

Strategy outcomes for Golden Plains Shire

The Strategy used projected population growth to inform the strategic recommendations below for Golden Plains Shire. (Note, there are no changes from the draft Strategy.)

<b>TASK</b>	<b>STRATEGIC RECOMMENDATIONS</b>	<b>TIMELINE</b>	<b>COUNCIL RESPONSIBILITY</b> (Initiate, Deliver, Support)
1.3	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.	Medium	Initiate and Deliver
2.5	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.	Medium	Initiate and Deliver

Strategic recommendations to be undertaken by other stakeholders that may have an impact in Golden Plains Shire include:

<b>TASK</b>	<b>STRATEGIC RECOMMENDATIONS</b>	<b>TIMELINE</b>	<b>COUNCIL RESPONSIBILITY</b> (Initiate, Deliver, Support)
3.3	Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition.	Medium (3-5 years)	NA
4.1	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical (0-1 year)	Support
4.2	Increase the number of G21 schools offering Hookin2Hockey programs (currently 110) annually by at least 5% through the establishing greater partnerships with the education sector.	Critical (0-1 year)	NA
5.1	Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy that provides clear organisational and operational directions for association, its clubs and facility owners.	Critical (0-1 year)	Support
5.2	Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West that will enable facility and participation growth.	High (1-2 years)	Support
6.1	Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore	Critical (0-1 year)	NA

	joint funding models for supporting this position.		
6.2	Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation.	High (1-2 years)	NA
6.3	Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets.	Medium (3-5 years)	Initiate, Support

**CONSULTATION**

An extensive community consultation process has been conducted across the G21 Barwon region, targeting the hockey community and key stakeholders. The following community engagement methods were used during this process:

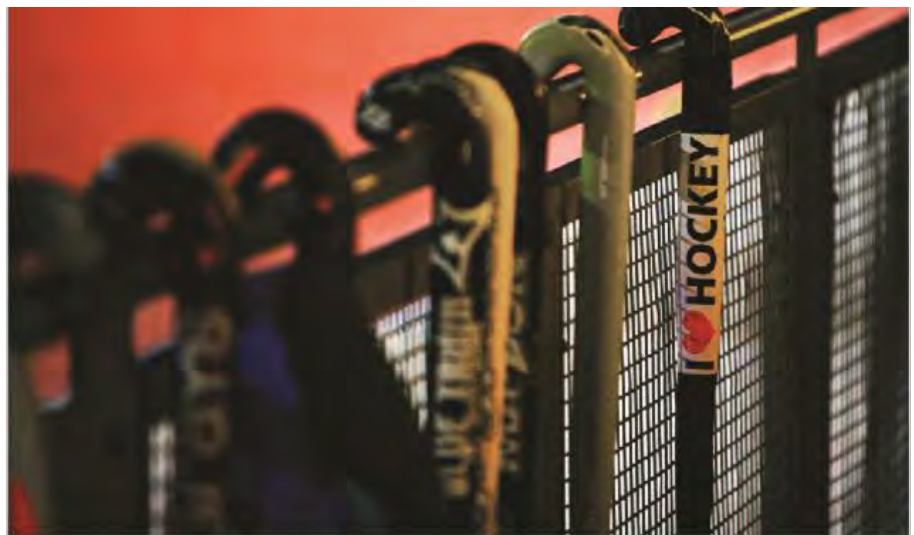
- Establishment of a PCG with representatives from Hockey Victoria, Geelong Hockey Association and the five G21 LGAs;
- A workshop in April 2018 involving 22 participants from clubs and stakeholders including Golden Plains Navigators Hockey Club;
- A survey of the hockey community with 244 respondents completing the survey;
- Development of a State of Play document presented to the PCG for feedback;
- Development of three Project Bulletins that were distributed to a range of stakeholders and interested parties;
- A 6 week public exhibition period of the draft Strategy with 18 submissions received.

**CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

**CONCLUSION**

The G21 Regional Hockey Strategy provides clear strategic direction for hockey in the region for the next ten years. The development of the document has included significant consultation with the hockey community and input from key stakeholders. The Strategic Recommendations for Golden Plains Shire are important in ensuring that Council can best support the continued growth of hockey in a way that maximises participation in physical activity and the associated health and wellbeing benefits.



# G21 REGIONAL HOCKEY STRATEGY

MARCH 2019





## ACKNOWLEDGEMENTS

### PROJECT PARTNERS

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

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

### PROJECT CONSULTANTS

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# INTRODUCTION

## ABOUT THIS DOCUMENT

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

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

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

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

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



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

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

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

## DEFINITIONS AND ABBREVIATIONS

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

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

# EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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





**1. Functional and accessible hockey facilities**

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

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

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

**3. Increase participation through improved programming**

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

**4. Embrace new formats and engage new participants**

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

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

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

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

**5. Implement strategies that support the development of sustainable clubs**

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

**6. Promote hockey through collective marketing strategies and initiatives**

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



# PROJECT CONTEXT

## PROJECT METHODOLOGY

This Strategy has been delivered in five key stages and is due to be finalised and adopted by project partners by March 2019. The following diagram outlines project timelines and associated key tasks to be delivered during each stage.

### STAGE ONE

#### Project Establishment

January 2018

Project commencement, agreed project plan, timeframes and communications plan

### STAGE TWO

#### Situation and Supply Analysis

February – March 2018

Literature review, demographic and participation analysis, facility mapping, audit data review and stakeholder consultation

### STAGE THREE

#### Vision, Principles and Framework

March – April 2018

Governance and management benchmarking, Key Findings Report, Draft Strategy framework and vision developed.

### STAGE FOUR

#### Strategy Development

June - December 2018

Facility distribution and gap analysis, Draft Strategy development, prioritised regional and municipal action plans formulated and public exhibition of Draft Strategy.

### STAGE FIVE

#### Final Strategy and Summary Document

December 2018 – March 2019

Final G21 Regional Hockey Strategy developed and endorsed by stakeholders.

## PROJECT PARTNERS AND CONTRIBUTIONS

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

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

## PROJECT OUTCOMES

The following project outcomes will be delivered through the Final G21 Regional Hockey Strategy:

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

## STRATEGIC DRIVERS AND CONTEXT

### Hockey Victoria Facilities Master Plan (2014)

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

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

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

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

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

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

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

The Plan outlines the following demographic and development priorities:

- Stage 1 – Armstrong Creek - Marshall - Charlemont development will include recreation and open space provision (with a proposed multi-use regional synthetic hockey facility planned for Armstrong Creek West).
- CoGG advised that the Armstrong Creek West Regional Sports Precinct will be triggered when development (dwellings) reach 3,000.
- Regarding hockey specific provision, CoGG cited the current HV recommended pitch to population provision ratio (1:100,000) is exceeded by its existing five pitches. The immediate focus for CoGG has been noted as building the capacity and improving the quality of existing venues.

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

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

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

Regarding HV's development and expansion of social and unstructured forms of the game such as J-Ball, Hockey Sixers and KE40, the study highlighted the following:

- 86% of active, current players indicated they would be interested in participating in a new format of hockey.
- 77% of inactive former hockey players indicated that they would be interested in playing a new format of hockey, should it be available.

### King Lloyd Reserve Master Plan (2010)

King Lloyd Reserve is situated approximately three kilometres southwest of the Geelong Central Activities Area.

The reserve is approximately 6.3 hectares in size and whilst a large portion of the reserve has been formed into sports fields, there are expansive conservation zones along its eastern and south-eastern edges which have been re-vegetated to support broader environmental management objectives for the area.

King Lloyd Reserve is currently tenanted by the:

- Newlown City Hockey Club
- Murgheboluc Cricket Club
- Geelong Touch Football Association.

The aim of the Master Plan is to develop a plan that can be used to guide the future development of the reserve having regard to user and community aspirations, whilst enhancing the natural ambience and character of the park.

The key strategic directions proposed in the King Lloyd Reserve Master Plan were to:

1. Improve the overall landscape amenity and quality of the reserve by planting additional trees within the reserve and along its edges, and by corralling vehicles to defined roads and car parks. (Ongoing).
2. Convert the surface of the sports fields to warm season grasses to create a more sustainable and durable playing surface in summer, and assess the condition and efficiency of the existing automated irrigation system in the main sports field. (Done.)
3. Install a new turf table onto the main sports field. Remove the existing cricket practice nets and construct a new set of practice nets (comprising three concrete wickets with permanent netting and four turf practice wickets with temporary netting) in a location to be determined pending the availability of the land north of the reserve. (3 synthetic and 2 turf provided).
4. Install a shelter and store on the second sports field. (Not started).
5. Seal Windsor Road and install speed humps (or similar) to slow traffic, and remove car parking from around the playground to improve the safety of the entry area. (Not started).
6. Reconfigure and expand the main car park to increase the number of spaces (to 104 spaces), and form a new unsealed access road to the lower sports field and provide car parking for 15 cars. (Not started).

The Master Plan also states that the development of a new synthetic hockey facility and parkland 'was beyond the scope of this master planning study to confirm, or otherwise, the need for a synthetic hockey field for the Newtown City Hockey Club at this location, or any other location in the region.

As previously suggested, a detailed investigation into the future development of hockey in the Greater Geelong region should be undertaken before any firm commitment is made to providing a synthetic hockey facility at King Lloyd Reserve.

The aim of preparing Option 2 during this study was to show how the land north of the reserve could accommodate a new synthetic hockey field, and the associated additional infrastructure).

#### **Torquay Hockey Club Synthetic Pitch Feasibility Study (2015)**

Commissioned by Surf Coast Shire, the Feasibility Study investigated the potential for the development of a floodlit pitch in Torquay and explored the existing offering of facility provision within the Region, along with participation trends and current and future needs of the club.

The following findings were delivered in the report:

- A need for an additional synthetic hockey pitch to be developed within the G21 Region in the next 5-10 years. However, demand for a synthetic multi-purpose pitch within Torquay to service the Surf Coast Shire and neighbouring Armstrong Creek could be justified within the next 3-5 years, pending continued population growth.
- Travel times to Geelong for regular training and matches creates barriers to local hockey growth within Torquay.
- Site specific investigations into potential site options for a synthetic pitch development in Torquay were conducted, with Surf Coast Secondary College being the most viable due to key partnership opportunities, location, land availability, site capacity and existing community infrastructure.
- The estimated cost for a new pitch and floodlighting at the Surf Coast Secondary College was estimated to be approximately \$1.5 - \$1.8 million.

## REGIONAL AND LOCAL HOCKEY ISSUES

**Sport, government and community stakeholders were engaged via workshop and survey to identify the key issues, constraints and opportunities influencing the planning, provision and growth of hockey in the G21 region.**

This section of the report details the key issues and challenges facing hockey in the Region and what the sport and G21 LGAs will need to focus on to ensure hockey is well supported in the future.

The issues and challenges outlined below are both asset based and sports development related, and have informed both the strategic framework and local and regional recommendations.

### **Building the capacity of existing facilities**

With the exception of a pitch in Torquay, the number of existing hockey pitches in the G21 region is considered adequate for the current number of players. However, the number of synthetic pitches and the infrastructure and amenities offered at these facilities is not meeting the needs of the sport, now and into the future.

Consultation with local hockey clubs identified strong support and evidence for the need to invest in the upgrade of existing hockey facilities. The key facility issues raised by clubs were a lack of suitable pitch provision (including undersized and grass pitches) and an absence of supporting infrastructure to meet the minimum standards of the sport.

A summary of existing facility issues is provided below.

#### **Stead Park**

- Operating at near of full capacity and provides limited opportunity for any additional programming.

#### **King Lloyd Reserve**

- As there is currently no synthetic surfaces appropriate for competition, any provision of floodlighting on the turf field would primarily support training at a lower level only. As per the King Lloyd Reserve Master Plan, the provision of a synthetic pitch is identified as a future opportunity to increase hockey participation. The provision of dedicated floodlighting for hockey should be incorporated into the synthetic pitch development in accordance with the Master Plan.

#### **Geelong College**

- Multi-purpose pitch with limited availability for hockey due to regular use by other school sports.
- Lack of floodlighting restricts use for hockey, limited car parking and noise issues for residents.

#### **St Ignatius College**

- Undersized (3/4) pitch restricts competition play.
- The lack of floodlighting limits venue capacity.
- No changeroom amenities.

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#### **Geelong Grammar**

- Multi-purpose pitch with limited availability for hockey due to use by other school sports.

### **Travel a significant barrier to participation**

With fewer hockey pitches within reach of the general population compared to football ovals or basketball courts, there is a general acceptance of the need to travel to play hockey. However, the constant demand on time poor parents to drive their children significant distances to play hockey is seen as a major issue to growing the game in the Region.

The G21 region has a land area of approximately 9,000 square kilometres and local hockey players are currently travelling an average of 30 minutes to participate. Just over a quarter of respondents (26%) to the online survey are travelling less than 20 minutes (return trip) to access their local hockey facility, with 21% travelling 31-40 minutes, 20% travelling 41-60 minutes and 14% traveling between 1-1.5 hours. In addition, 73 surveyed respondents highlighted the need for additional competition pitches to minimise travel time.

Increasing the capacity of existing pitches to make them more training and competition friendly, and strategically locating any new pitches will help to address these issues.

### **Gaps in existing hockey provision in G21**

This Strategy supports the priority recommendations for hockey identified in Hockey Victoria's Facilities Master Plan 2014 - development of a new synthetic pitch in Torquay and greater access to Geelong Grammar and Geelong College pitches.

With a membership base of approximately 200 the Torquay Hockey Club have no dedicated facility and currently use Stead Park for competition purposes, and a grass oval at the Torquay Sports Precinct for training.

In 2015 a local report on the feasibility of developing a full size synthetic hockey pitch in Torquay identified demand for a synthetic multi-purpose pitch pending continued population growth. The Feasibility Study also identified travel to central Geelong pitches for regular training and match play as a key barrier to local hockey growth within Torquay.

### **Increase the profile and make it more affordable**

Greater marketing and promotion for hockey within the Region and reducing the cost to participate are seen as critical issues working against participation growth. Addressing these constraints through the implementation of this Strategy will be a high priority for the sport.

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# CONSULTATION ANALYSIS AND KEY DRIVERS

To guide the development of the G21 Regional Hockey Strategy, a detailed stakeholder consultation program was undertaken. A summary of key themes and findings from the consultation are outlined below. These themes form the basis of future directions and together with the data analysis and research inform the key drivers for strategic planning.

The following stakeholder consultation activities were undertaken:

- Meetings with the Project Control Group (ongoing).
- Online Hockey Participant Survey (244 responses received). Summary of responses provided in Appendix 2.
- Club Representative Workshop.
- Hockey Victoria future directions meetings (March).
- Geelong Hockey Association consultation (ongoing).

## FACILITY ACCESS

- Lack of accessible facilities within a reasonable distance (30 minutes drive one way) is a key barrier to participation.
- Support for additional facilities in key growth areas of Armstrong Creek (regional) and Torquay (local), and opportunity to develop facilities at King Lloyd Reserve.
- Support for additional satellite facilities to address current training facility access issues and reduce drive time.
- Developing partnerships with educational stakeholders to increase facility access.

## EXISTING FACILITY CONDITION

- Increase the standard of existing facilities to meet the current and future needs of clubs and participants.
- Lack of suitable pitch provision (full-sized / synthetic).
- Lack of suitable, localised supporting infrastructure to meet the minimum standards of the sport.
- Investment in facility upgrades through stakeholder partnerships.

## ENGAGEMENT & PARTICIPATION

- Improve existing GHA and club marketing strategies to engage new participants.
- Utilisation of social media platforms to increase the profile of hockey within the Region.
- Increasing the programming offering, with a particular focus on social hockey formats.
- Development of pathways to retain players and support the transition between junior and senior competition.

## FINANCIAL CONSTRAINTS AND SUSTAINABILITY

- Current fees and charges have raised affordability issues for clubs and are not sustainable long term.
- The need to develop partnerships with local government, Hockey Victoria and Sport and Recreation Victoria to further initiatives for making hockey more affordable for participants.
- Implementation of a Club Development Officer to support ongoing club development, administration and marketing processes.





**POPULATION GROWTH DRIVING DEMAND**

# G21 POPULATION PROJECTIONS

### G21 Regional growth

The G21 Region is the fastest growing region in Victoria outside of Melbourne’s metropolitan area.

The principal population centre of the Region is located in Geelong, however significant growth is expected throughout other municipalities of the G21 Region over the next 10 years.

