in purchasing; and
- increase the probability of obtaining the right outcome when purchasing goods and services.

1.4 Treatment of GST

All monetary values related to this policy **exclude GST** except, where specifically stated otherwise.

1.5 Definitions and Abbreviations

Term	Definition
Act	<i>Local Government Act 1989.</i>
Best and Final Offer (BAFO)	A process is utilised during a tender process which allows Council to invite shortlisted tenderers to submit their best and last technical and priced offer on the basis of the tender requirements. This process is designed to further assist in the demonstration of achieving the value for money principles.
Commercial in Confidence	Information that, if released, may prejudice the business dealings of the party (e.g. discounts, rebates, profits, methodologies and process information). It is information provided for a specific purpose that is not to be used for any other purpose than set out in the initial document.
Conditions of Tendering	Rules governing the content and submission of tenders and the conduct of the tendering process.
Contract Management ⁱ	The process that ensures both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council Staff (Council Representative / Contracts Officer/ Superintendent)	Includes full time and part-time Council officers, and temporary employees, contractors and consultants while engaged by the Council.
Conflict of Interest	Refer to section 77A of the Act.
Corporate Social Responsibility (CSR)	Corporate Social Responsibility (CSR) is about taking positive action to demonstrate Council's commitment to the local community and environment on which it impacts.
Delegation	A power handed down by the Council or Chief Executive Officer in an instrument to enable a delegate to act on Council's behalf.
Emergency	Sudden or unexpected occurrence requiring immediate action.
e-Procurement	e-Procurement is integral to the overall development of procurement processes and involves the use of electronic systems to acquire goods services and works.
Expression of Interest (EOI)	An invitation for persons to submit an EOI for the provision of the goods, services and works which generally set out in the overview of requirements contained in the document. This invitation is not an offer or a contract.

Probity ⁱⁱ	The dictionary definition of probity refers to uprightness, honesty, proper and ethical conduct and propriety in dealings. Within Government, the word “probity” is often used in a general sense to mean “good process.” A procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council’s policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
Probity Advisor	Commonly an observer in dealings with tenderers and the evaluation panel at presentations and interviews. The probity advisors would be available to answer questions and provide advice to the evaluation team and/or steering committee.
Probity Auditor	Primarily reviews all processes and documentation throughout the procurement process and provides a report on their findings at the conclusion of the process.
Panel Contract Arrangements	A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.
Procurement ⁱⁱⁱ	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Social Procurement	Social Procurement uses Procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works.
Sustainability ^{iv}	Activities that meet the needs for goods, works and services in a way that achieves value for money on a whole of life basis in terms of generating benefits not only to Council, but also to society and the economy, while minimising damage to the environment.
Tender Process	The process of inviting parties to submit a tender by public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Thresholds	The value above which a procurement, unless exempt, is subject to the mandatory procurement processes.
Quotation Process	The process of inviting parties to submit a quotation followed by evaluation of submissions and selection of a successful bidder or tenderer.

Value for Money	Value for Money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: • contribution to the advancement of the Council's priorities; • non-cost factors such as fitness for purpose, quality, service and support, project delivery, risk, economic contribution to the Geelong region, financial capacity; and • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.
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2 Effective Legislative and Policy Compliance and Control

2.1 Ethics and Probity^v

2.1.1 Requirement

The Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny.

2.1.2 Conduct of Councillors and Council Staff

2.1.2.1 General

Councillors and Council Staff shall at all times conduct themselves in ways that are ethical and will:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain confidentiality of competing companies information, such as pricing , specifications, quotation, tender, bid, or any other commercial or proprietary information;
- present a high standard of professionalism and probity;
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- provide all suppliers and tenderers with the same information and equal opportunity;
- be able to account for all decisions and provide feedback on them, and
- maintain fair, equitable and non-discriminatory procedures for addressing complaints and concerns raised by suppliers or members of the community regarding Council's procurement activities.

2.1.2.2 Members of Professional Bodies

Councillors and Council Staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

2.1.3 Tender and Quotation Processes

All tender and quotation processes shall be conducted in accordance with the requirements of this policy, the Procurement and Contracts Manual and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

2.1.4 Conflict of Interest

Councillors and Council Staff shall at all times avoid situations in which private interest's, conflict or might reasonably be deemed to have the potential to conflict, with their Council duties.

Councillors and Council Staff shall not participate in any action or matter associated with the arrangement of a contract (i.e. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a direct or indirect interest, or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Councillor and Council Staff involved, to promptly declare a direct or indirect, actual or potential, conflict of interest to Council.

2.1.5 Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained in selecting contractors and suppliers so that it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices (other than the price of the successful tenderers own fixed price lump sum contract), discounts, rebates, profit, manufacturing and product information.