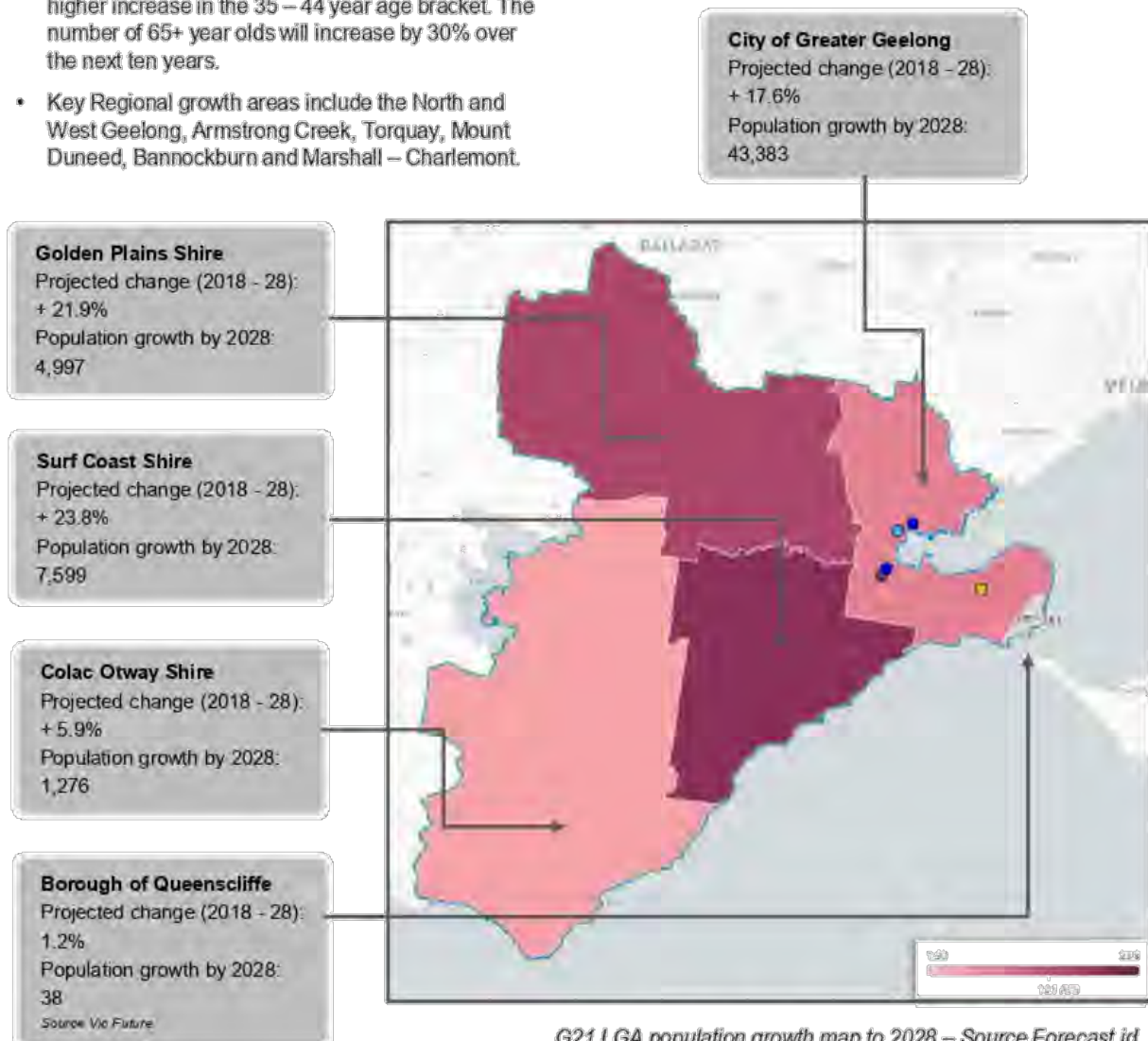
Key population projections for the G21 Region have been sourced from Forecast.id and include:

- The G21 Region currently has a population of 326,513 with a total population of approximately 383,805 expected by 2028 (+57,292 residents).
- Relatively even population growth is expected across the 0 – 64 year age cohorts, with a slightly higher increase in the 35 – 44 year age bracket. The number of 65+ year olds will increase by 30% over the next ten years.
- Key Regional growth areas include the North and West Geelong, Armstrong Creek, Torquay, Mount Duneed, Bannockburn and Marshall – Charlemont.

### Demographic change

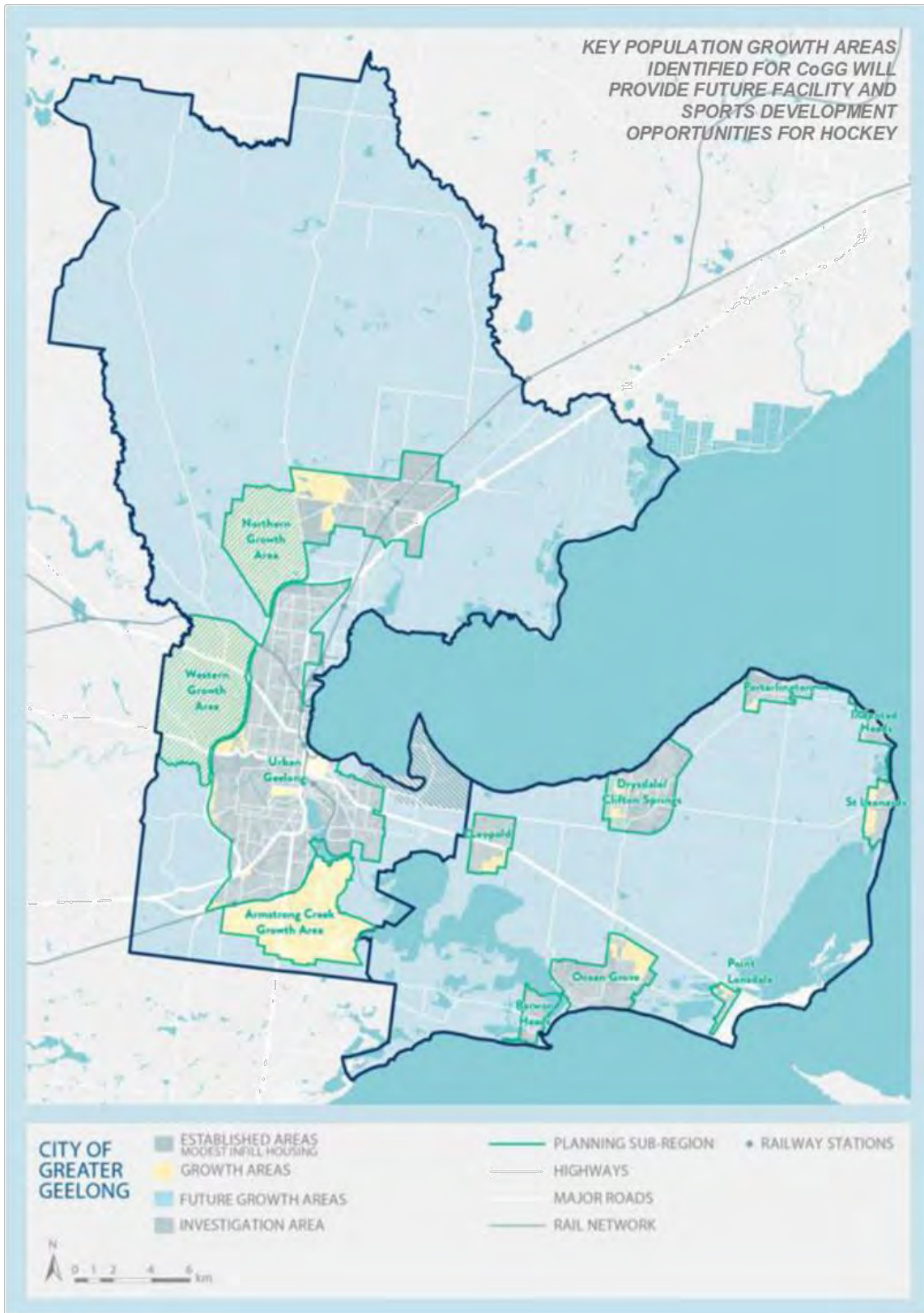
The demand for hockey and the way it is delivered will continue to change as the population of the G21 Region grows. The way in which Australians are consuming sport is evolving, with a shift toward more social and unstructured forms of play, over traditional competition formats. Planning and improving future hockey provision to ensure accessible casual access to hockey facilities will be a key factor to increasing participation in the Region.

The map below outlines predicted growth to 2028 for each of the five G21 LGA’s.





# CoGG GROWTH AREAS



# LOCALISED GROWTH

A brief overview of the G21 Region collectively and of each municipality individually is provided below. These summaries highlight key population and demographic growth over the next 10 years (to 2028) and demographics relevant to hockey within the G21 Region.

### City of Greater Geelong (CoGG)

- The principal population centre of the G21 Region.
- Greatest growth (established suburbs) include:
  - Armstrong Creek +10,817 residents (+167%).
  - Mount Duneed +4,209 residents (232%).
  - Marshall - Charlemont +3,583 residents (125%).
- The Northern Geelong growth area, in Lovely Banks, is anticipated to deliver up to 18,000 new dwellings for a population of approximately 50,000 residents.
- The Western Geelong Growth Area, in Batesford, is anticipated to deliver up to 22,000 new dwellings for a population of approximately 60,000 residents.
- Greatest resident population increases expected in the 35 - 44 and the 75 - 84 age cohorts.

### Surf Coast Shire (SCS)

- Torquay (including Torquay, Torquay North, Old Torquay and Torquay West) is one of the highest growth areas in the G21 Region with an additional 7,599 residents expected by 2028.
- Of this growth, the greatest age cohort increases are expected in the 70 - 84 year age bracket.

### Golden Plains Shire (GPS)

- Bannockburn will experience the greatest population growth in the Golden Plains Shire to 2028, with an additional +2,300 residents (+41%).
- Relatively even growth across all age cohorts.

### Colac Otway Shire (COS)

- The population within the Colac Otway Shire will increase by 1,276 to 22,924 in 2028. Colac West and Elliminyt will experience the most growth.

- The greatest growth will be experienced in the 10 - 14 year age bracket.
- Decreases are expected in the 20 - 29 and 55 - 64 age cohorts.

### Borough of Queenscliffe (BoQ)

- The Borough of Queenscliffe's future population forecast suggests minimal growth between 2018 and 2028 (+38 residents).

### Regional trends and observations

- Greater Geelong is the largest of Victoria's regional hubs, all of which are experiencing increasing population growth and urbanisation. This provides strong support for the development of a regional hockey facility within the proposed Armstrong Creek West Regional Sports Precinct.
- 76% of the Region's population reside within the CoGG. In 2028, CoGG is expected to still contribute this percentage of the total Regional population.
- Despite having a high percentage of older adult population, significant population growth is forecast in the age cohorts of 5-14 years and 35-44 year, suggesting younger families (and potential hockey participants) will move to new development areas such as Armstrong Creek.
- As per the table below, the total number of additional competition hockey participants expected across the Region by 2028 is +200, if the current player to population rate (penetration) of 0.35% is applied.
- In addition to the growth in competition hockey numbers, the implementation of social hockey within the region should see approximately 500 new people playing one of the new social hockey formats by the end of 2019.

LGA	2018 population	2028 forecast population	Change (#)	Change (%)	Potential growth in hockey participants between 2018 and 2028 (if applying individual LGA 2018 player penetration rate)
City of Greater Geelong	247,068	290,450	+43,383	+17.6%	+152
Surf Coast Shire	31,937	39,536	+7,599	+28.9%	+27
Golden Plains Shire	22,859	27,856	+4,997	+21.9%	+17
Colac Otway Shire	21,648	22,924	+1,276	+5.9%	+ 4
Borough of Queenscliffe	3,001	3,039	38	+1.2%	+0
<b>Total</b>	<b>326,513</b>	<b>383,805</b>	<b>57,293</b>	<b>+76%</b>	<b>+ 200 (total competition players – 1,331 in 2028)</b>

Future population and potential competition player growth by LGA (does not include social players).



**STATE OF PLAY - HOCKEY IN THE G21 REGION**

# SUMMARY OF HOCKEY IN G21

## G21 HOCKEY PROVISION

The following analysis provides a summary of existing provision and participation trends across the G21 Region from 2015 – 2017.

Participation numbers are based on Hockey Victoria's affiliate member database and reference to the State of Play Report (refer Appendix 1).

- 6** G21 hockey venues
- 3** Shared school facilities
- 6** Synthetic grass pitches
- 2** Natural grass pitches



**111** Hookin2Hockey Club Participants (outside the school network)

**604** Junior players (11-17 years)

**416** Senior and dual registered players (18+ years and registered at 2 or more clubs)



**1,131**  
Total number of G21 participants (-318 from 2015)



**0.35% penetration rate** (G21 Region population divided by number of players)



**1 in every 289** G21 residents play hockey



**45% female**  
**55% male** Participants



**Average G21 hockey player age is 20 years**



**63% of participants are under 18 years of age**



## CURRENT FACILITY PROVISION

All five G21 hockey facilities (7 pitches) are located centrally in the Region, within the City of Greater Geelong. Maps of the location of each facility in the context of the Regional and the City of Greater Geelong are provided on the following page.

The Geelong Hockey Association (GHA) is the governing and administrative body for hockey within the G21 Region and utilise the seven pitches across the five venues identified below. Nine local clubs occupy these facilities, with six utilising Stead Park as their home competition venue.

### Stead Park - Corio

2 hybrid synthetic grass pitches  
Home clubs: Corio HC, Golden Plains HC, Hockey Geelong, Kardinia HC, Saints HC and Torquay HC  
Lighting provided (500 lux)

### King Lloyd Reserve - Newtown

2 natural grass pitches  
Home club: Newtown HC  
No lighting provision  
(funding to install training standard lighting is imminent)

### Geelong College - Newtown

1 synthetic grass pitch  
Home clubs: Geelong College HC and Geelong HC  
No lighting provision

### St Ignatius College - Drysdale

1 sand based synthetic grass pitch  
Home club: Bellarine HC  
No lighting provision

### Geelong Grammar - Corio

1 synthetic grass pitch  
Training / overflow venue  
No home club  
Lighting provided (lux level unknown)

**At present, the current hockey facility offering within the G21 Region exceeds industry benchmarking for the current population, as identified in the table below.**

City of Greater Geelong hockey synthetic pitch planning benchmarks are also well catered for (currently outlined as 1:100,000 per head of population - in accordance with Hockey Victoria provision guidelines).

G21 Region pitch to population provision ratio	1 : 46,635
City of Greater Geelong average pitch to population provision ratio	1 : 35,295
Surf Coast Shire average pitch to population provision ratio	0 : 31,937
Golden Plains Shire average pitch to population provision ratio	0 : 22,859
Colac Otway Shire average pitch to population provision ratio	0 : 21,648
Borough of Queenscliffe average pitch to population provision ratio	0 : 2,934

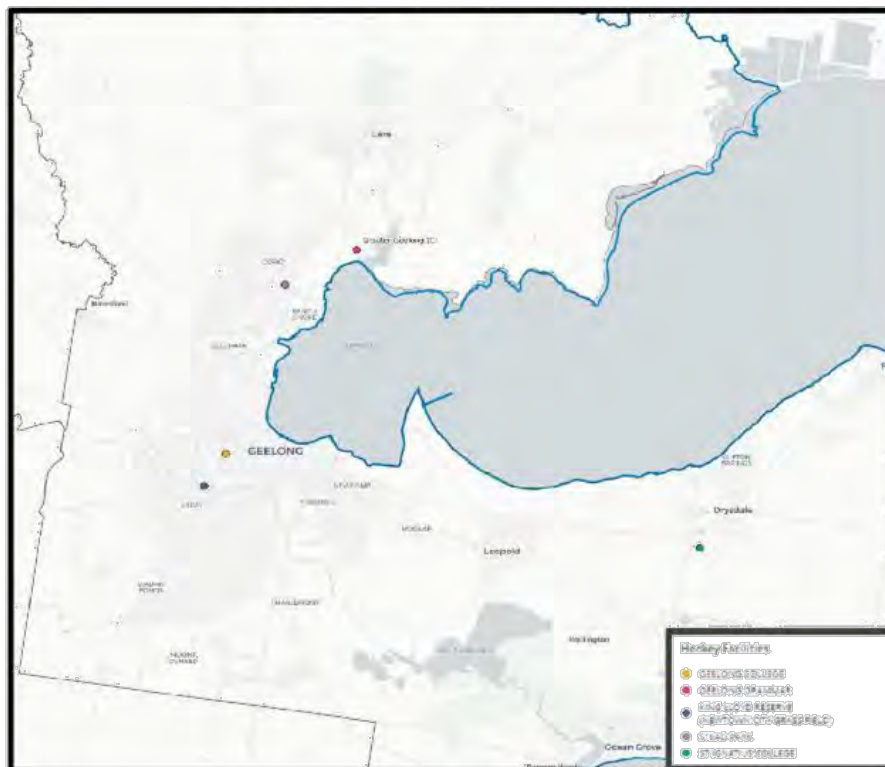
*if no further hockey pitches are developed in the G21 Region to 2028, the forecast pitch to population ratio will be 1: 76,765 - which is within Hockey Victoria's recommended pitch to population guideline of 1:100,000.*

*Ratios should be used as a guide only as there are many other local demographic, facility quality, venue access, frequency of use and service driven demands that are not taken into account. Also for hockey, there are differences between metro and regional facilities when considering factors such as population, player catchment, travel and use.*

# MAPS OF CURRENT FACILITIES



Map of current hockey facilities within the context of the G21 Region.



All current hockey facilities are located within the City of Greater Geelong.

## PARTICIPATION TRENDS

The table below provides an overview of GHA club players for three years (2015 - 2017) and provides the following participation trends over that period.

- Overall, hockey player numbers in the G21 region has experienced a decline of 274 participants (-16.7%) from 2015 to 2017.
- Hockey Geelong representative teams have also declined since 2015 (-280 participants). GHA attributes this to a number of local challenges facing the sport, such as lack of available time and ease of facility access.
- It is further noted by GHA that in recent years participants have chosen to only participate in local competitions.
- Eight of the nine GHA clubs experienced a decline over the three year period (88.9% of clubs).
- Hockey Victoria advised that state-wide approximately 25% of members stop playing each year, but they also gain another 25% each year.
- Corio Hockey Club's significant decline in players is attributed to their ability to field only one GHA team in the 2017 season, highlighting the need for the implementation of sustainable club initiatives.
- The only club to increase their player numbers over the period was the Torquay Hockey Club (+23), despite not currently having a local training base. At present, the Club train on a shared use grass football oval and travel to Stead Park (approximately 30 minutes one way by car) for training and competition purposes.
- Six out of the nine clubs experienced a participation incline or decline of 20 players or less over the three year period.
- Several clubs indicated via the online survey that the current condition of their home facility is directly impacting the opportunity for future player growth.