2.1.6 Accountability and Transparency

Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted will be in accordance with this Procurement Policy and related Council policies and procedures.

Additionally:

- all Council Staff are required to comply with the Code of Conduct for Council Staff, accordingly they must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council and provide feedback on them; and
- all procurement activities are to leave an audit trail for monitoring and reporting purposes.
- Councillors must not direct or influence a member of Council staff in the exercise of any power in the performance of any duty or function.

2.1.7 Gifts and Hospitality

All Councillors and Council Staff are to adhere to Council's Gifts and Hospitality Policy.

2.1.8 Disclosure of Information

Information received by the Council that is Commercial in Confidence must not be disclosed and is to be stored in a secure location.

Councillors and Council Staff are to protect, by refusing to release or discuss the following:

- information disclosed by organisations in tenders, quotation or during tender negotiations;
- all information that is Commercial in Confidence; and
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council Staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt or clarify on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised.

Tenderers are however advised that a report on a tender process may be presented at an open meeting of Council, and some information arising from the tender will be publicly available.

2.1.9 Councils Expectations of Suppliers

It is Councils expectation that whilst participating in tendering or quotation processes suppliers must not approach, or request any other person to approach, any Councillor or Council Staff to solicit support for their bid or otherwise seek to influence the outcome of the process.

The bid of any supplier who engages in this type of conduct may not be considered further by Council.

If a supplier is aware of or concerned about any improper practices being undertaken by Council Staff in relation to procurement activities they are requested to contact Councils Corporate Internal Auditor.

2.2 Governance^{vi}

2.2.1 Structure

The Council shall:

- establish a procurement management responsibility structure and delegations ensuring accountability, traceability and auditable procurement decisions.
ensure that the Councils procurement structure:

- is flexible enough to purchase in a timely manner the diverse range of goods, works and services required by Council;
- ensures that prospective contractors and suppliers are afforded an equal opportunity to tender/quote;
- encourages competition; and
- ensures that policies that impinge on the purchasing policies and practices are communicated and implemented.

2.2.2 Standards

The Council's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- the Act;
- Council's policies and procedures;
- Council's Procurement and Contracts Manual;
- Councillor and Staff Code of Conduct;
- Local Government Procurement Best Practice Guidelines; and
- other relevant legislative and policy requirements, such as, but not limited to the Competition and Consumer Act, Charter of Human Rights and Responsibilities Act, Goods Act and the Environment Protection Act, National Competition and Competitive Neutrality.

2.2.3 Methods

The Council's standard methods for purchasing goods, services and works shall be by:

- purchasing card;
- purchase order following a quotation process;
- under contract following a tender or quotation process; or
- under purchasing schemes including collaborative purchasing arrangements with other councils and commercial schemes such as provided by Procurement Australia, Municipal Association of Victoria Procurement, Supply Clusters of Australia, State Purchase Contracts, Whole of Victorian Government Contracts and the Construction Suppliers Register.

Typically a multi-stage tender process may commence with a registration/expression of interest stage followed by a tender process involving the organisations selected as a result of the registration of interest stage.

Expressions of Interest (EOI) may be appropriate where:

- Council wishes to consider ahead of the formal tender process such issues as whether those tendering possess the necessary technical, managerial and financial resources to successfully complete the project;

- tendering costs are likely to be high and Council seeks to ensure that companies incapable of supplying the requirement don't incur unnecessary expense;
- Council wishes to determine the level of interest of suppliers or vendors in tendering for the provision of goods, services or works;
- it is necessary to pre-qualify suppliers and goods to need defined standards; and
- Council is required to gain a greater understanding of its needs, the availability of relevant goods and services and the likely costs.

2.2.4 Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities. Where the tender sum exceeds budget allocation, Council will review scope of project or submit a report for expenditure variation to budget.

Council Staff must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

2.2.5 Probity Advisor/Auditor

Council will consider the appointment of a probity advisor or probity auditor for tender requests based on the nature and complexity of the proposed procurement.

2.3 Procurement Thresholds and Competition

2.3.1 Requirement

Council's procurement thresholds will be amended from time to time to alter minimum spend competition thresholds, but at all times clear guidelines will be provided. These will be decided based on the size and complexity of the proposed procurement activities.

2.3.2 Minimum Spend Competition Thresholds

2.3.2.1 Tenders

Purchase of all goods, services and works for which the estimated expenditure exceeds the compulsory tender thresholds pursuant to Section 186 of the Act, must be undertaken by public tender unless approved exemptions are available. There is no specific time limit applicable to the length of a contract which is subject to the thresholds. Council will determine the optimum period for the contract, on the basis of value for money and the efficiency and effectiveness of the procurement and then assess the value of the contract.

Council may undertake a public tender where the value of goods, works and services does not reach the threshold sums. These may be situations where a public tender is preferred or prudent, managing risk considerations are paramount, or there is a desire for greater transparency of the procurement.

As a general rule Council will not accept late tenders, the exception being where it can be substantiated that:

- there was a Council related system failure/interruptions in the case of submission of a electronic tender, or

- access was denied or hindered in relation to the physical tender box.

The Manager Administration and Governance can accept a late tender where it can be determined the above circumstances prevailed at the time of attempted lodgement.

If the nature of a proposed procurement and the characteristics of the market are such that the public tender process would lead to a better result for the Council, public tenders may be called for purchase of goods, services and works for which the estimated expenditure is less than the compulsory tender thresholds.

Where significant amounts are spent in aggregate on one supplier, or for one service, over time, Council will assess whether greater savings can be achieved by tendering. For this purpose at least two financial accounting periods of category expenditure will be analysed with each category being individually assessed based on its own unique characteristics.

2.3.2.2 Best and Final Offer

Council may, if it receives sufficient Tenders which (in its absolute discretion) it considers acceptable, select two or more Tenderers (**Short-Listed Tenderers**) to negotiate (and if desired by the relevant Tenderer, revise) their Tender and provide to the Principal a best and final offer in relation to all or certain aspects of their Tender.

Without limiting the general nature of the previous paragraph, the stage of the tender process contemplated by this clause (**BAFO Stage**) may involve:

- The Short-Listed Tenderers refining their Tenders, including by investigating any value management proposals put forward by the relevant Short-Listed Tenderer.
- Council and the Short-Listed Tenderers negotiating the Contract Documents including by:
 - each Short-Listed Tenderer withdrawing some or all of its Qualifications;
 - each Short-Listed Tenderer modifying some or all of its Qualifications; or
 - Council accepting in whole or in part some of all of a Short-Listed Tenderer's Qualifications.
- If the relevant Short-Listed Tenderer desires to do so, the Short-Listed Tenderers re-submitting their Tenders to Council.
- Each Short-Listed Tenderer confirming to Council in writing that the offer contained in their Tender (or, if relevant, revised Tender), is binding and will be open for acceptance by Council for up to 90 days from the date of such written confirmation; and
- Council determining which, if either, of the Tenders it will accept.

Council is under no obligation to give Tenderers the opportunity to submit a best and final offer in the BAFO Stage.

2.3.2.3 Quotations

For purchases of goods, services and works having a total valuation of less than compulsory tender thresholds Council will maintain a formalised system of procurement requirements.

Council's procurement guidelines will address, but not limited to the following:

- financial thresholds;

- reporting requirements;
- the type and number of quotations required;
- Advertising
 - Quotations may be advertised at the Council Staff member's discretion. This may occur when a field of potential tenderers hasn't been established, or an innovative approach is required, or the project has broad appeal that may attract keen prices, etc.
- Insufficient quotations
 - The situation may arise where insufficient quotations are received to satisfy the above requirements.

This may occasionally occur where there are few suppliers for the goods, services or works being sought or the work is highly specialised. In this case, the details of the contacted suppliers must be recorded and an appropriate comment recorded.

2.3.2.4 Purchasing Cards

A select number of purchasing cards are available for the low cost and of high volume purchases of goods and services. They must be used in accordance with Council's Purchasing Card policy and are not to be used for personal use.

2.3.2.5 Petty Cash

A petty cash system operates to reimburse legitimate, urgent and operational business expenses incurred by Council staff in the conduct of Council activities.

The maximum claim for petty cash is \$50 and must be authorised by the requesting officer's supervisor.

2.3.2.6 Agency

Council may use the services of a third party agent to undertake a tender on its behalf. Where this engagement is determined Council will:

- endorse the tender and contract specifications, conditions and other contract documentation before public tenders are called;
- ensure proper procurement processes and procedures are in place;
- make a decision to either accept one of the tenders or reject all tenders as allowed by the Act, including reviewing the evaluation panels' assessment of submissions and recommendation to select one tender or a panel of tenderers; and
- exercise discretion in accepting one of the tenders and merely rely on the work undertaken by the agent.

2.3.2.7 Emergencies

Council will enter into a contract, the value of which reaches the threshold amounts, for the provision of goods, services or works without first putting that contract to public tender, if it is resolved that the contract must be entered into because of an emergency.

2.3.2.8 Ministerial Exemption

The Minister for Local Government may exercise his or her discretionary power to approve an arrangement for the purposes of the Act, a contract that Council wishes to enter into without first exposing that contract to public tender. Ministerial exemptions will only be sought in exceptional circumstances.