Club	2015	2016	2017	Plus / Minus (#)	Plus / Minus (%)
Corio Hockey Club	53	50	7	-46	-86.8%
Geelong College Hockey Club	83	64	68	-15	-18.1%
Geelong Hockey Club	142	152	129	-13	-9.2%
Golden Plains Hockey Club	80	70	75	-5	-6.3%
Hockey Bellarine	122	186	120	-2	-1.6%
Kardinia Hockey Club	82	82	74	-8	-9.8%
Newtown City Hockey Club	323	380	294	-29	-9.0%
Saints Hockey Club	115	160	72	-43	-37.4%
Torquay Hockey Club	173	225	196	23	13.3%
Hockey Geelong (Rep teams)	276	278	96	-180	-65.2%
<b>Total</b>	<b>1449</b>	<b>1647</b>	<b>1131</b>	<b>-318</b>	<b>-21.9%</b>

*Hockey player numbers by club – 2015 to 2017*

*Note – The data accounts for player numbers only, and does not include secondary participation in hockey by club officials, spectators and social members*

# KEY AREAS FOR HOCKEY PARTICIPATION

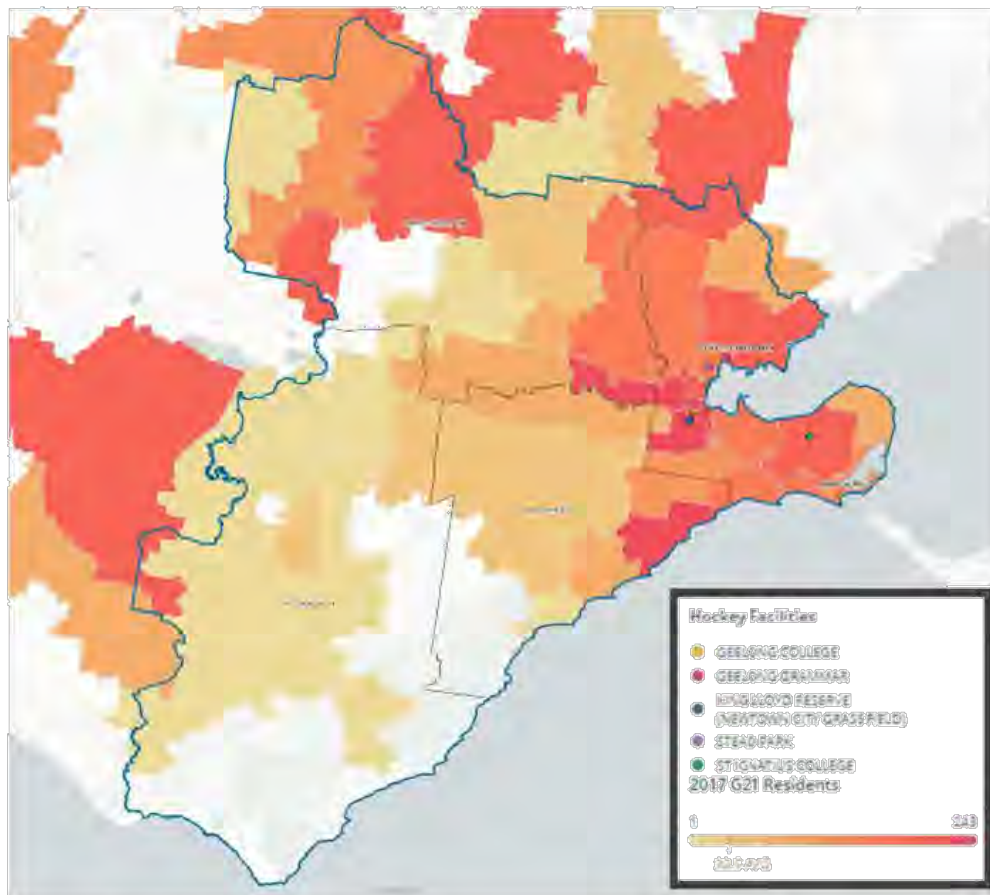
The map below provides a visual representation of current hockey players living (by post code) and playing (by home club) within the Region. The heavy red colour indicates the highest areas of hockey players. Key participation hot spots by post code for hockey in the region include:

- **3216 - Waurin Ponds, Grovedale, Highton, Marshall, Wandana Heights and Belmont (242 players)**
- **3228 - Torquay, Bellbrae, Jan Juc and Bells Beach (154 players)**
- **3220 - Geelong, South Geelong, Newtown (148 players)**

Players living in Central Geelong have convenient access to Stead Park where all senior competition hockey in the G21 Region is currently played. These players are generally within an acceptable distance of 20 minutes or approximately 20kms (one way trip) of their facility.

Players living within postcode 3228 (Torquay and surrounds) are required to travel almost 30 minutes (30km) one way to access Stead Park. The distance to reach the second most accessible facility, St Ignatius College is approximately the same however presents even greater access issues.

G21 postcodes to the north (3351 and 3352) also have a reasonably high number of hockey participation, however these encompass multiple suburbs and townships that filter outside the G21 region. The high number of members in these areas indicate that adjacent competitions in Ballarat and surrounding areas is having minimal impact on player retention within G21.



*2017 player numbers by residential post code*



# CATCHMENT AND TRAVEL TIMES

The blue highlighted area shown in the map below indicates an approximate 30 minute drive time (one way) from the five CoGG hockey facilities. Approximately 92% (1,030) of G21 hockey club players live within the blue area (30 minutes drive time) of CoGG hockey facilities.

The map also provides an indication of the number of players travelling from metropolitan Melbourne, particularly the western fringe between Melbourne and Geelong, to play in the Geelong Hockey Association competition. There are several players participating in the local competition that live in Ballarat.

A breakdown of player travel times for the four venues with home clubs is provided below.

**Stead Park - (Hockey clubs - Corio, Golden Plains, Hockey Geelong, Kardinia, Saints, and Torquay)**

- 520 combined members
- A total of 60% live within a 30 minute drive of the facility.

**King Lloyd Reserve (Hockey club - Newtown)**

- 294 members
- A total of 88% live within a 30 minute drive of the facility.

**Geelong College (Hockey clubs - Geelong College, Geelong)**

- 197 combined members
- A total of 87% live within a 20 minute drive of the facility.

**St Ignatius College (Hockey club - Bellarine)**

- 120 members.
- A total of 75% live within a 30 minute drive of the facility.

The provision of future synthetic pitches will have a positive impact on travel times.



*30 minute facility access drive time*



## SOCIAL HOCKEY

Changes in participation driven by lifestyle choice and the demand for shorter, less structured formats of sport is driving the need for the implementation of more social formats. The Geelong Hockey Association and its clubs are encouraged to embrace this change to increase participation.

2016 AusPlay data, along with research undertaken by Hockey Victoria and La Trobe University, supports the delivery of casual forms of hockey to meet the evolving requirements of the current hockey participant.

In response Hockey Victoria, with support from VicHealth, has developed three new forms of hockey to encourage increased and new participation.



J-Ball is delivered on a small hard court (43m x 22m) making it more geographically accessible. The game is played over 3 x 10 minute quarters with modified equipment, that is provided to each participant weekly, eliminating the high competition registration fees and need to purchase equipment.

## Hockey Game on Sixers

Aimed at past players who are not affiliated with a club and can participate without committing to regular training and competition, Hockey Sixers is a fast, fun, free-flowing version of hockey played on a smaller field, with 6 players on each team, making it more accessible and easier to get a team together.



KE40 is a new social cardio program aimed to increase and maintain fitness, and develop hockey skills. The program is delivered in conjunction with junior training and competition and is targeted at involving parents of existing participants.



**FACILITY DEVELOPMENT**

# HOCKEY VICTORIA FACILITY HIERARCHY

Hockey Victoria’s Strategic Facilities Master Plan (2014) proposes a hierarchy to guide the future provision of hockey facilities across the state.

Although it is recognised that there are variations and different interpretations of the hierarchy when considering existing facilities, the aim is to provide guidance for the establishment and appropriate provision levels for new facilities. It also provides stakeholders with an understanding of the minimum facility requirements for each level of the hierarchy.

According to the proposed hierarchy levels the G21 Region has one Premier Level Facility – Stead Park, which is also currently considered as the Regional Centre for hockey in the G21 region.

The remaining four hockey venues are ‘club’ or local level facilities despite some of them not meeting the minimum requirements for this level of facility classification. For these facilities to meet the minimum requirements for a true club level facility the following initiatives would be necessary.

**King Lloyd Reserve:**

- Development of a synthetic surface, floodlighting and associated infrastructure (as per the Master Plan).

**St Ignatius College:**

- Implementation of pitch floodlighting, upgrades to pitch playing area to full size and construction of player change facilities.

**Geelong College:**

- Implementation of pitch floodlighting.

**Geelong Grammar:**

- Introduction of a home club.

FACILITY TYPE	STATE FACILITY	PREMIER LEAGUE FACILITY	REGIONAL FACILITY	CLUB FACILITY
PREFERRED SURFACE TYPE	2 x water based synthetic	Water based or hybrid synthetic	Hybrid synthetic (capacity for use by other sports)	Sand based, hybrid or natural turf
LIGHTING	1,000 to 2,000 lux	>300 lux	>250 lux	>200 lux
AMENITIES	Player, umpire & officials change rooms, covered team benches & media amenities	Player & officials change room, team benches	Player change rooms, team benches	Player change rooms (2), team benches
SUPPORTING INFRASTRUCTURE	300 seats, scoreboard, electronic scoring, PA/BBG	Covered and uncovered viewing areas, scoreboard, parking	Viewing areas, uncovered parking (not public desirable)	Viewing areas, uncovered parking (not public desirable)

# HV FACILITY DEVELOPMENT FRAMEWORK

Hockey Victoria’s Strategic Facilities Masterplan also includes a facilities development framework and guidelines for the future planning of hockey facilities.

These guidelines provide demand triggers for the establishment of new clubs through to the need for a two pitch facility, and are designed to assist clubs and local councils to plan for the future growth and development of hockey.

The diagram below provides an indication of where the existing G21 hockey venues sit within the development framework, recognising that all may not perfectly align.

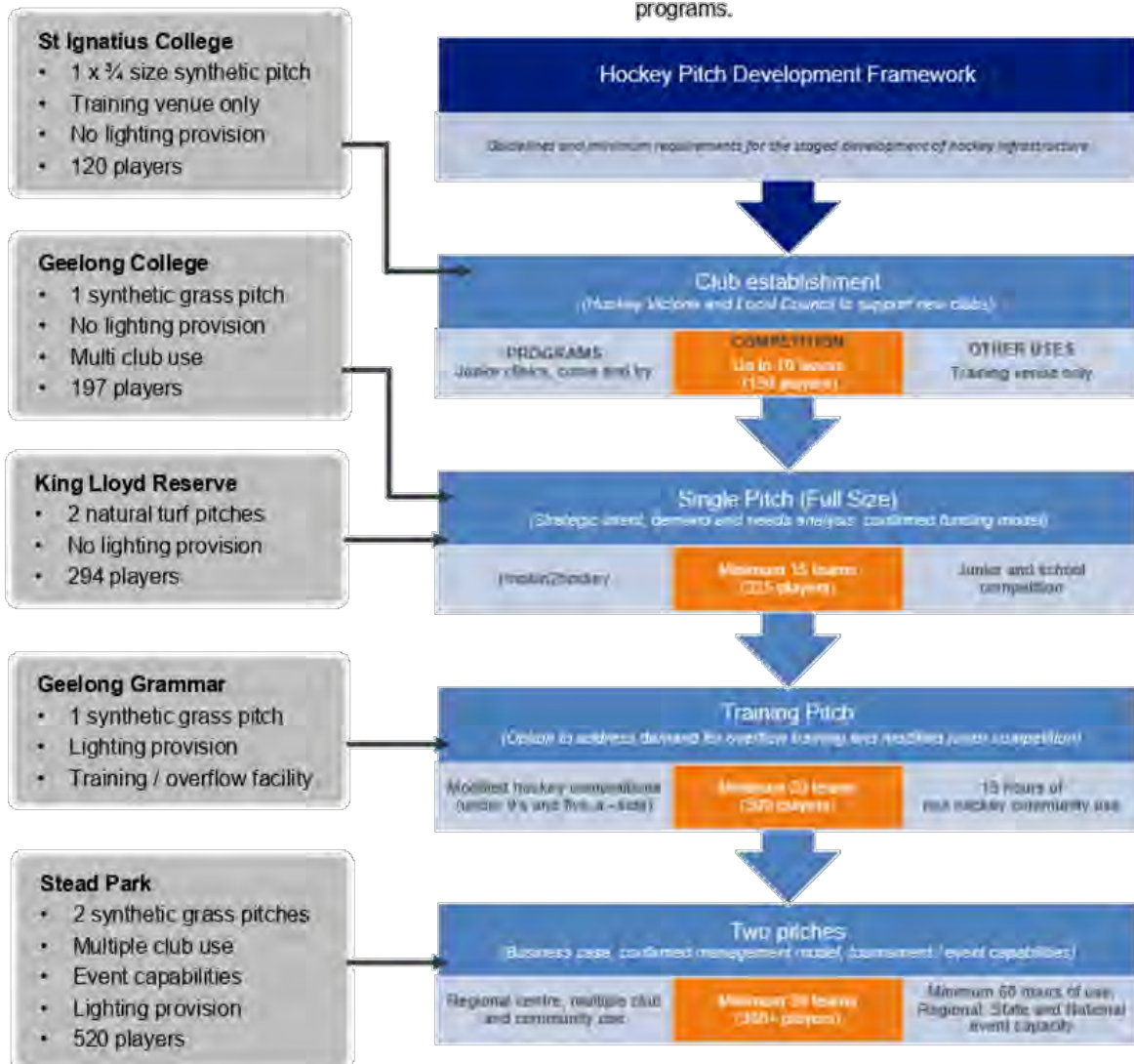
Investment in new, or the upgrade of existing pitch provision within the G21 Region should consider this development framework and aspire to achieve facility provision requirements and associated programming deliverables.

For the purposes of the G21 Regional Hockey Strategy a training pitch is considered a fenced synthetic surface that is half or quarter of the size of a regular competition pitch.

The continued growth of Hookin2hockey and the introduction of social hockey programs provides support for the future development of multi-purpose training pitches to complement competition venues. These smaller pitches are looked on favourably by Hockey Victoria as they provide safe warm up areas and a facility for under 8’s and modified hockey programs.

Although Hockey Victoria does not consider grass pitches as a suitable surface for competition or training, grass is still relevant in some country areas and junior programs.

The preferred model for Hockey Victoria is to develop full size synthetic competition hockey pitches that are either single or multi-purpose (depending on levels of use), and half or quarter size pitches for training / modified programs.



# OPPORTUNITIES OUTSIDE GEELONG

**Further analysis of 2017 membership data identified key participation hot spots in areas outside of central Geelong that have no (or very limited) hockey provision.**

The map below highlights multiple players living in established areas of Torquay, Lara, Bannockburn, Leopold, Drysdale and Ocean Grove. These areas provide an opportunity to promote hockey through the local community and school network, and provides support for increasing the capacity of local club facilities.

## 1. Torquay

A growing club membership base and a current lack of facilities presents an opportunity for the future development of a hockey pitch in Torquay.

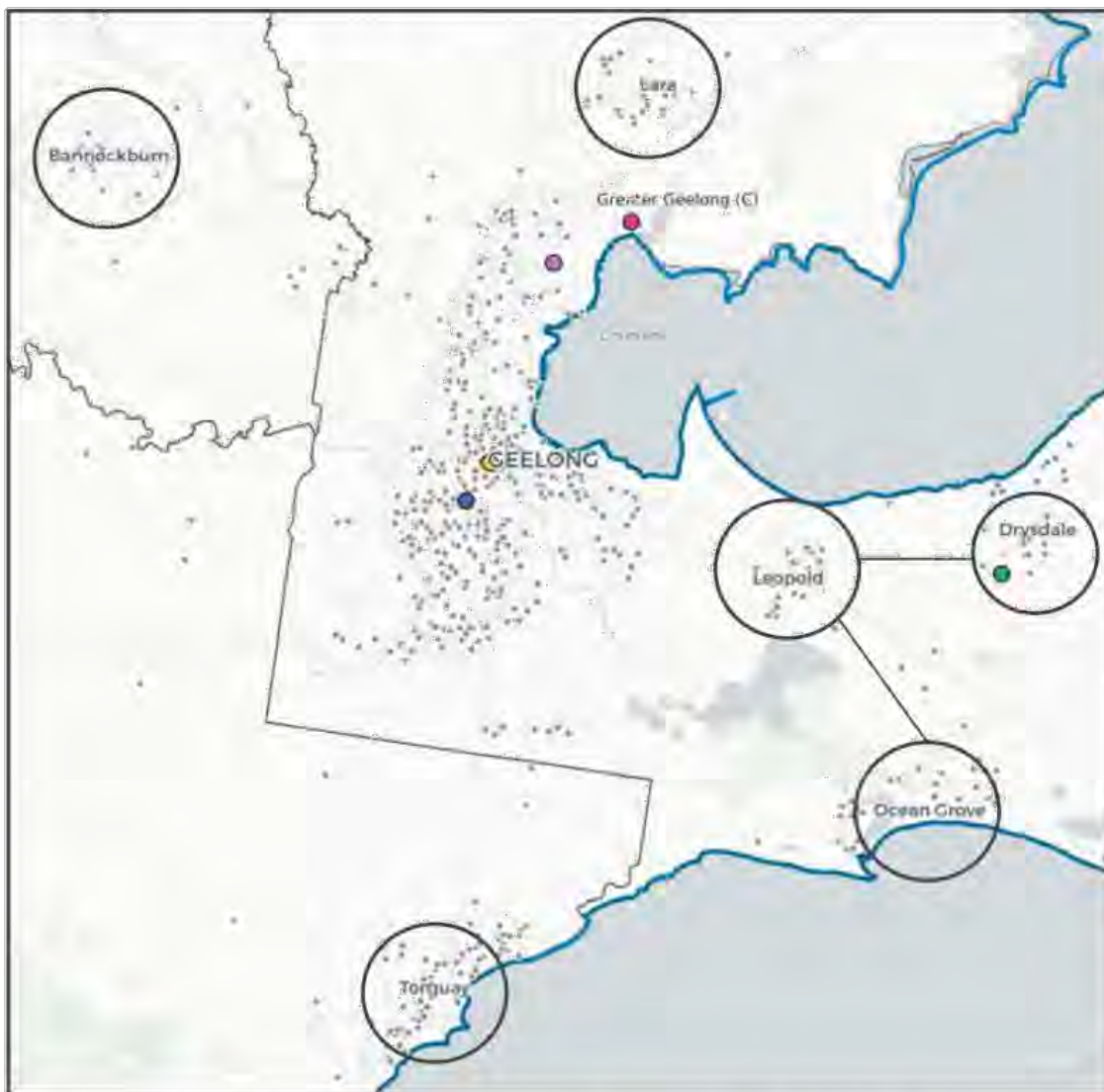
## 2. Drysdale / Ocean Grove / Leopold

Drysdale, Ocean Grove and Leopold collectively service a current player base of 174 and are geographical within close proximity of each other (15 minutes drive one way).

## 3. Bannockburn

The small number of hockey players in Bannockburn (members of the Golden Plains Hockey Club) travel a significant distance to play at Stead Park (approximately 25 minutes). With no hockey provision and forecast population growth, there is an opportunity to increase the profile of hockey in Bannockburn.

At present Golden Plains Hockey Club have limited access to a shared grass soccer pitch for junior training at the Bannockburn Recreation Precinct.



*Spread of hockey players outside central Geelong*

# ARMSTRONG CREEK WEST AND TORQUAY

Further analysis of the current and potential future hockey player catchment within a 10km radius of Armstrong Creek West and Torquay has been undertaken.

**Proposed Armstrong Creek West Hockey Pitch (10km radius)**

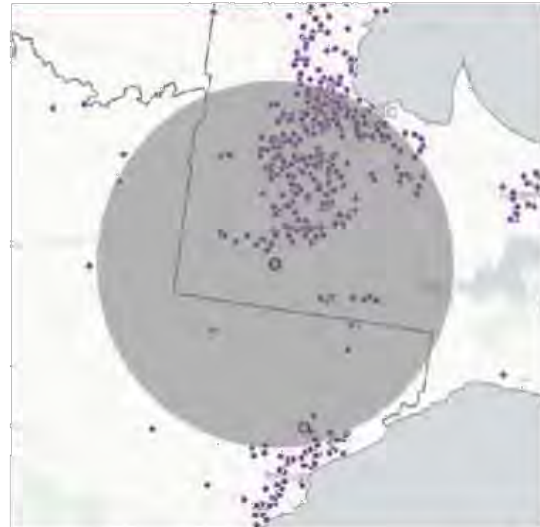
- Hockey players in 2017 – 481
- Dominant postcode - 3216 (242 players)
- Current player to resident ratio - 1:353
- Forecasted players to 2028 – 546
- Player growth 2018 to 2028 - +65 (based on current penetration rate)

CoGG has advised that the two planning areas within Armstrong Creek (Armstrong Creek-Marshall-Charlemont and Grovedale-Mount Duneed-Waurn Ponds) will reach 31,745 and 32,533 residents respectively by 2036.

The proposed Armstrong Creek West Regional Sports Precinct (which includes a regional hockey pitch) will be triggered when development (dwellings) reach 3,000. As at June 2018 the number of dwellings was 1,084 (36% of target). The following page provide a map of current and future growth areas within CoGG.

**Proposed Torquay Hockey Pitch (10km radius)**

- Torquay players in 2017 – 158 (the club has previously had a total membership of approximately 223)
- Dominant postcode - 3228 (139 players)
- Current player to resident ratio - 1:136
- Forecasted players to 2028 – 204
- Player growth 2018 to 2028 - +46 (based on current penetration rate)



*Players within 10km radius of proposed Armstrong Creek West hockey pitch*



*Players within 10km radius of proposed Torquay hockey pitch*





**STRATEGIC RECOMMENDATIONS**

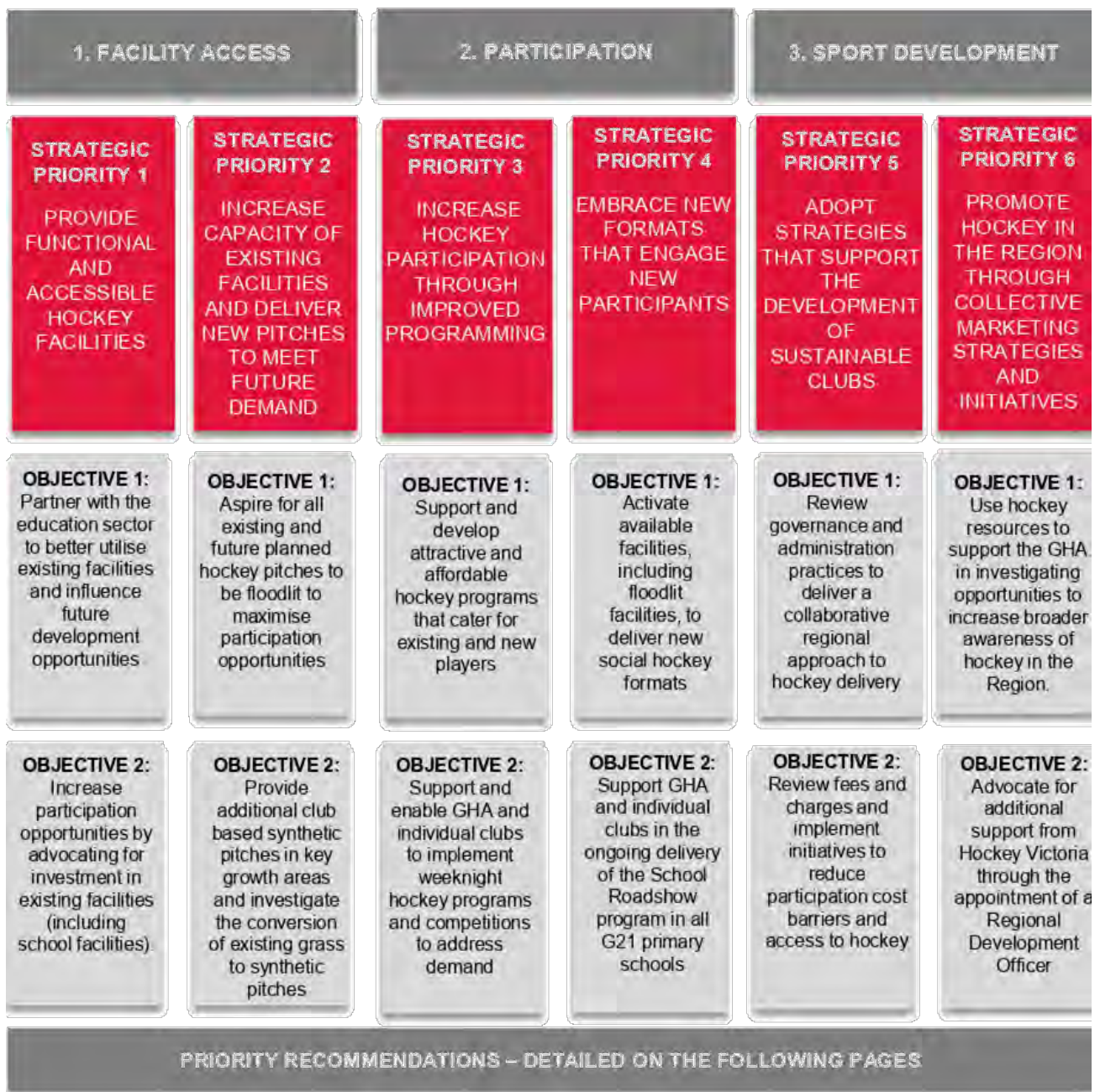


# THE FRAMEWORK

The following diagram outlines the strategic framework that will guide the future provision of hockey facilities and development initiatives in the G21 Region to 2028. Six strategic priorities are supported by twelve key objectives that have led to the development of regional and local hockey recommendations.

**G21 HOCKEY VISION: BUILDING A STRONG, INCLUSIVE AND SUSTAINABLE HOCKEY COMMUNITY IN THE G21 REGION**

**GUIDING PRINCIPLES: TO BE APPLIED TO ALL FUTURE HOCKEY PLANNING AND DEVELOPMENT PROJECTS**





## IMPLEMENTATION PLAN

Key project roles have been assigned to individual stakeholder groups to support the initiation, timely delivery and support of strategic directions and recommendations.

Key roles are outlined below:

### Initiate

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

### Deliver

On the ground delivery of strategic directions, activities and services to the G21 Region hockey community.

### Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

**To ensure key actions can be achieved, ongoing collaboration between all stakeholders is essential.**

**Strategic directions have been allocated a level of priority based on their overall impact on the delivery and sustainability of hockey within the G21 Region.**

Priority stages are outlined below.

### Critical (0-1 year)

A strategic direction that has a serious impact on ongoing service delivery and, without achievement other strategic directions cannot be progressed.

### High (1-2 years)

A strategic direction of high importance that underpins sports development and infrastructure improvements across the Region.

### Medium (3-5 years)

Strategic direction that contributes to meeting overall Regional Strategy objectives.

### Low (5-10 years)

Strategic direction that contributes to overall Regional Strategy improvement activities but do not supersede other objectives.

### Ongoing

Strategic direction that will require ongoing commitment by all stakeholders.

# PRIORITY 1

## FACILITY ACCESS

Provide functional and accessible hockey facilities

### OBJECTIVE 1

Partner with the education sector to better utilise existing facilities and influence future development priorities

### OBJECTIVE 2

Increase participation opportunities through advocating for investment in existing facilities (including school facilities)

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
1.1	Negotiate improved access and use of existing school facilities at Geelong College and St Ignatius College by strengthening partnerships with the education sector. Utilise these facilities as satellite/training venues to support local demand.	Critical	Hockey Victoria (HV), Geelong Hockey Association (GHA)	GHA	Clubs
1.2	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.	High	GHA, HV	GHA	Clubs
1.3	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire (GPS).	Medium	GHA, GPS	GHA, GPS	Clubs
1.4	Support local participation growth in key areas outside of central Geelong (such as Leopold and Ocean Grove) and ensure appropriate access is provided to a suitable training pitch.	Low	GHA, HV	GHA, HV	Clubs
1.5	Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac).	Low	GHA, HV	GHA, HV	GHA, HV

# PRIORITY 2

## FACILITY ACCESS

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

### OBJECTIVE 1

Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities

### OBJECTIVE 2

Provide additional club based synthetic pitches in key growth areas and investigate the conversion from grass to synthetic

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
2.1	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.	Critical	City of Greater Geelong (CoGG), HV	CoGG, HV	GHA, SRV
2.2	Undertake a detailed business case including a proposed funding model. If proven, obtain Council endorsement to seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College. Any Council contribution will be subject to Council's budget processes.	Critical	Surf Coast Shire (SCS), HV, GHA and Torquay HC	SCS, Torquay HC, HV	HV, GHA, SRV
2.3	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.	High	HV, CoGG, GHA	CoGG, GHA, HV	GHA, Newtown Hockey Club, SRV
2.4	Confirm floodlighting lux levels at Geelong Grammar and identify upgrade opportunities to meet club level (200 lux) or higher standards.	High	HV, GHA	HV, GHA	GHA
2.5	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand.	Medium	GPS, HV, GHA	GPS, GHA	HV, SRV
2.6	To support the growth of hockey in the Bellarine, investigate opportunities to increase the size of the pitch to competition standard at St Ignatius College and install lights.	Medium	HV, GHA	HV	GHA, SRV
2.7	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.	Ongoing	All LGAs, HV	All LGAs, HV	GHA

# PRIORITY 3

## PARTICIPATION

Increase hockey participation through improved programming

### OBJECTIVE 1

Support and develop attractive and affordable hockey programs that cater for existing and new players

### OBJECTIVE 2

Support and enable the GHA and individual clubs to implement weeknight hockey programs and competitions to address demand

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
3.1	Review occupancy and usage arrangements at Stead Park to ensure the facility is offering fair and equitable access to all clubs, and determine any opportunities for increased use for weeknight competitions or social hockey.	Critical	GHA	GHA	HV
3.2	Explore the capacity and availability of existing multi-use venues at Geelong College and Geelong Grammar, and identify opportunities to implement weeknight programming to meet demand.	High	GHA, HV	GHA, Clubs	HV
3.3	Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition.	Medium	HV, GHA	HV, GHA	GHA, Clubs
3.4	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers.	Low	HV, GHA	GHA, Clubs	LGAs
3.5	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.	Ongoing	HV, GHA, CoGG	HV, GHA, Clubs	LGAs, G21 Pillar

# PRIORITY 4

## PARTICIPATION

Embrace new formats that engage new participants

### OBJECTIVE 1

Activate available facilities, including floodlit facilities, to deliver new social hockey formats

### OBJECTIVE 2

Support the GHA and individual clubs in the ongoing delivery of the School Roadshow program in all G21 primary schools.

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
4.1	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.	Critical	HV, GHA, Clubs	HV, GHA Clubs	LGAs, Schools
4.2	Increase the number of G21 schools offering School Roadshow programs annually by at least 5% by establishing greater partnerships with the education sector.	Critical	HV, GHA, Clubs	HV, GHA	GHA



# PRIORITY 5

## SPORT DEVELOPMENT

Adopt strategies that support the development of sustainable hockey clubs

### OBJECTIVE 1

Review governance and administration practices to deliver a collaborative regional approach to hockey delivery

### OBJECTIVE 2

Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
5.1	Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy, that provides clear organisational and operational directions for the association, its clubs and facility owners.	Critical	HV, GHA	HV, GHA	Relevant LGAs, Clubs
5.2	Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West, that will enable facility and participation growth.	High	HV, GHA, Clubs	HV, GHA, Clubs	Relevant LGAs
5.3	Hockey Victoria to review affiliation fees to ensure entitlements are reflective of the level of support provided. GHA and clubs to conduct a review process to ensure fees align with club financial sustainability strategies.	High	GHA, Clubs	GHA, Clubs	HV

# PRIORITY 6

## SPORT DEVELOPMENT

Promote hockey in the Region through collective marketing strategies and initiatives

### OBJECTIVE 1

Use LGA resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region

### OBJECTIVE 2

Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

TASK	STRATEGIC RECOMMENDATIONS	PRIORITY	STAKEHOLDER RESPONSIBILITY		
			INITIATE	DELIVER	SUPPORT
6.1	Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore joint funding models for supporting this position.	Critical	GHA	HV, GHA	Clubs
6.2	Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation.	High	HV, GHA	HV, GHA, Clubs	SRV, VicHealth
6.3	Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets.	Medium	GHA, LGAs	GHA	LGAs, Clubs



## MUNICIPAL PRIORITIES – CITY OF GREATER GEELONG

The following recommendations from Priority's 1 – 6 are relevant to the City of Greater Geelong catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (1.2 - High)	Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities.
Facility Access (2.1 - Critical)	To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct.
Facility Access (2.3 - High)	Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (3.4 - Low)	Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Conro / Norlane where existing proximity to Stead Park removes travel barriers.
Participation (3.5 - Ongoing)	Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

## MUNICIPAL PRIORITIES – SURF COAST SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Surf Coast Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (2.2 - Critical)	Undertake a detailed business case including a proposed funding model. If proven, obtain Council endorsement to seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College. Any Council contribution will be subject to Council's budget processes.
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

# MUNICIPAL PRIORITIES – GOLDEN PLAINS SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Golden Plains Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

Priority area	Strategic recommendation
Facility Access (1.3 - Medium)	Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire.
Facility Access (2.5 - Medium)	Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand
Facility Access (2.7 - Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 - Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.

## MUNICIPAL PRIORITIES – COLAC OTWAY SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Colac Otway Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

Priority area	Strategic recommendation
Facility Access (2.7 – Ongoing)	Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development.
Participation (4.1 – Critical)	Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation.



## FUNDING AND INVESTMENT

Hockey is a sport that has always made significant financial contributions towards facilities. The sport and local clubs take their responsibility for the ongoing maintenance and replacement of pitch surfaces very seriously and invest heavily in facilities.

The Geelong Hockey Association makes a significant contribution to capital, renewal and maintenance costs of the Stead Park facility. The GHA contributed \$250,000 (13%) to the construction cost of the second pitch, fund renewal of the pitch surfaces (estimated at around \$400,000 each) and contribute approximately \$3,000 per year to the maintenance of the pitch surfaces.

Due to the significant cost to replace a synthetic hockey pitch (approximately \$500,000) clubs develop sinking funds to ensure pitches can be immediately replaced when they reach end of life. Hockey Victoria requests that Premier League clubs have a facilities replacement strategy and strongly encourage clubs to negotiate better deals with land owners.

However, this self funding model is challenging for some clubs as the cost of surface replacement continues to rise. Some clubs are unable to raise the funds and rely on the support of state and local government. Investment into synthetic pitches not only needs a funding model for development, but also a strategy and defined responsibilities for renewal and maintenance.

New hockey pitches cost approximately \$1.5m to \$1.8m and generally rely on a range of funding partners to support delivery. Sport and Recreation Victoria's Major Facilities Funding program provides grants of up to \$800,000 for sub-regional and regional sports facilities. This funding category will potentially be suitable for the proposed Armstrong Creek West Regional Centre but may not meet the criteria for the proposed Torquay facility.

Development of hockey infrastructure at King Lloyd Reserve will need to be supported by significant investment and demonstrated participation outcomes. Acquiring private land for the development of a synthetic hockey pitch will be a matter for the City of Greater Geelong to consider.

The financial cost of implementing the recommendations outlined in this Strategy has not been determined, however it is critical that key stakeholders, as well as potential funding providers adopt a coordinated approach to the scoping and delivery of these recommendations and recognise the need for multiple funding partners.

Collaboration between Hockey Victoria, GHA and G21 LGAs will be essential to delivering strategic priorities and advocating for funding via election commitments.



**APPENDICES**

# APPENDIX 1

## STATEMENT REGARDING THE STATE OF PLAY REPORT

The strategic directions and recommendations in the G21 Regional Hockey Strategy was informed by the State of Play Report developed in May 2018.

The purpose of the State of Play Report was to collate and confirm the accuracy of all research and stakeholder consultation findings, and to present the preliminary directions for PCG approval.