2.4 Delegation of Authority^{vii}

2.4.1 Requirement

Delegations define the limitations within which Council Staff are permitted to work. Delegation of procurement authority allows specified Council Staff to approve certain purchases, quotations, tender and contractual processes without prior referral to the Council. This enables Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level.

As such, Council has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for Contract Management activities.

2.4.2 Delegations

2.4.2.1 Council Staff

Council maintains a documented record of authorised procurement delegations, identifying Council officers authorised to make such procurement commitments in respect of goods, services and works on behalf of Council, including but not limited to the following^{viii}:

- power to authorise and issue order forms for goods and services;
- power to enter into contracts within approved budget;
- sign letters of acceptance on behalf of Council to enter into contracts; and
- contract term extensions and contract variations.

The requisition and authorisation of purchases cannot be processed by the same officer.

2.4.2.2 Delegations Reserved for the Council

Tender recommendations where the expenditure is over the Chief Executive Officer's delegation must be approved by Council:

2.5 Internal Controls

The Council will establish and maintain procurement processes that will ensure:

- more than one person is involved in and responsible for a transaction end to end;
- transparency in the procurement process;
- a clearly documented audit trail exists for procurement activities;
- appropriate authorisations are obtained and documented; and

- systems are in place for appropriate monitoring and performance measurement.

2.6 Commercial Information

Procurement activities will be carried out in a way that supports Council Staff in meeting their obligations to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) in an appropriate manner in accordance with the relevant Council guidelines.

2.7 Risk Management

2.7.1 General

Risk Management is to be appropriately applied at all stages of procurement activities which will be properly planned and carried out in a manner that will protect and enhance the Councils capability to prevent, withstand and recover from interruption to the supply of goods services and works.

Risk management will be carried out in accordance with the stated requirements in the Risk Management Policy and the Guidelines for OH&S Management of Contractors and any Federal or State regulatory requirements.

2.7.2 Supply by Contract

The provision of goods, services and works by contract potentially exposes the Council to risk.

The Council will minimise its risk exposure by measures such as:

- standardising contracts to include current, relevant clauses;
- requiring security deposits where appropriate;
- referring specifications to relevant experts;
- requiring contractual agreement before commencement;
- use of or reference to relevant Australian Standards (or equivalent); and
- effectively managing the contract including monitoring and enforcing performance.

2.7.3 OH&S and Other Mandatory Requirements

Council undertakes due diligence activities on all suppliers to ensure compliance to legislative and business requirements. Council requires all contractors, service providers and volunteers to comply with all OH&S legislative requirements. These are mandatory requirements and non compliance will disqualify prospective suppliers. Suppliers must provide evidence of insurances in providing goods, services or works.

2.7.4 Disability Considerations

The legislative requirements of the Disability Act 2006 and Regulations 2007 and Council's Disability Action Plan, are considered to ensure that procurement processes and decisions do not directly and indirectly discriminate against people with a disability.

2.8 Contract Terms

All contractual relationships must be documented in writing based on standard terms and conditions.

Where this is not possible, approval must be sought from the appropriate member of Council Staff listed in the Delegations section or above. A request for such an approval should be supported with procurement and legal advice as relevant.

All contractors must obey and ensure that its employees, sub-contractors and agents obey any Acts, regulations, local laws and by-laws in any way applicable to the performance of a contract. All contractors must also comply with the terms of any relevant Commonwealth and State industrial instruments in respect to its employees and ensure that any agents and sub-contractors of the contractor also comply with these obligations.

To protect the best interests of the Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to doing this expose the Council to risk and thus must be authorised by the appropriate member of Council Staff.

2.9 Endorsement

Council Staff must not endorse any products or services.

2.10 Dispute Resolution

All Council contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the potential for legal action.

2.11 Contract Management

The purpose of contract management is to ensure that the Council, and where applicable its clients, receive the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- establishing a system reinforcing the performance of both parties' responsibilities and obligations under the contract;
- ensuring adherence with Council's Risk Management framework and compliance with applicable Occupational Health and Safety procedures; and
- providing a means for the early recognition of issues and performance problems and the identification of solutions.

Contracts are to be proactively managed by the member of Council Staff responsible for the delivery of the contracted goods, services or works to ensure the Council receives Value for Money.

2.12 e-Procurement

e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system to acquire goods, services and works.

By utilising e-procurement the aim is to:

- reduce transaction costs
- make processes more efficient;
- improve management information and visibility of spend;

- increasing control and consistency of processes; and
- improve spend compliance.

3 Demonstrate Sustained Value

3.1 Integration with Council Strategy

The Council procurement strategy shall support its corporate strategy, aims and objectives, including but not limited to:

- Community Wellbeing
- Growing the Economy
- Sustainable Built and Natural Environment
- How We do Business.