It should be noted that the State of Play Report is considered an internal document only and has been superseded by the development of the G21 Regional Hockey Strategy.

# APPENDIX 2

## G21 REGIONAL HOCKEY STRATEGY PARTICIPANT SURVEY SUMMARY REPORT - APRIL 2018

### KEY SURVEY FINDINGS

The G21 Hockey Survey was distributed to G21 players and officials by Hockey Victoria and the Geelong Hockey Association and was open from 3<sup>rd</sup> April – 1<sup>st</sup> May 2018.

Various questions were skipped by respondents, making individual question analysis vary depending on the response rate.

Key highlights from the survey are grouped below in relevant themes.

#### STRATEGIC PRIORITIES

Respondents highlighted the following as the key focus / priority areas for the G21 Hockey Strategy:

- The need for additional grounds within the Region to minimise facility access travel time (73 responses).
- Reducing the fees / costs associated with participating (46 responses).
- Additional programming opportunities / coaches (35 responses).

#### PARTICIPATION

- 58% of surveyed respondents attributed their connection with hockey as a direct result of an immediate family member already playing the game.

#### MOTIVATION

- Almost 40% of respondents identified their motivation to stay connected to hockey was a result of an immediate family members involvement in the game.
- Introduction to hockey through the Hookin2Hockey program was also cited as a significant motivator for hockey participation.

#### ACCESS AND PROGRAMMING

- 90% of respondents play the majority of their hockey at Stead Park, with 80% also identifying this ground as their main training facility.
- Just over a quarter of respondents (26%) travel less than 20 minutes (return trip) to access their local hockey facility, with 14% of respondents traveling between 1-1.5 hour.
- 22% of respondents (31 responses) highlighted the need for additional weeknight programming opportunities.
- 60% of respondents were aware of Hockey Victoria's social game formats, with only 16% of respondents confirming their interest in participating.
- In regard to the number of days respondents accessed their local hockey facility, the highest response was 'twice per week in the winter season'.

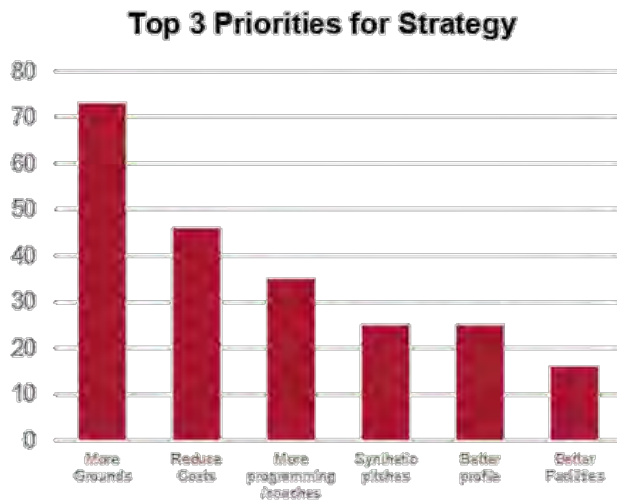
#### DEMOGRAPHICS

- 244 respondents completed the survey. Of these, 205 (70%) were current players or parents of current players. The remaining 30% were completed by former players or club administrators.
- All nine G21 clubs provided at least one response to the survey, and all but one Hockey Geelong competition grade was represented (Under 8's Summer Competition).
- Almost half of all respondents were over the age of 41 years.
- 76% of surveyed respondents reside within the City of Greater Geelong.
- Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local involvement.
- Over a quarter of respondents (28%) stated their involvement with hockey exceeded 10 years.
- Over half of surveyed respondents (54%) stated "increasing the profile of hockey within the Region" as key to increasing participation.

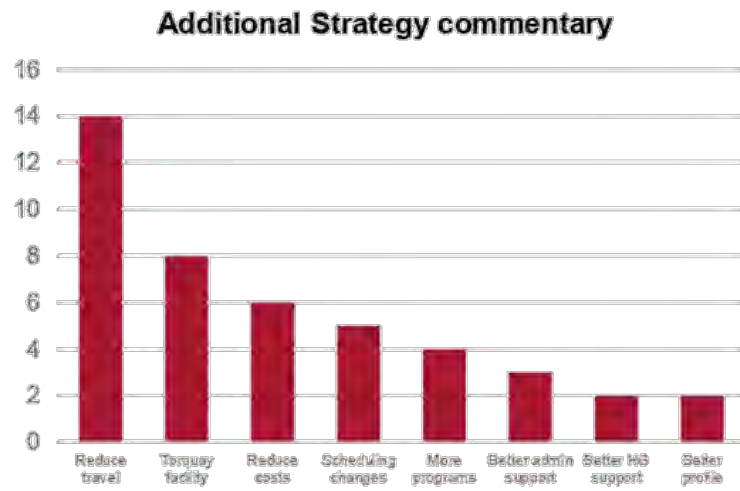


### STRATEGIC PRIORITIES

- ▶ 172 respondents identified their top 3 priorities for the Strategy. Of those responses, the following trends were identified:
  - ▶ The need for additional grounds within the region to minimise facility access travel time was identified 73 times.
  - ▶ Reducing the fees / costs associated participating was cited 46 times.
  - ▶ Additional programming / coaches was identified 35 times by respondents.
  - ▶ Other key trends highlighted were Conversion of all pitches to a synthetic surface, increasing the profile of hockey within the region and provision of better quality facilities.
- ▶ Respondents were given the opportunity to provide up to three key priorities.



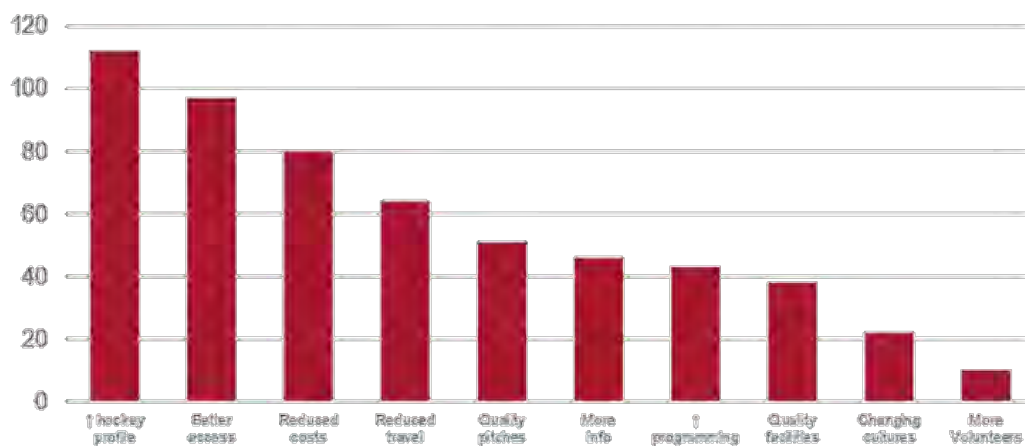
- ▶ Respondents were given the opportunity to provide general commentary in regards to G21 Hockey Strategy development, with 57 answers being provided.
- ▶ Of the details supplied, key trends were identified as:
  - ▶ Additional pitches / facilities required to minimise travel time: 24% (14 responses) identified this as a key consideration for the Strategy.
  - ▶ 8 respondents (14%) highlighted the need for the Strategy to explore the provision of a new hockey facility in Torquay.
  - ▶ 6 respondents identified the cost of participating / high fees as a key issue hampering hockey participation across the region.



### INCREASING PARTICIPATION

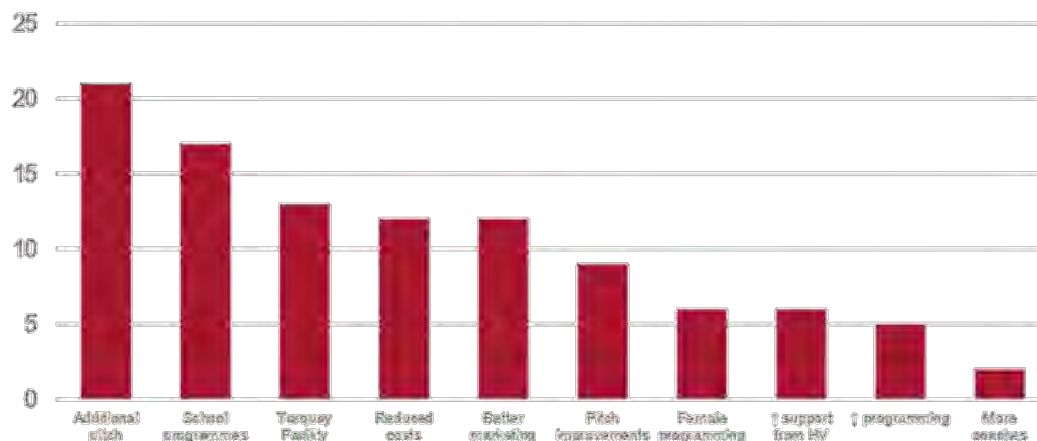
- ▶ The key to increasing hockey participation indicated by the 206 respondents were identified as:
  - ▶ "Increasing the profile of hockey within the region (54%)
  - ▶ "Greater access to playing / training fields" (47%)
  - ▶ "Decreased costs associated with playing hockey" (39%)
- ▶ Respondents were given the opportunity to provide up to three key answers.

**Key to increasing hockey participation**



- ▶ An additional opportunity was offered to respondents to provide commentary in regards to increasing hockey participation through free text.
- ▶ A total of 115 responses were collected, highlighted the following key themes:
  - ▶ Provision for an additional ground (21 responses) received 18% of total question responses.
  - ▶ Additional hockey programming in schools (17 responses) received 15% of all question answers.
  - ▶ Provision for an a synthetic pitch in Torquay was highlighted by 13 respondents (11%).
  - ▶ Greater marketing and promotion for hockey within the Region and reduction of costs associated with participating both received 12 responses respectively, accounting for 10% of all responses each.

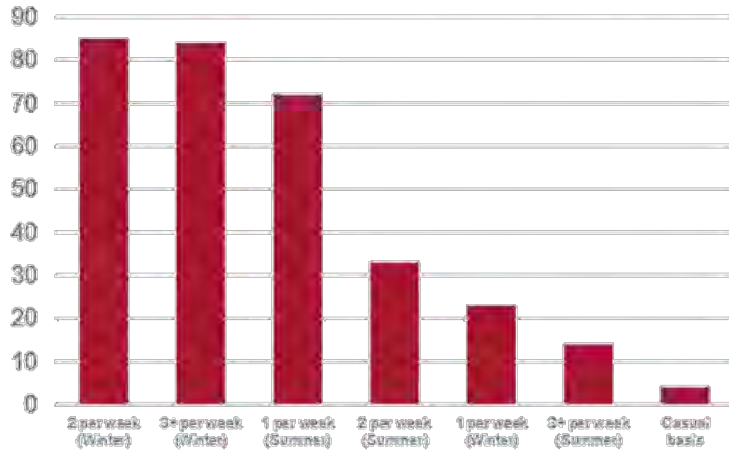
**Increasing hockey participation**



**FACILITY ACCESS**

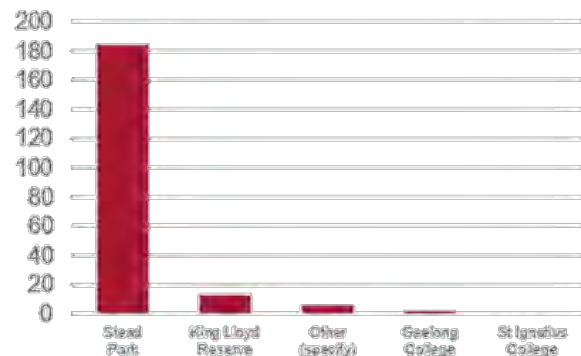
- ▶ 206 respondents answered this question, providing a total of 317 responses (up to two per person).
- ▶ Of the 317 responses, 85 identified using a hockey facility twice per week in winter, with 84 stating their average as three times per week.
- ▶ In summer, 35% of respondents identified using their facility once per week (72 responses).

**Respondent avg hockey facility usage**



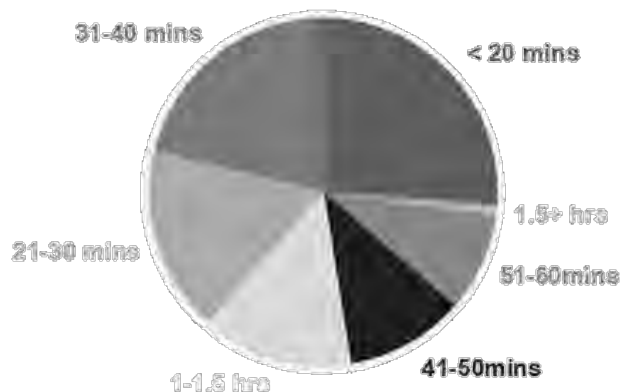
- ▶ As expected, Stead Park accounted for the majority of hockey participation with 184 / 205 responses selecting this facility as playing majority of their hockey (90%).
- ▶ King Lloyd Reserve was the second most commonly used venue with 13 responses.
- ▶ Of the 205 responses provided for the most prominent training facility, Stead Park accounted for 80% of responses.
- ▶ Followed by 'Other' (19 responses), 8 of these identified the Torquay Football Field as their training venue, and 3 identified Ballarat.

**Facility where respondents play majority of their hockey**



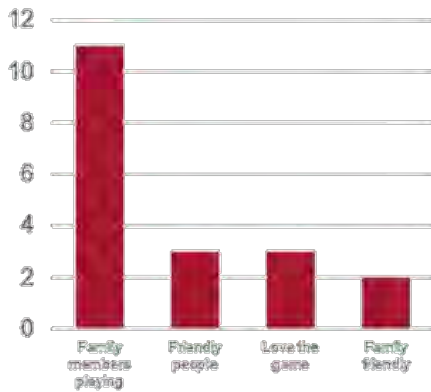
- ▶ The second most common drive time was identified as 31 - 40 minutes, accounting for 21% of all responses.
- ▶ 14% of respondents (18 / 206) travel between 1 - 1.5 hours to access their local facility.

**Travel time to access local facility (return)**



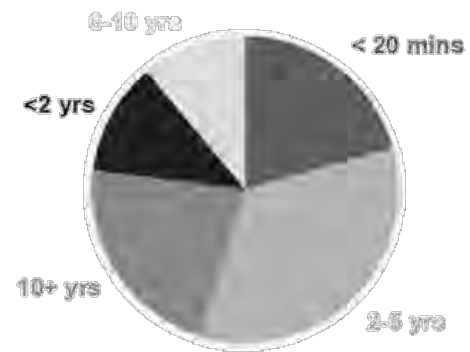
**MOTIVATION**

**Main reason for staying connected to hockey**



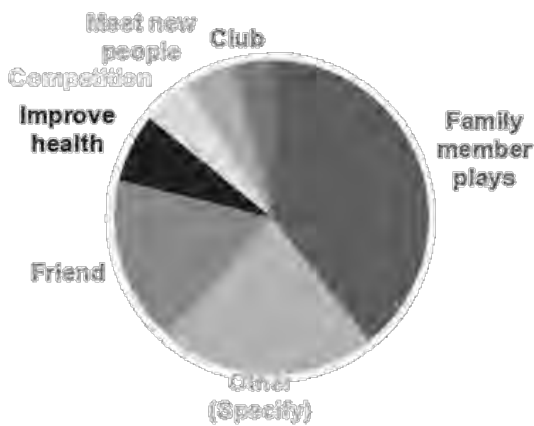
- ▶ Only 19 of the respondents provided an answer to this question.
- ▶ Of the 96 responses, 58% attributed their connection with hockey as a direct result of an immediate family member already playing the game.

**Time involved in hockey within the G21 region**



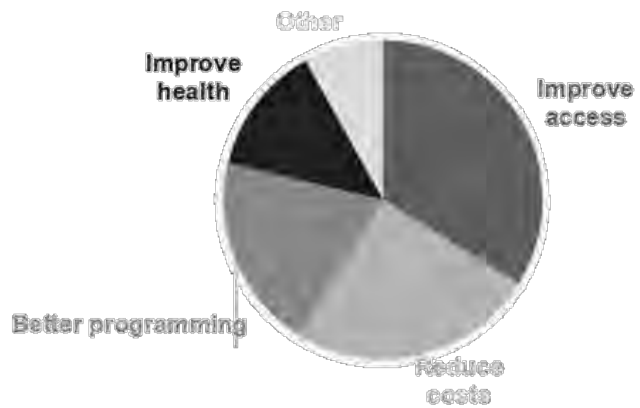
- ▶ Of the 206 respondents to provide an answer, 43% have been involved in hockey in the G21 region for 2 - 5 years.
- ▶ Over a quarter of respondents (28%) have been involved in hockey for 10+ years.
- ▶ 38 respondents skipped this question.

**Initial motivation to play hockey**



- ▶ Of the 206 respondents providing an answer to this question, almost 40% identified an imminent family member playing hockey as the initial motivator to participating.
- ▶ Of the 'Other' (22%) responses, 16 outlined the School Roadshow program through their school as the initial motivator for their participation in hockey.

**Methods to increase involvement in local hockey**

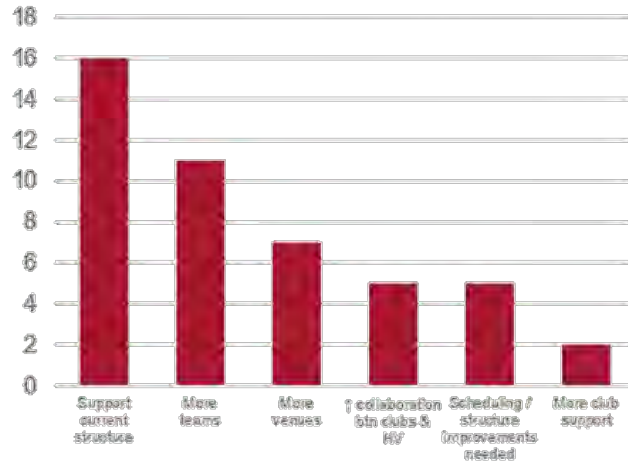


- ▶ Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local hockey involvement.
- ▶ Reducing costs associated with participating in hockey was identified as another key influence to increasing involvement in hockey.

## ACCESS AND PROGRAMMING

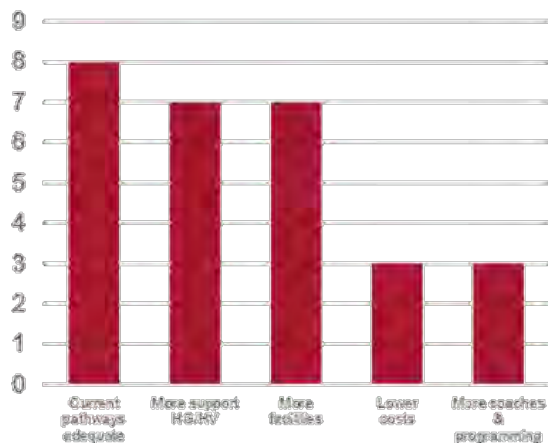
- ▶ Key themes as a result of a free text question posed regarding the current format of competition structures identified the following
  - ▶ 16 respondents support existing competition structure
  - ▶ 11 respondents identified the need for additional teams within G21 competitions
  - ▶ Additional venues to support increases in participation
  - ▶ A total of 73 responses were provided to this question. A total response rate of 35% completion

**Feedback on current structures**



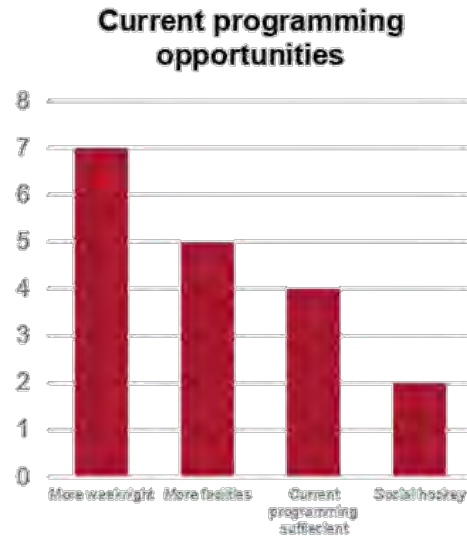
- ▶ 85 respondents provided feedback regarding current junior development pathways. Of those responses, the following trends were identified:
  - ▶ 8 respondents stated that existing pathways are good / adequate (12% of all responses).
  - ▶ 7 respondents identified the need for an additional facility within the region to foster growth, with a further 7 identifying a need for greater support from Hockey Geelong and Hockey Victoria (11% of all responses respectively).
  - ▶ As a free text commentary question, common trends in answer responses were more difficult to establish.

**Junior development pathways**



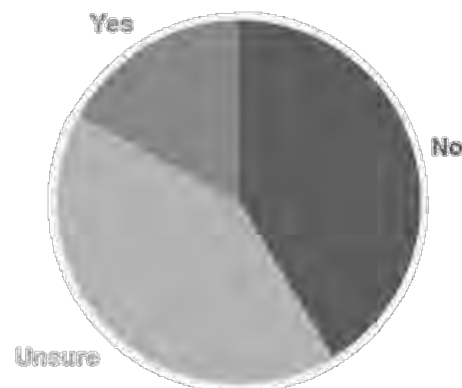
### ACCESS AND PROGRAMMING

- ▶ 31 respondents provided feedback in regard to programming opportunities currently being offered within the G21 region. Of those responses, the following trends were identified:
- ▶ 7 respondents highlighted the need for additional weeknight programming (22% of all responses).
- ▶ 5 respondents identified the need for an additional facility within the region to conduct additional programming (16% of all responses).
- ▶ 4 respondents stated that the current programming offering is sufficient.



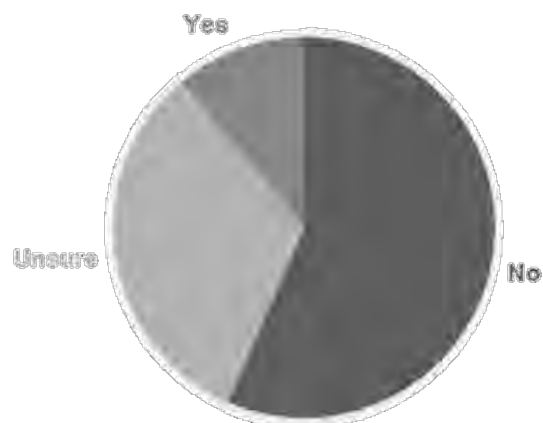
- ▶ 206 respondents provided an answer identifying their interest in participating in social hockey.
- ▶ 85 respondents stated they were unsure if they would participate in social hockey (41% of all responses).
- ▶ 85 respondents also stated that they would not participate in social hockey (41% of all responses).
- ▶ 36 respondents (18%) said they would participate in a social hockey format if offered locally.

### Interest in participating in social hockey



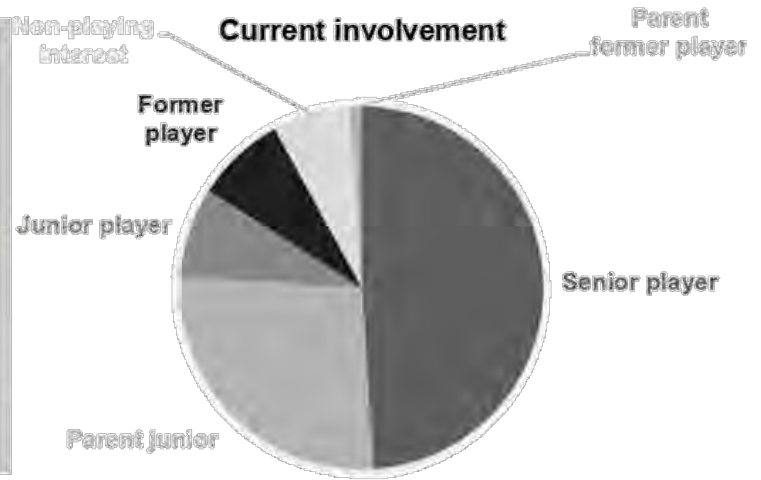
- ▶ 115 respondents stated that they would not participate in social hockey instead of regular training sessions (56%).
- ▶ 66 respondents stated that they were unsure as to whether they would participate in social hockey instead of their regular training sessions (32%).
- ▶ 23 respondents identified their support for social hockey participation over regular training sessions (11%).

### Participation in social hockey instead of regular training



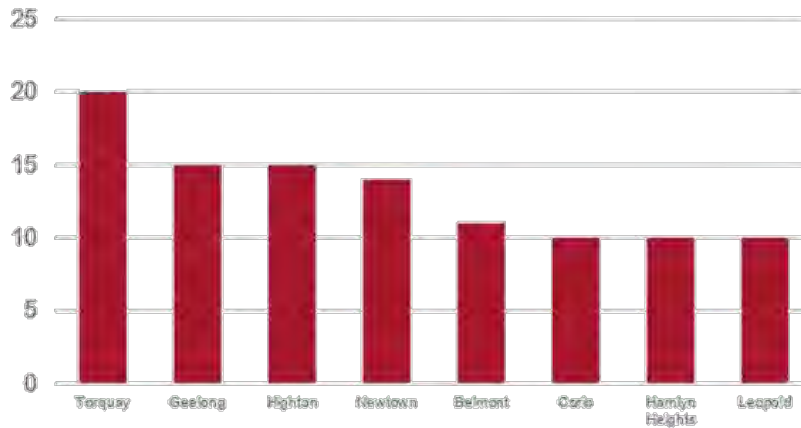
**DEMOGRAPHICS**

- ▶ 244 individuals completed the online G21 Regional Hockey Strategy Participant Survey.
- ▶ 49% (119 respondents) were Current Senior Hockey Players, 27% (66 respondents) were Parents of a Current Junior Hockey Players.
- ▶ Almost half of all respondents were aged over 41 years (101 respondents). Of these, 56 were female (55%), 44 male (44%) and one respondent did not wish to reveal their gender.



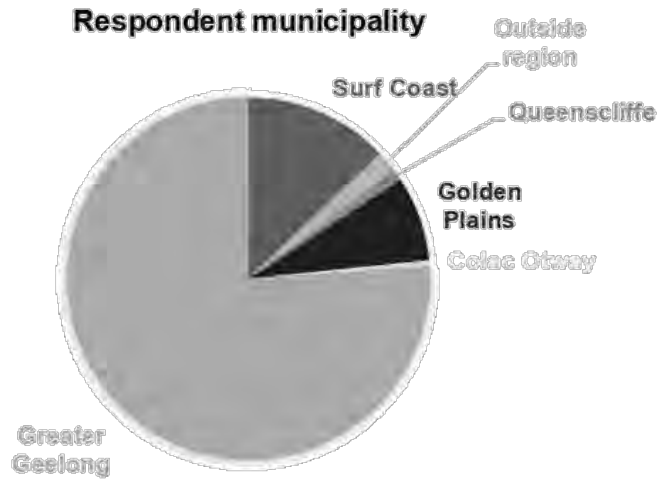
- ▶ Of the 206 individuals that supplied suburb information, 10% (20 respondents) were residents of Torquay, 21% (44 respondents) were residents of Geelong, Highton and Newtown.
- ▶ 4 respondents live outside of the G21 region with 2 residing in Ballarat and 1 in Richmond.

**Suburb of respondents**



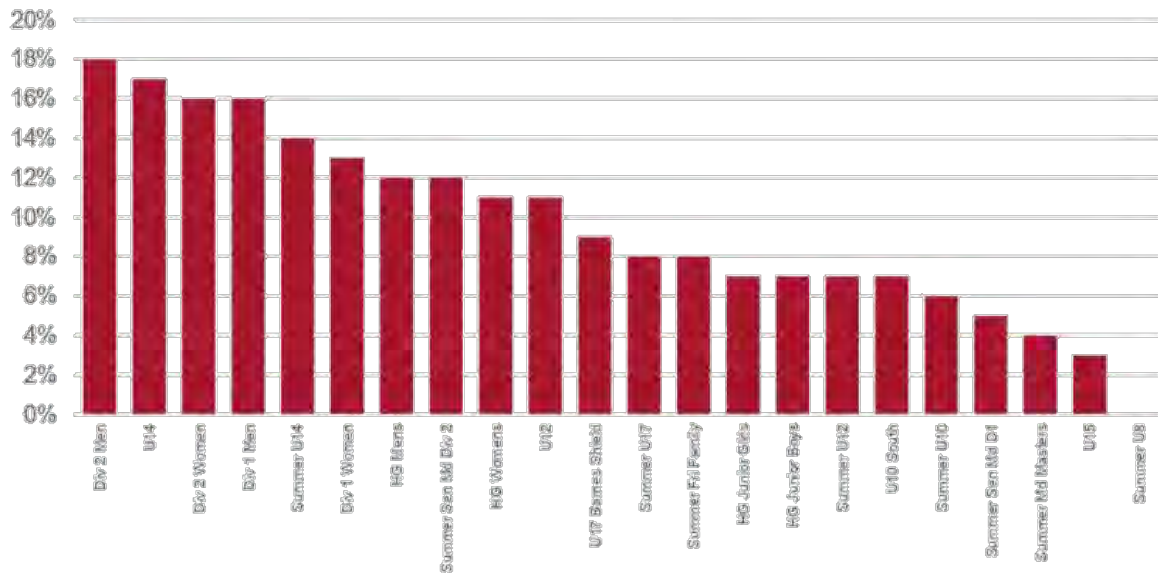
**DEMOGRAPHICS**

- ▶ Of the 206 respondents that provided residential suburb information, 160 (77%) reside within the City of Greater Geelong.
- ▶ Almost 2% of all respondents reside outside of the G21 region (4 individuals).

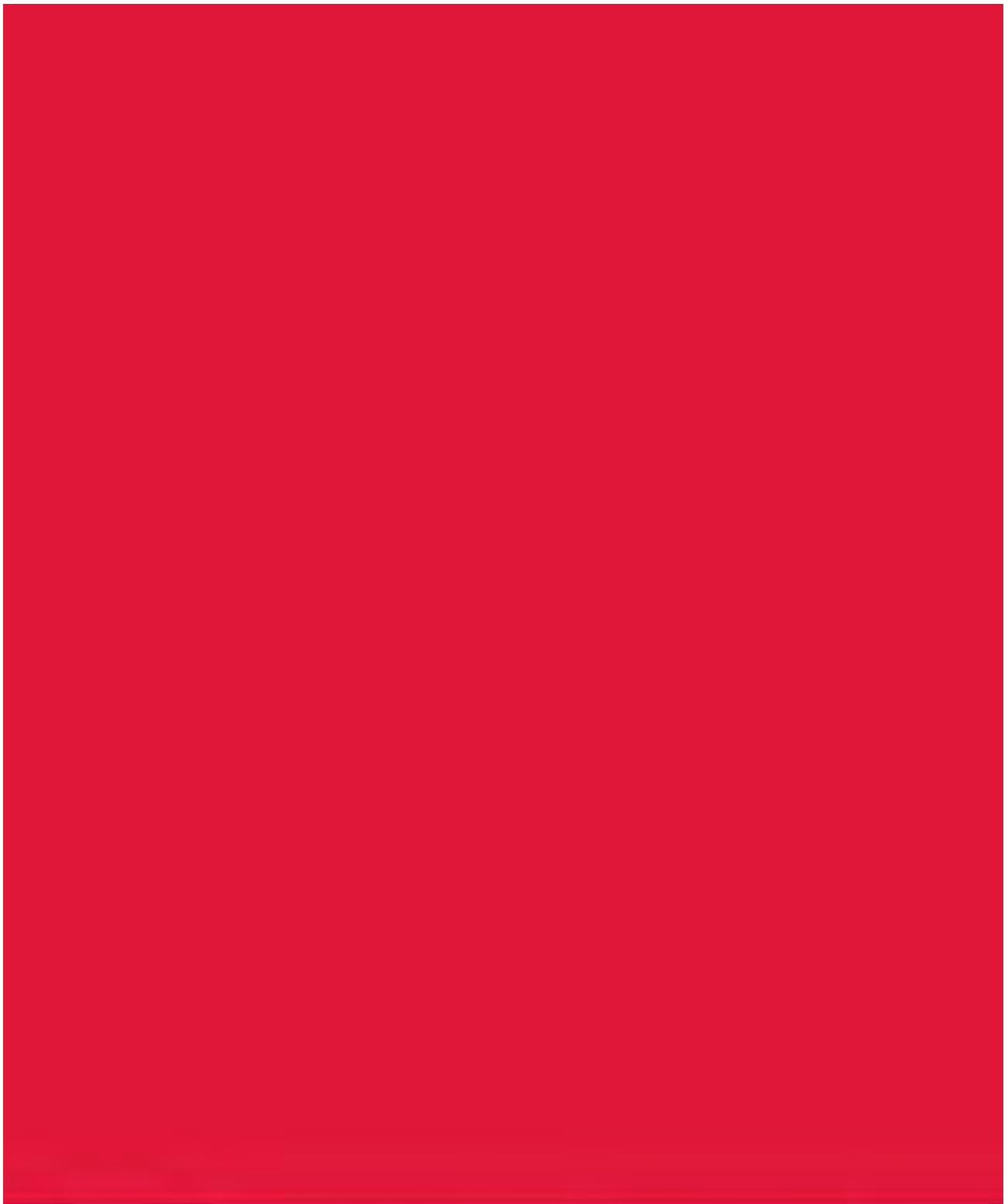


- ▶ Of 206 individuals that provided information regarding their current competition grade:
  - ▶ 18% of respondents (37) compete in Division 2 Men's
  - ▶ 17% play Under 14's
  - ▶ And 16% compete in Division 1 Women and Division 1 Men's respectively.
- ▶ The only grade to have not had a representative respondent was the Summer Under 8's competition.

**Current competition grade**







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## 6.6 COMMUNITY ENGAGEMENT STRATEGY UPDATE (2016-2020) - ANNUAL REVIEW

### File Number:

**Author:** Paige Whyte, Community Engagement Officer

**Authoriser:** Steven Sagona, Acting Community Services Director

**Attachments:** Nil

### RECOMMENDATION

That Council notes the Community Engagement Strategy 2016-2020 annual update.

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### EXECUTIVE SUMMARY

Since the adoption of the Community Engagement Strategy in 2016, an annual update on its implementation has been presented to Council. This report outlines key milestones and feedback regarding implementation of the Strategy in 2018, and indicates that there has been a greater emphasis on community engagement from Council and an increase in participation by community members in engagement activities during the year.

### BACKGROUND

Since the adoption of the Community Engagement Strategy 2016-20, an update on its implementation has been presented to Council annually. This report provides an update in relation to the 2018 calendar year. The Community Engagement Strategy can be found on the [Council Strategies](#) page on Council's website.

### POLICY CONTEXT

Implementation of the Community Engagement Strategy and presentation of this annual update to Council aligns with the Council Plan 2017-21 Strategic Directions of 'Promoting Healthy, Active and Connected Communities', and 'Delivering Good Governance and Leadership'.

### DISCUSSION

Implementation of the Community Engagement Strategy in year 2 (2018) included:

- **1305** unique website page views on 'Have Your Say' (up from 990 views in 2017)
- **32%** increase in page views to engagement consultations page.
- **5** Councillor conversation posts held across the Shire in various locations.
- **187** residents who spoke with Councillors at Council conversation posts.
- **60** new registrations on a data base of Golden Plains community members who are interested in participating in engagement activities.
- **26** Council staff members participated in Indigenous Cultural Awareness training, equipping Statutory and Strategic Planners, Children Services Officers and Project Officers to better engage with indigenous community members.
- **80%** of engagement processes provided accessible opportunities such as out of work hours events, pop-up conversations on weekends, and/or online engagement.

Anecdotal and formal feedback from the community about engagement over the past 12 months has been valuable.