3.2 Achieving Value for Money

3.2.1 Requirement

The Council's procurement activities will be carried out on the basis of obtaining Value for Money. Lowest price is not necessarily an indicator of value for money and cost is not the only factor for assessing value for money. Other factors such as technical capability to meet specification, risk management, environment and occupational health and safety, financial capacity, economic contribution to the Geelong region, sustainability, quality, customer service, resource management, continuous improvement, fitness for purpose and social considerations may be considered in assessing competing companies' submissions.

3.2.2 Approach

This will be facilitated by:

- developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout;
- effective use of competition;
- using schedule of rates and panel contract arrangements where appropriate;
- identifying and rectifying inefficiencies in procurement processes;
- more emphasis placed on procurement planning process;
- developing a more cost efficient tender process including appropriate use of e-solutions;
- Council Staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements;
- working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired;
- undertaking analysis of Council's category spending patterns; and
- ensuring procurement effort corresponds with risk and expected return.

3.2.3 Role of Specifications

Specifications used in quotations, tenders and contracts are to support and contribute to the Council's Value for Money objectives through being written in a manner that:

- ensures impartiality and objectivity as reasonably practicable;
- encourages the use of standard products;
- encourages sustainability; and
- eliminates unnecessarily stringent requirements.

3.3 Performance Measure and Continuous Improvement

Council will establish an appropriate management and reporting systems to monitor performance against targets and compliance with procurement policies, procedures and controls.

Procurement procedures, practices and costs will be benchmarked externally.

Procurement will use the performance measurements developed to:

- highlight trend and exceptions where necessary to enhance performance;
- improve the internal efficiency of the procurement process and where relevant the performance of suppliers; and
- facilitate relevant programmes to drive improvement in procurement to eliminate waste and inefficiencies across key spend categories.

3.4 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is about taking positive action to demonstrate the Council's commitment to the local community and environment on which it impacts. This means the Council maximising the benefits of the services they provide across the community and minimising the negative aspects of their activities.

The Council integrates CSR into its organisational policies and practices through social procurement, sustainability and diversity.

3.4.1 Social Procurement

Social Procurement generates positive outcomes by building on initiatives already undertaken by the Council in enhancing sustainable and strategic procurement practice, further enabling procurement to effectively contribute towards building stronger communities and meeting the social objectives of the Council.

The Council is committed to Social Procurement by:

- Ensuring all procurement practices are sustainable and strategically aligned with the wider Council objectives
- Achieving greater value for money across the community through the use of effective procurement
- Ensuring all businesses have the same opportunity to tender for Council contracts

- Enhancing partnerships with other Councils, suppliers and community stakeholders
- Building and maintaining a strong community by exploring ways to generate local employment (particularly among disadvantaged residents) and further strengthening the local economy
- Purchasing ethical and fair trade goods to support equitable, local, national and international trade.

3.5 Sustainable Procurement

Council is committed to reducing its environment impacts and operating in a socially, financially and environmentally responsible manner.

Council will encourage the design and use of products and services which have minimal impact on the environment and human health. This includes, but is not limited to:

- Recycling
- Waste Management
- Emissions Management
- Habitat Destruction
- Toxicity
- Soil Degradation
- Water Conservation
- Energy Management, and
- Green Building Design

Council shall encourage suppliers to adopt good environmental practices.

Council will actively promote green procurement throughout its supply chain and where possible consider selection which has minimum environmental impact.

3.6 Support of Local Business and Apprentices

Council is committed to buying from local businesses where such purchases may be justified on Value for Money grounds, while remaining compliant with the Competition and Consumer Act 2010 and other fair trading legislation requirements.

Wherever practicable, Council will give effective and substantial preference to contracts for the purchases of goods, machinery or material manufactured or produced in Australia or New Zealand.

Wherever practicable, Council will fully examine the benefits available through purchasing goods, services or works from suppliers/contractors within the Geelong Region.

Council will also seek from prospective suppliers/contractors, where applicable, what economic contribution they will make to the Geelong region. A weighting percentage up to a maximum value of 10% will be assigned to this criteria element. The percentage applied to any procurement will be determined by the quotation or tender evaluation panel.

Such examples may include:

- (1) Engaging and contracting with local suppliers
- (2) Engaging local sub contractors

- (3) Suppliers/contractors participation in any apprenticeship schemes or employment of apprentices when tendering for projects and upon award.
- (4) Contributing to the financial, social and environmental well being of the region
- (5) Enable the business expansion, growth and servicing of local business and contractors.
- (6) Existing local business

3.6.1. Collaboration with the Industry Capability Network (ICN)

Council has committed to further engaging with local suppliers through collaboration with the ICN. Wherever practicable, Council will utilise ICN's network to alert local suppliers of relevant work opportunities with Council.