Feedback at community engagement events has been overwhelmingly positive with commentary such as “I had no idea Council came out to talk to us” and “It’s good to see Council out in the community” being typical of the most popular responses.

The most common issues that required follow up were:

- Rates queries
- Waste management
- Mowing/slashing
- Community Planning.
- Improved community engagement and responsiveness

### **CONSULTATION**

The community was consulted during preparation of the Community Engagement Strategy and at various times during its implementation about Council’s ongoing performance in community engagement.

### **CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

### **CONCLUSION**

Improved Council practice, community participation and feedback suggests that Council is making good progress toward its overall objective of enhancing community engagement. Ongoing commitment to conducting well planned, inclusive and transparent engagement processes as per the Community Engagement Strategy will consolidate Council’s performance in this area.

## 6.7 COUNCIL PLAN (2017-2021) ANNUAL REVIEW

**File Number:****Author:** Paige Whyte, Community Engagement Officer**Authoriser:** Steven Sagona, Acting Community Services Director**Attachments:** Nil**RECOMMENDATION**

That Council notes the engagement process being undertaken as part of the review of the Council Plan 2017-2021.

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**EXECUTIVE SUMMARY**

The Council Plan 2017-21 is the key document setting out Council's strategic direction. The *Local Government Act 1989* (the Act) requires that the Council Plan be reviewed annually via a section 223 submission process.

This report outlines the additional community engagement that is being undertaken – i.e., beyond the requirements of the Act – to ensure that Council's review the Council Plan is appropriately informed by the community. The engagement process includes an initial round of consultation before a draft updated Council Plan is prepared for formal public exhibition alongside the draft 2019-20 Budget and Strategic Resource Plan.

**BACKGROUND**

Under the Local Government Act 1989, Council is required to review its four year Council Plan annually. While the Act mandates a formal submission process under section 223, other engagement activities are now occurring as part of the review of the Council Plan.

**POLICY CONTEXT**

The engagement process aligns with Council's Community Engagement Strategy 2016-18; and the Council Plan 2017-21 Strategic Directions of 'Promoting Healthy, Active and Connected Communities', and 'Delivering Good Governance and Leadership'.

**DISCUSSION**

The community engagement process being undertaken as part of the review of the Council Plan is as follows:

March 2019

- Community survey via Council website promoted on social media, general media and community newsletters.
- Councillor and staff access to survey.
- Staff workshops on unpacking the Council Plan.

Survey results and other feedback will inform preparation of a draft updated Council Plan. Further engagement will then occur as follows:

May 2019

- Draft updated Council Plan presented at Council Briefing.
- Final draft updated Council Plan exhibited for public comment with draft 2019-20 Budget and Strategic Resource Plan as per Section 223 of the Act.

**CONSULTATION**

Ongoing consultation with the community suggests that the community wants to be meaningfully engaged in key processes such as the annual review of the Council Plan.

**CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

**CONCLUSION**

The Council Plan is the most significant strategic policy document for Council. Strong community engagement in its review will assist in identifying gaps, issues and opportunities so that the Council Plan remains effective and relevant. It will also assist Council to assess its effectiveness in implementing the current Council Plan.

**6.8 COMMUNICATIONS AND MARKETING STRATEGY 2019-21 (ADOPTION)**

**File Number:**

**Author:** Felicity Bolitho, Acting Manager Healthy, Active & Engaged Communities

**Authoriser:** Steven Sagona, Acting Community Services Director

**Attachments:** 1. Communications and Marketing Strategy 2019-2021

**RECOMMENDATION**

That Council adopts the Communications and Marketing Strategy 2019-2021.

**EXECUTIVE SUMMARY**

The draft Council Communications and Marketing Strategy 2019-2021 (the Strategy) aims to strengthen positive communication with local residents, business-owners and other stakeholders, keeping these audiences better informed of Council activities and more engaged with what is happening in the shire.

Comprehensive community engagement has been undertaken to inform preparation of the Strategy. The initial draft Strategy that was presented to Council in December 2018 has since been amended to incorporate feedback received during the engagement process.

It is now recommended that Council adopts the Strategy.

**BACKGROUND**

The Events, Marketing and Communications Strategy 2015-2018 has expired and its initiatives have been completed. The new Strategy will guide Council’s communications and marketing activities and commitment over the next three years.

The draft Communications and Marketing Strategy 2019-2021 was endorsed by Council at its Ordinary Meeting on 18 December 2018 for community engagement over a seven week period from 21 December 2018 to 11 February 2019.

**POLICY CONTENT**

The Strategy aligns with the key priorities and Strategic Directions of the Council Plan 2017-2021: “To help build a stronger connection between Golden Plains Shire Council and its diverse communities through informative, engaging communications and conversations that promote trust and support Council’s vision of a ‘healthy, safe, vibrant, prosperous and sustainable community.’”

**DISCUSSION**

The community review and feedback process resulted in one written submission from community member, John Bolitho.

The following key changes were adopted in response to the submission:

Pillar	Proposed Strategy Action	Amendment
<p><u>Introduction:</u> <i>How Council communicates</i></p>		<p><u>Amended paragraph:</u> Council communicates news and updates through a variety of different channels including Council’s website, print and online newsletters, local media, and social media. Maintaining diverse range of communication options meets the needs of Council’s broad audience and an emphasis on</p>

		inclusive engagement with older and isolated residents.
<u>Strategic Pillar 1:</u> <i>Use Communications to build trust and increase Council's standing in the community</i>	<i>Show where and how Council is listening to the community</i>	<u>Addition:</u> Promote upcoming opportunities for community engagement including Council Meetings and timely communication of Council Meeting agendas.
<u>Strategic Pillar 2:</u> <i>Connecting people with the information they need (and want)</i>	<i>How Council will know if it's successful</i>	<u>Addition:</u> Year-on-year increase of at least 10% for: Engagement on social media posts including Likes and Shares on the @GoldenPlainsShire and @GoldenPlainsMayor Facebook pages and LinkedIn – Golden Plains Shire Council.

While these changes will not significantly change the scope of intent of the Strategy, they do highlight and clarify Council's commitment in these areas.

In addition, Councillor and staff feedback supported changes to the delivery timeframes for the following actions:

- Complement the print version of the Gazette with a digital version: *From Year 2 to Year 1.*
- Promote upcoming opportunities for community engagement including Council Meetings and timely communication of Council Meeting agendas: *From Ongoing to Year 1 and ongoing.*
- Establish an Instagram account to support visual content, especially tourism-focussed, such as places to visit: *From Year 2 to Year 1.*

These timeline changes are also not considered to significantly change the intent of the Strategy.

Actions within the Strategy are time framed as Year 1, 2, 3 and Ongoing to determine priority and ensure delivery within current resources.

**CONSULTATION**

A comprehensive communication and engagement process was undertaken with Councillors, staff and the community. Feedback was received from 230 people during an initial six-week engagement process that informed the first draft of the Communications and Marketing Strategy 2019-2021.

During the subsequent 7-week feedback period following Council endorsement of the draft for consultation, the draft Strategy was promoted to the community on Council's website and social media, advertised in the Golden Plains Times newspaper, and in Council's Gazette which is sent to every home and business in Golden Plains Shire.

**CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

**CONCLUSION**

The draft Communications and Marketing Strategy provides a robust framework and busy program of activities to strengthen Council's commitment to informing and engaging with the Golden Plains community. It provides flexibility to encompass new media and technology in future, and is adaptable to changing priorities and resourcing variations.

# COMMUNICATIONS & MARKETING STRATEGY 2019-2021



Creating better  
connections between  
Council and its  
communities





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# 1.0 About Golden Plains Shire

Golden Plains Shire boasts a population of more than 20,000 people across 56 vibrant rural communities. Well positioned between two of Victoria’s largest regional cities, Geelong and Ballarat, and within easy reach of the State capital, it’s no surprise the Shire is among the fastest growing regional Local Government Areas in Victoria.

Golden Plains is wonderfully unique and steeped in gold mining history. With sweeping landscapes, award-winning businesses and rugged bush landscapes, as well as historic townships and growing communities, the Shire is a wonderful place to live or visit.

Residents value the character of Golden Plains’ small townships and communities, and are attracted to the area’s rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat and the Surf Coast. Golden Plains offers many opportunities for businesses, investment, sustainable development and employment, especially in agriculture, construction and real estate. Golden Plains proudly produces a significant portion of Victoria’s agricultural produce, including 21% of Victoria’s eggs, 11% of poultry, 5% of Victoria’s pigs as well as goat dairy.

For visitors, the Shire’s more popular destinations are associated with food and wine, such as the impressive Moorabool Valley Taste Trail, bustling Golden Plains Farmers’ Market and beautiful townships such as Inverleigh and Meredith. Day-trippers are often drawn to the Ballarat – Skipton Rail Trail and Golden Plains Arts Trail, as well as the natural beauty of the Brisbane Ranges National Park, Enfield State Forest and Moorabool River. The Meredith Music Festival and Golden Plains Festivals draw thousands of visitors to our region every year as well.

Area:	2,701 sq km
Population:	31,574
Median age:	39
Males:	50.8%
Females:	49.2%
Aboriginal and Torres Strait Islanders:	2018
Australian citizens:	19,839
Population density:	0.08
Number of dwellings:	8,347
Average household size:	2.8 people

## 2.0 Introduction to the Strategy

The Golden Plains Shire Council Communications and Marketing Strategy 2019-2021 (‘the Strategy’) aims to better connect communications and marketing efforts with the needs of the Council and of the community.

The Strategy will ensure communications to both internal and external audiences are aligned to the key priorities and Strategic Directions of the Council Plan 2017-2021.

The Strategy will also keep local residents, business-owners and other stakeholders better informed of Council activities and operations, and more engaged with what is happening in the Shire, by addressing key themes and feedback provided through community consultation.

### 2.1 The objective

*To help build a stronger connection between Golden Plains Shire Council and its diverse communities through informative, engaging communications and conversations that promote trust and support Council’s vision of a ‘healthy, safe, vibrant, prosperous and sustainable community’.*

## 2.2 The guiding principles

The communication and marketing activities outlined within the Strategy will be underpinned by the guiding principles:

Transparency	• Council is open and honest in our communication efforts
Value	• Council provides information that is useful to our audiences, in a useful way
Diversity	• Council's communications reflect the diverse wants and needs of our diverse audiences
Simplicity	• Council uses straightforward, easy-to-understand language
Accessibility	• Council communicates in different ways to reach as many people as possible
Listening	• Council encourages two-way communications and foster opportunities for feedback and input
Considered	• Council uses its available resources in a purposeful way to achieve the best result possible

## 2.3 How Council communicates

This Strategy recognises the critical nature of Council's communication obligations set out by relevant State legislation, which includes the development of Council Plans, Annual Reports, Budgets, and other plans, policies and strategies. The development of these communication materials, and efforts to share them with the community, are therefore a high priority.

Council is also committed to ensuring the community is provided with regular, less formal updates about what is happening within the Golden Plains Shire, and kept informed about important Council services, activities and operations.

Council communicates news and updates through a variety of different channels including Council's website, print and online newsletters, local media, and social media. Maintaining diverse range of communication options meets the needs of Council's broad audience and an emphasis on inclusive engagement with older and isolated residents.

## 2.4 The importance of strong communication

Strong communication supports stronger connections between Council and its diverse communities. These connections help ensure the voice of the community is captured in Council planning and decision-making.

Making the community more aware of the important services provided by Council, and how to access these services, also helps to promote the overall health, safety and prosperity of the Shire and its residents.

Council's commitment to deliver effective, timely and relevant communications to the community will help to:

- Promote social inclusion and community cohesion
- Increase community engagement and participation
- Improve Council decision-making and service delivery
- Increase resident, visitor and stakeholder satisfaction
- Build a positive reputation for the Shire
- Attract business and residents to the area
- Improve staff engagement and job satisfaction.

## 3.0 What Council heard from the community

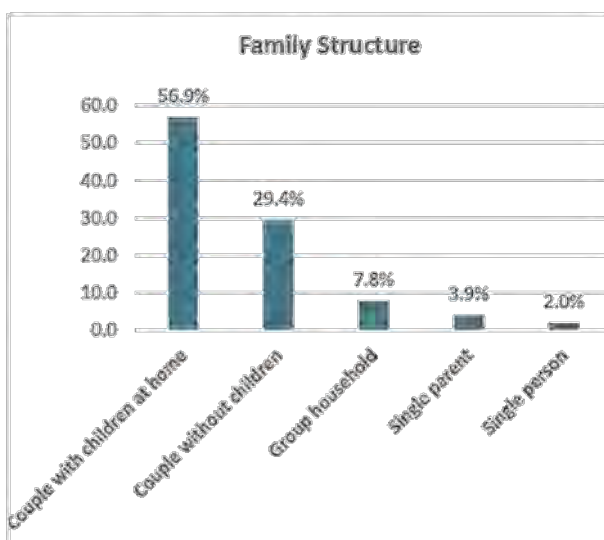
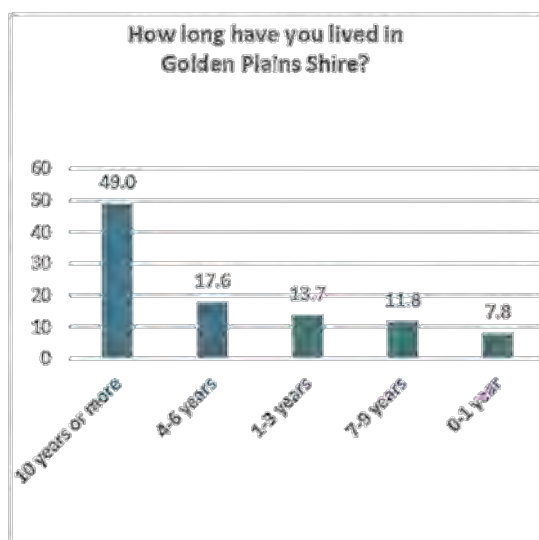
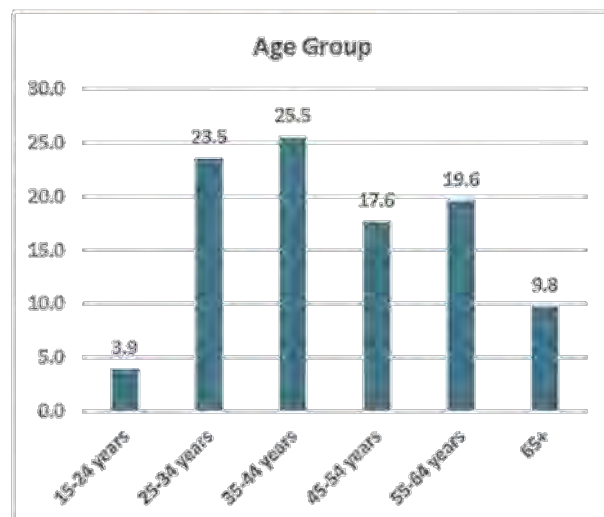
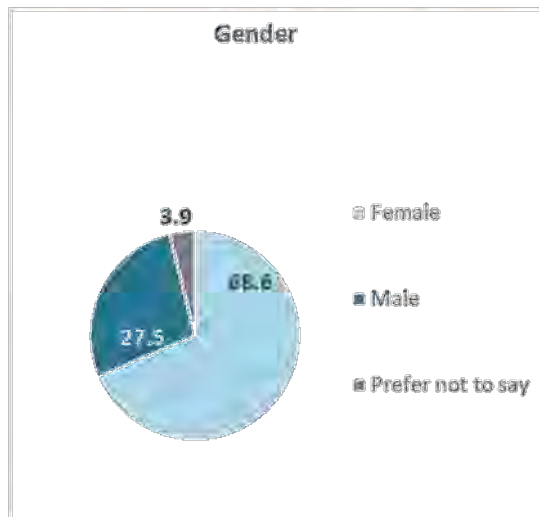
To ensure the voice of the community was reflected in this Strategy, Council undertook a six-week community engagement program. The purpose of the program was to identify how Council’s audiences prefer to receive information; what types of information is most valued; and how Council can improve its future communications and marketing efforts.

The engagement program included the following engagement activities and participation rates:

- Community survey 51 participants
- Bannockburn and Smythesdale Conversation Posts 73 participants
- Staff survey 53 participants
- Staff workshops 38 participants
- Councillor briefing and workshop 6 Councillor participants
- Youth workshop 11 participants.

*(Community workshops in the north and south of the Shire were planned but were cancelled due to no response.)*

### 3.1 A demographic snapshot of survey participants



## 3.2 Key community findings

A summary of findings from the Strategy Community Engagement Report are summarised below:

### 3.2.1. How the community wants to receive information

Most people had fairly similar responses when asked which information channels were most important to them. Social media and the *Gazette* were in the top three choices for participants across all engagement activities, with friends and family also highly important sources of information for community members and young people.

Most community respondents read the *Gazette*, and they generally agree that publishing six issues a year met their needs.

Mixed feedback was received about the value of video content, however 61% of survey respondents did express interest in watching videos presented by staff subject matter experts.

Regional newspapers were consistently viewed as being of low importance, with the *Miner* being more important to participants in our conversation posts than those who answered our community survey. Note: Since the community engagement process, the *Miner* has been purchased by a new company with new editorial leadership delivering the *Golden Plains Times* with increased advertising, distribution and readership.

### 3.2.2. Where the community finds Council on social media

Approximately 80% of all engagement participants (community, staff and Councillors) follow Council on one or more social media channel, with Facebook being the most popular platform.

According to our community survey, 80% of respondents follow the Golden Plains Shire Council Facebook page, and a further 41% follow the new Mayor Facebook page; showing the new page is valued, but has room to grow.

Council's LinkedIn and Twitter profiles were more popular with Council staff than with community members.

### 3.2.3 What the community think of Council's website

Responses to the community survey, as well as recent website statistics (showing a 35% increase in website visits last year) indicate that the Council website is a well-utilised destination for news and updates, with around half the community visiting the website in the past month, and more than 85% visiting in the past 12 months.