3.6.2 Project Delivery

The engagement/employment of apprentices or trainees will form part of the project delivery criteria in determining the awarding of a contract for construction projects. Tenderers must provide details of direct and indirect employment of apprentices or trainees to be engaged during the course of a project.

4 Apply a Consistent and Standard Approach

4.1 Standard Processes

The Council will provide effective commercial arrangements covering standard products and standard service provisions across the Council to enable employees to source requirements in an efficient manner.

This will be achieved via a combination of the following areas:

- use of Council's Preferred Supplier System;
- pricing where relevant;
- processes, Procedures and techniques;
- tools and business systems e.g. e-tendering, e-quotation sourcing arrangements;
- reporting requirements; and
- application of standard contract terms and conditions.

4.2 Performance Indicators and Management Information

A list of indicators will be developed to measure procurement performance. They will include criteria such as:

- the proportion of spend against corporate contracts;
- user and supplier satisfaction levels measuring the success of procurement initiatives e.g. procurement cards; and
- the proportion of Eco-friendly spend.

Council will also use external sources of management information to assist with the procurement decision making process.

5 Build and Maintain Supply Relationships

Council recognises that in order to achieve sustainable value, appropriate relationships must be developed and maintained with suppliers.

5.1 Developing and Managing Suppliers

Council recognises the importance of effective and open working relationships with its suppliers, and is committed to the following:

- managing existing suppliers, to ensure the benefits are delivered;
- maintaining approved preferred supplier lists and compliance with Council's requirements for insurances, OH&S etc; and
- developing new suppliers and improving the capability of existing suppliers where appropriate.

5.2 Supply Market Development

A wide range of suppliers will be encouraged to compete for Council work.

5.3 Relationship Management

Council is committed to developing constructive long-term relationships with suppliers. It is important that the Council identifies its key suppliers so that its efforts are focused to best effect. Such areas may include:

- size of spend across the Council;
- criticality of goods / services supplier, to the delivery of the authorities services;
- availability of substitutes; and
- market share and strategic share of suppliers.

5.4 Communication

External communication is very important in ensuring a healthy interest from potential suppliers and partners to Council. The external website will be developed and updated to provide:

- information about Council and how to become an approved supplier;
- guidelines for doing business with Council;
- standard documentation used in the procurement process;
- links to other relevant sites; and
- where applicable, a list of upcoming tenders.

6 Continual Improvement

Council will focus on developing and maintaining effective working relationships with external and internal stakeholders, to assist in delivery of Council's strategic objectives.

Council's procurement strategy aims to support Council's objectives by implementing continuous improvement and value for money opportunities in the following areas:

- Technology

- Develop innovative procurement techniques, tools and methods.
- Process and Governance
 - Procurement activities shall be performed with integrity and withstand closest possible scrutiny.
- People and Skills
 - Maintain the level of knowledge, skill and expertise of staff in respect to procurement processes and procedures.
- Strategy and Organisation
 - Review buying patterns across Council and deliver savings from tendering goods and services, as appropriate.
- Leadership and Influence
- Adopt best practice procurement and contracting principles, policies, processes and procedures. Sourcing and Collaboration
- Realise opportunities from increased economies of scale through collaboration with other Council's and public sector agencies for particular goods and services. Supplier Management
 - Source and maintain suppliers that demonstrate compliance with Council's regulatory requirements and support key stakeholder requirements.

Refer Appendix 1 - Council's Procurement Strategy 2013-15

REFERENCES:

- Procurement and Contracts Manual
- Councilors - Code of Conduct Policy
- Confidential Information Policy
- Fraud Control Policy
- Gifts & Hospitality Policy
- Goods & Services Tax Policy
- Occupational Health & Safety Policy
- Risk Management Policy
- Staff Code of Conduct Policy
- Council Purchasing Card Policy
- Environment Management Strategy Sustainable Water Use Plan
- Local Government Act 1989
- Competition and Consumer Act 2010
- Human Rights and Responsibilities Act 2006
- Disability Act 2006 & Regulations 2007

Acknowledgements

- i Ian McPhee, Auditor-General for Australia, “Contract Management in the Public Sector – an ANAO Better Practice. Perspective” Paper delivered at the Australian Government Procurement Conference
- ii Landell Consulting definition
- iii From MAV Procurement Policy Workshop slides – April 2009
- iv Adapted from the definition attributed to the World Commission on Environment and Development
- v Draws from Procurement Policy information provided from several Victorian Councils, as well as comments received during the MAV Procurement Policy Workshops in April 09.
- vi Based on MAV workshop slides – April 09 complemented from information provided from several Victorian Councils.
- vii Based on Procurement Policy information received from several Victorian Councils
- viii Indicative amounts, individual councils will insert their own values.

6. CONTRACTUAL MATTER

Portfolio:	Governance - Cr Lyons (Mayor)
Source:	Mayor & Councillor's Office
Mayor:	Cr Lyons

Cr Heagney moved, Cr Ellis 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.

ASSEMBLY OF COUNCILLORS RECORD

Portfolio: Governance – Cr Lyons (Mayor)
Source: Strategy & Performance
General Manager: Dean Frost

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 26 May 2015)

Assembly Details	Councillor Attendees	Officer Attendees	Matters Discussed	Conflict of Interest Disclosures
Disability Advisory Committee 13 April 2015	Cr Fisher	K Pritchard (MGR) F Hemingway (MGR) H Rutledge (MGR) S Muratti (OFF)	• Accessible Supermarket Trolleys • Geelong – Centre of Excellence in Disability and Injury Management. Network between NDIA, WorkSafe and TAC	• Nil
Geelong Gambling Advisory Committee 19 May 2015	Cr Farrell	S Levakis (OFF)	• Transforming Spin to Community Win Funding • March Away from Gambling • Workplace Gambling Policy Kit • EGM Cap Review • Project Officer Report • VCAT decision re existing rights (Greater Bendigo vs Hogans Shamrock Hotel) • Gambling and Family Violence Workshop • Impact of Video Gaming Workshop	• Nil
Councillor Briefing 19 May 2015	Crs Ansett, Fisher, Farrell, Harwood, Heagney, Irvine, E Kontelj, S Kontelj, Macdonald, Nelson, Richards	G Miles (CEO) P Bettess (GM) V Shelton (ACT/GM) D Frost (GM) J McMahon (ACT/GM) L Quinn (ACT/GM) T McDonald (MGR) A Paterson (Exec Officer – Mayor) R Bourke (CO ORD)	• Presentation – Accommodation • Digital Geelong • Procurement Policy • Karreenga Aboriginal Action Plan – Annual Report • Planning Authorisations – Council to Staff May 2015 • Social Media	• Nil.

PLANNING DELEGATIONS

Portfolio:	Planning - Cr Heagney
Source:	Planning & Tourism - City Development
General Manager:	Peter Bettess
Index Reference:	Delegations

Summary

- Section 98 of the Local Government Act 1989 and section 188 of the Planning and Environment Act 1987 empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
- Council may also delegate to committees comprising Councillors and staff or a combination of both, pursuant to sections 86 and 87 of the Local Government Act and section 188 of the Planning and Environment Act.
- At its meeting on 13 March 2007 Council established a Planning Committee and a Development Hearings Panel with delegated powers to determine upon any development applications which have been the subject of an objection or in circumstances where officers have recommended refusal of the application.
- At its meeting on 23 September 2008 Council adopted a recommendation to allow Officers (restricted to Manager, Coordinator and Team Leader level) the ability to consider and approve applications with five or less objections.
- The appendix to this report contains a schedule of all applications determined under these delegations.

Cr Heagney moved, Cr Fisher seconded -

That the information be received.

Carried.

Planning Decisions Report - April 2015

App Number	Location	Application Type	Decision Date	Description	Authority Description
1003/2014	48 Riviera Crescent, OCEAN GROVE VIC 3226	3 Lot (Staged) Subdivision	28/4/2015	No Appeal Lodged Permit Issued	Development Hearings Panel
113/2014	85 Darlington Drive, ANAKIE VIC 3213	Use and Development of the Land for Racing Dog Keeping (Greyhounds)	17/4/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
1223/2014	11 Hawthorn Street, PORTARLINGTON VIC 3223	Construction of One (1) Dwelling and Two (2) Lot Subdivision	2/4/2015	NOD - Planning Permit	Development Hearings Panel
135/2013	30 Orlando Grove, AVALON VIC 3212	Use and Development of Land for Racing Dog Keeping (Greyhounds)	17/4/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
1421/2014	41-43 Bellerine Street, GEELONG VIC 3220	Buildings and Works Associated with a Four (4) Storey Building Containing Thirteen (13) Dwellings, Partial Reduction in Car Parking, Partial Reduction in Bicycle Parking and a Thirteen (13) Lot Subdivision.	2/4/2015	NOD - Planning Permit	Development Hearings Panel
1487/2014	351 Moorabool Street, SOUTH GEELONG VIC 3220	Change of Use Education Centre (Business College) and a Reduction in the Car Parking Requirement and Bicycle Parking Requirement	21/4/2015	No Appeal Lodged Permit Issued	Development Hearings Panel
1497/2012	15 Orlando Grove, AVALON VIC 3212	Use and Development of Land for Racing Dog Keeping and Racing Dog Training (Greyhounds)	17/4/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
1592/2014	124-126 Grantham Drive, HIGHTON VIC 3216	Variation of Restriction PS630452Y to remove Lot 318 from being burdened (single dwelling and no further subdivision)	17/4/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
305/2011	15 Oswald Avenue, LARA VIC 3212	Use and Development of Land for Racing Dog Keeping and Racing Dog Training (Greyhounds)	17/4/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
456/2010	48-58 Station Lake Road, LARA VIC 3212	Construction of Twenty Four (24) Double Storey Dwellings	23/4/2015	PI - Extended Planning Permit	Delegated Authority
487/2012	55 Rees Road, AVALON VIC 3212	Use and Development of Land for the Purposes of Racing Dog Keeping and Breeding	17/4/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
9195/1991/B	60 Rees Road, AVALON VIC 3212	Use of the Land for Racing Dog Keeping and Racing Dog Training (Greyhounds)	17/4/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
12/2015	22 Wolseley Grove, BELL POST HILL VIC 3215	Subdivision of the Land into Two (2) Lots	27-Apr-2015	NOD - Delegate	Objectors - 1

1230/2014	149 Fellows Road, POINT LONSDALE VIC 3225	Construction of Two (2) Dwellings and a Two (2) Lot Subdivision	15-Apr-2015	NOD - Delegate	Objectors - 3
1251/2014	507 Bellarine Highway, MOOLAP VIC 3224	Use of the Land for a Welfare Distribution Centre and Display of Business Identification Signage	7-Apr-2015	NOD - Delegate	Objectors - 2
1263/2014	302-306 Aberdeen Street, MANIFOLD HEIGHTS VIC 3218	Change of Use and Development of the land for a Service Station, Internally Illuminated Business Identification Signage, Alter Access to a Road in a Road Zone Category 1 and a Variation to the Requirements Contained in Clause 52.12 (Service Station).	1-Apr-2015	NOD - Delegate	Objectors - 5
1337/2014	23 Oakdean Boulevard, OCEAN GROVE VIC 3226	Construction of 3 Dwellings and 3 Lot Subdivision	7-Apr-2015	NOD - Delegate	Objectors - 2
1403/2014	34 Carrington Street, THOMSON VIC 3219	Development of Four (4) Dwellings	8-Apr-2015	NOD - Delegate	Objectors - 4
1417/2014	14 Sheridan Street, HAMLYN HEIGHTS VIC 3215	Buildings and Works for the Construction of Four (4) Dwellings	2-Apr-2015	NOD - Delegate	Objectors - 2
1422/2014	175 Roslyn Road, BELMONT VIC 3216	Construction of Three (3) Dwellings and Three (3) Lot Subdivision	10-Apr-2015	NOD - Delegate	Objectors - 1
1446/2014	167 Skene Street, NEWTOWN VIC 3220	Partial Demolition and Works to Existing Dwelling and Construction of a Garage in a Heritage Overlay	9-Apr-2015	NOD - Delegate	Objectors - 2
1458/2014	3 Acacia Court, OCEAN GROVE VIC 3226	3 Lot Subdivision	22-Apr-2015	NOD - Delegate	Objectors - 1
1474/2014	79 The Esplanade, DRUMCONDRA VIC 3215	Demolition of an Existing Dwelling and Construction of a Replacement Dwelling on Land affected by a Heritage Overlay	1-Apr-2015	NOD - Delegate	Objectors - 3
1513/2014	1 Kernot Street, EAST GEELONG VIC 3219	Partial Demolition and Construction of an Extension to an Existing Dwelling including the Construction of an Outbuilding.	23-Apr-2015	NOD - Delegate	Objectors - 1
1541/2014	1/11 Peers Crescent, OCEAN GROVE VIC 3226	Buildings and Works for the Construction of Alterations and Extension to Existing Dwelling	24-Apr-2015	NOD - Delegate	Objectors - 4
1607/2014	37 Meakin Street, EAST GEELONG VIC 3219	Construction of Two Double Storey Dwellings	30-Apr-2015	NOD - Delegate	Objectors - 1
47/2015	46 Rugby Street, BELMONT VIC 3216	Buildings and Works for the Construction of Two (2) Dwellings	7-Apr-2015	NOD - Delegate	Objectors - 3

702/2014	33 Granault Parade, CORIO VIC 3214	Construction of Eight (8) Dwellings	20-Apr-2015	NOD - Delegate	Objectors - 2
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Cr Fisher moved, Cr Harwood seconded –

That the meeting be closed to the public.

Carried.

The Meeting was closed to the public at 8.55pm

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 9.00pm

As there was no further business the meeting closed at 9.00pm. Tuesday, 26 May 2015.

Signed: _____
Chairperson

Date of Confirmation: _____