Around two-thirds of community survey respondents believe the Council website is informative and useful, however opinions were more divided when asked specifically about the useability of the homepage.

### 3.2.4 Types of information the community values most

The following four items were consistently nominated as most important to participants across all engagements:

- Community events and activities
- Infrastructure news
- Community engagement opportunities and updates
- Council and corporate news.

The responses were slightly different for younger audiences, with youth respondents valuing information on career opportunities for young people, youth events, arts and culture and citizen recognition.

### 3.2.5 Suggestions for improvements

A key aspect of Council's engagement activities was asking for community suggestions for how we can improve our communication and information delivery efforts. Suggestions included:

- Improvements to website useability and navigation
- Additional digital resources, such as text, online chat, podcasts and video conferencing
- Providing more in-depth information, not just high-level news
- More information on rates and services, and opportunities for involvement and integration into the community.

## 4.0 Strategic Pillars

### 4.1. Strategic Pillar 1: Using communications to build trust and increase Council’s standing in the community

Strong, genuine connections are built on a platform of trust, and are reliant on honest and open communications. Councils seeks to foster these connections between Council and the community by being the source of truth for Council news and information, and by always communicating in a truthful and timely manner.

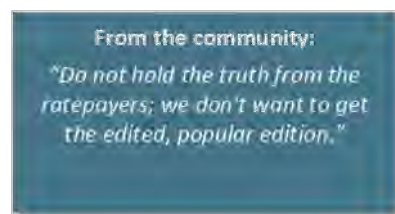
[Link to the Council Plan 2017-2021](#)

This Strategic Pillar will help support the Council’s strategic objective of ‘delivering good governance and leadership’ and its efforts to ‘increase trust, ensure open and transparent good governance and active engagement through Council planning and decision making in the long-term interests of the community’.

#### 4.1.1 What Council heard

Community engagement efforts showed that the Golden Plains Shire community wants us to:

- Be truthful and accurate when we talk to them
- Tell them the whole story, not just the highlights
- Show our faces more, and engage directly with the community
- Listen.



#### 4.1.2 What Council will do

ACTION	DETAIL	TIMING
<b>Show where and how Council is listening to the community</b>	Promote upcoming opportunities for community engagement including Council Meetings and timely communication of Council Meeting agendas	Year 1 and ongoing
	Communicate where and when the community can access formal Council documentation that incorporates and/or demonstrates their feedback i.e. Council plans, strategies, reports	Ongoing
	Close the loop on community feedback, by showcasing where and how it has been used in planning and decision-making	Ongoing
<b>Be Council’s own newsroom</b>	Update the Council newsfeed on a regular basis to reflect what is happening in the Shire	Ongoing
	Promote the website news feed via other Council communication channels i.e. social media to drive visitation	Ongoing
	Establish the Council website news feed as the ‘place to go’ to find out what is happening in Golden Plains Shire.	Year 1 and ongoing
	Review and update the website home page to give prominence to Council news and search functionality	Year 1

<b>Tell the whole story, warts and all</b>	Provide honest, timely information to the community on matters of relevance to them, regardless of whether it is a 'good' or 'bad' news story	Ongoing
	Monitor social media and other feedback channels to identify potential areas of confusion or concern in the community, and address these in future communications	Ongoing
	Develop a Crisis Communications Plan to help facilitate prompt delivery of accurate, consistent information should an issue arise	Year 2
<b>Build trust by showcasing Council expertise and capability</b>	Develop case studies that showcase key Council operations and demonstrate how Council does what it says it will	Year 2
	Create short videos featuring Subject Matter Experts that explain complex and technical information	Year 3
	Profile Council staff in communication activities	
	Explore new opportunities to connect Council directly with the community i.e. interactive 'ask me anything' sessions on social media	Year 3
<b>Develop strategic communications plans and campaigns</b>	Increase understanding and appreciation of Council's lobbying and advocacy including role in G21 and Central Highlands Regional Partnership	Year 1
	Develop and deliver communications campaign on Priority Projects	Year 1
	Develop and deliver communications campaign on infrastructure and project delivery particularly works and sport and recreation	Year 2
	Develop and deliver communications campaign on Council services, particularly child services, aged services, youth services, health and well being	Year 2
<b>Explore new ways to deliver information and connect the community with Council</b>	Produce explanatory videos and podcasts (audio files) featuring Council subject matter experts	Year 2
	Facilitate time and cost-effective opportunities for Council staff to create videos and podcasts (audio files) on topics of interest and importance to the community	Year 3

### 4.3 How Council will measure success

Key measures to evaluate the effectiveness of the above activities include:

MEASURE	GOAL	TARGET DATE
<b>Local Government Community Satisfaction Survey</b>	Increase 'Community consultation' core measure score to 54 (up from 50 in 2018 and 48 in 2017)	2021
	Increase 'Advocacy' core measure score to 54 (up from 51 in 2018 and 46 in 2017)	2021
<b>Website analytics and engagement metrics</b>	Increase website visits by 30% (up from 323,755 page views for year ending 30 June 2018)	June 2021
<b>Social media metrics</b>	Increase to 2 million impressions across social channels (up from 1.6 million impressions across social channels in year ending 30 June 2018)	June 2021

## 4.2 Strategic Pillar 2: Connecting people with the information they need (and want)

Council's is committed to making sure it provides the best possible service and support to the community, and sharing information is a critical part of this. Council wants to connect with as many people in the community as possible, and believe the best way to do this is to meet them where they are, as much as possible.

Information sharing is often a balancing act, and Council wants to get the balance right between telling the community what they need to know, as well as what they want to know. It is also valuable to balance the needs of Council and of the community, working together to achieve the best result.

[Link to the Council Plan 2017-2021](#)

In connecting people with the information they need and want, Council can help promote healthy and connecting communities – a key theme of the Golden Plains Shire Council Plan 2017-2021.



### 4.2.1 What Council heard

People want us to deliver information that's relevant, in an easy, timely and useful way that's convenient to them.

In practice this means:

- Sharing information about what's happening in the community, what the Council is doing and how residents can get involved
- Delivering clear and concise information that is easily understood and easily consumed, and
- Using the community's preferred communication channels, such as social media (especially Facebook) and the *Gazette*.

**YOU SAID:**  
*"Let us know what is going on, keep us updated and let us be involved in decisions that impact our community."*

### 4.2.2 What Council will do

ACTION	DETAIL	TIMING
<b>Align content development to community feedback and insights</b>	Review and develop content that is clear, consistent and accurate	Ongoing
	Continue to produce six issues of the <i>Gazette</i> each year	Ongoing
	Increase information shared about key topics of interest: community events and activities; Infrastructure news; community engagement opportunities and updates; and Council and corporate news	Year 1
<b>Facilitate greater self-service of information</b>	Promote Council's website and social media platforms as primary sources of community information	Ongoing
	Educate audiences on where and how to can find the latest Council information	Year 1
<b>Improve efficiency and effectiveness of digital channels</b>	Build social media followers to ensure timely delivery of information to maximum online audience (Facebook as a priority)	Year 1
	Align social media focus to community preferences - consider future of Twitter account; consolidating Golden Plains Shire and Visit Golden Plains Facebook pages; and refocussing LinkedIn engagement towards business and corporate stakeholders	Year 1
	Progress social media actions from 2017-18 digital communications report (internal document)	Years 1 and 2



	Develop a social media content strategy aligned to community audience segments and channel and content preferences	Year 2
<b>Incorporate current and future community feedback into resourcing decisions</b>	Prioritise resourcing for digital content, especially the website	Ongoing
	Repurpose existing news stories for media, while maintaining quality standards for reactive media enquiries	Year 1
	Consider how comments received via social media can inform decision making	Year 2
<b>Protect information accessibility by maintaining a balance of print and digital channels</b>	Continue to respond to traditional media requests in a timely manner	Ongoing
	Complement the print version of the <i>Gazette</i> with a digital version	Year 1
	Run an opt-in email address campaign to facilitate direct delivery of Council news including the digital eGazette	Year 1

### 4.2.3 How Council will measure success

Key measures to evaluate the effectiveness of the above activities include:

MEASURE	GOAL	TARGET DATE
<b>Local Government Community Satisfaction Survey</b>	Increase 'Community consultation' core measure score to 54 (up from 50 in 2018 and 48 in 2017)	2021
<b>Website analytics and engagement metrics</b>	Increase website visits by 30% (up from 323,755 page views in year ending 30 June 2018)	June 2021
<b>Social media metrics</b>	Increase engagement across all platforms, including: @GoldenPlainsShire Facebook: increase to 5,000 followers (up from 2,846 at 30 June 2018) @GoldenPlainsMayor Facebook: increase to 3,000 followers (up from 356 at 30 June 2018) LinkedIn - Golden Plains Shire Council: increase to 1,500 followers (up from 318 at 1 November 2018)	June 2021
<b>Content metrics</b>	Year-on-year increase of at least 10% for: News posts (up from 350 in year ending 30 June 2018) Social media posts (up from 960 in year ending 30 June 2018) Items classified under 'most popular' content types (topics) Engagement on social media posts including Likes and Shares on the @GoldenPlainsShire and @GoldenPlainsMayor Facebook pages and LinkedIn – Golden Plains Shire Council.	Year-on-year metrics
<b>Email campaign engagement</b>	Increase annual email newsletter campaign engagement measures including open and click-through rates by 15% (up from 615 subscribers, 1,605 opens and 230 clicks for Golden Plains Business News; and 4,142 opens and 319 clicks for Farmers Market Newsletter in the year to 30 June 2018)	Year-on-year metrics
<b>Communications and Marketing Budget</b>	Remain within the allocated budget for Communications and Marketing activities.	Year-on-year metrics

## 4.3 Strategic Pillar 3: Celebrating and connecting local communities

Golden Plains Shire has so much to be proud of, and Council wants to showcase and celebrate the best of Golden Plains within our own community – not just with holidaymakers and day-trippers. Council wants to share local success stories with the neighbours, friends and families, and fellow business owners who have the privilege of enjoying and contributing to these successes each and every day.

Because Golden Plains Shire isn't just a great place for visitors to taste, see and explore; it's an even better place to live, work, visit and invest.

### Link to Council Plan 2017-2021

This Strategy is a critical part of supporting Council's strategic efforts to enhance local economies, and to work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy through investment attraction, supporting local business, and tourism development.

#### 4.3.1 What Council heard

- Residents of Golden Plains Shire like to feel connected to what's happening in their community, and want to hear about local events and activities
- They think Council has an important role to play in promoting, supporting and encouraging the local economy and tourism
- Younger people also value information about their local community, but they want this information to be tailored to their needs and interests. They are less interested in hearing about general business news, than they are about potential career paths and local job opportunities for young people.



#### 4.3.2 What Council will do

ACTION	DETAIL	TIMING
<b>Simplify opportunities for local and tourism-related social engagement</b>	Integrate the 'Visit Golden Plains' Facebook and Twitter accounts into the Golden Plains Council accounts	Year 1
	Use hashtags and key words to make it easy for locals and visitors to search and share tourism-related information	Year 1
	Establish an Instagram account to support visual content, especially tourism-focussed, such as places to visit	Year 1
<b>Share the stories that make Golden Plains Shire special</b>	Increase content collection from internal and external sources by promoting opportunities to submit stories and streamlining process to do so	Year 1
	Prioritise stories about community events and activities, health and wellbeing, youth events and arts and culture to reflect community preferences	Year 1
	Improve content sharing capacity, by cross-promoting across different channels and audiences	Year 2
	Develop marketing and content campaigns to source, showcase and share local stories i.e. Local Love and Explore Your Own Backyard	Year 3
	Explore opportunities for user-generated content, especially at key tourism events and activities	Year 3

<b>Promote business opportunities and successes within the Shire</b>	Showcase young people working in the Shire, and use as an opportunity to drive discussions regarding career pathways for young people	Year 2
	Source and/or develop Council or local business-focussed case studies, profiles and interviews for use on LinkedIn	Year 3
<b>Confirm the Council's brand identity</b>	Explore community appetite to refresh the Council's brand identity and logo to better reflect community aspirations	Year 3

### 4.3.3 How Council will measure success

Key measures to evaluate the effectiveness of the above activities include:

MEASURE	GOAL	TARGET DATE
<b>Website analytics and engagement metrics</b>	Increase 'Visitor', 'Business' and 'Event Calendar' web page views by 30% (up from 1,453 'Visitor', 2,915 'Business' and 2,384 'Events' page views in year ending 30 June 2018)	June 2021
<b>Social media metrics</b>	Increase to 5,000 followers of @GoldenPlainsShire Facebook (up from 2,846 at 30 June 2018)	June 2021
<b>Campaign metrics</b>	Create engagement with #visitGoldenPlains hashtag and increase use at least 20%	Year-on-year metrics
	Content campaign engagement measures including open and click-through rates and response rates as appropriate	Determined by campaign dates

## 6.9 RURAL COUNCILS TRANSFORMATION PROJECTS - LODGEMENT OF BUSINESS CASES

**File Number:**

**Author:** Felicity Bolitho, Acting Manager Healthy, Active & Engaged Communities

**Authoriser:** Steven Sagona, Acting Community Services Director

**Attachments:** 1. Business Case for G21 (under separate cover)

### RECOMMENDATION

That Council:

1. Notes that Golden Plains Shire Council is a participant in three groupings of councils making application for funding under the Victorian Government Rural Councils Transformation Program (RCTP) for the following initiatives:
  - Central Highlands Councils Victoria Regional Shared Services project in conjunction with Ararat Rural City, Central Goldfields Shire, Hepburn Shire, Moorabool Shire and Pyrenees Shire Councils and City of Ballarat (lead council)
  - G21 Regional Service Collaboration project in conjunction with the G21 group of Councils; Surf Coast Shire Council, , Borough of Queenscliffe, Colac Otway Shire and City of Greater Geelong (lead council)
  - Rural Councils Corporate Collaboration project in conjunction with Buloke Shire, Central Goldfields Shire, Golden Plains Shire, Hepburn Shire, Hindmarsh Shire, Loddon Shire, Pyrenees Shire, West Wimmera Shire, Yarriambiack Shire Councils and Horsham Rural City Council (lead council)
2. Notes that for an RCTP application to be eligible for consideration, the following criteria must be met:
  - Submission of a joint business case by 31 March 2019
  - Each council must pass an accompanying resolution committing to implement the business case, if approved for funding. The resolution must be lodged with Local Government Victoria by 30 April, 2019.
3. Approves the submission of the business case by City of Greater Geelong on behalf of Golden Plains Shire Council.
4. Approves implementation of the projects/initiatives within the submitted business case by Golden Plains Shire Council, subject to the application being approved for RCTP funding.
5. Receive a further report at its April meeting to approve the submission of business case by the City of Ballarat and a business case by Horsham Rural City Council on behalf of Golden Plains Shire Council.
6. Notes that prioritisation of the three submissions is not required because Golden Plains Shire Council could participate in all three submissions, should they all be successful, without compromise on any individual submission.

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### EXECUTIVE SUMMARY

As part of the broader reforms, the 2018-2019 Victorian State Budget committed \$20 million to the Rural Councils Transformation Program (RCTP) to explore and implement options to improve the long-term financial and operational sustainability for rural and regional councils (see [Rural and Regional Councils Sustainability Reform Program](#)).

The program aims to:

- Improve the financial sustainability of rural and regional councils by achieving economies of scale including through regional service delivery or collaborative procurement;

- Promote more efficient and improved service delivery through collaboration and innovation;
- Facilitate benefits for rural and regional communities, with priority given to those for rural communities; and
- Demonstrate potential efficiencies to be gained through regional service delivery.

The State Government program is designed to fund projects that target the provision of shared services between three or more rural or regional councils. Council does not anticipate learning whether or not the applications for funding, summarised below, have been successful until close to 30 June 2019.

It should be noted that the intention is not to reduce EFT but to redirect to improve services. Two of the guiding principles which underpin the submissions are:

- No intended loss of local council staff
- Positive impact on delivery of services to local communities

Developing multiple business cases with large numbers of councils is complex, due to differing demands, priorities and capacity and the unique aspects of individual councils. This is further constrained by tight timeframes - submissions of Business Cases are due by 31 March 2019 – and the prescriptive format of the business case template, which is particularly designed to meet the needs of the Department of Treasury and Finance. However, Golden Plains Shire Council felt it was necessary to consider all opportunities, and as a result has formed part of three separate submissions.

City of Ballarat is leading the submission of a transformative project, called Central Highlands Councils Victoria Regional Shared Services project with seven of the eight Central Highlands Councils Victoria members (Ararat Rural City, Central Goldfields Shire, Golden Plains Shire, Hepburn Shire, Moorabool Shire and Pyrenees Shire Councils).

City of Greater Geelong is leading a submission of a transformative project, called G21 Regional Service Collaboration project, with the G21 Council members (Surf Coast Shire, Borough of Queenscliffe, Colac Otway Shire and Golden Plains Shire Councils).

Horsham Rural City Council is leading a submission of a transformative project, called Rural Councils Corporate Collaboration project with 9 other rural and regional councils (Buloke Shire, Central Goldfields Shire, Golden Plains Shire, Hepburn Shire, Hindmarsh Shire, Loddon Shire, Pyrenees Shire, West Wimmera Shire and Yarriambiack Shire Councils)

The three projects look to assist in the delivery of shared service models throughout the Central Highlands region, the G21 Region and the northern rural region.

## **BACKGROUND**

Rural and regional Councils like Golden Plains Shire Council are facing the challenge of growing asset renewal costs, service funding gaps, increasing community expectations and increasing difficulties in attracting specialised workforces. Each project group has been working to formulate a program of transformation to improve the underlying sustainability of our Councils and communities, and to look beyond municipal boundaries to take a regional approach to delivering local services to our communities.

Golden Plains Shire Council was involved in three expressions of interest submitted to participate in the Rural Councils Transformation Program. Each of these were successful expression of interest, and in each case the group of councils, along with the partner consultant groups (EY, KPMG and SGS), have developed three full business cases for regulatory and specialised services to be shared across the region. The costs associated with contracting EY, SGS and KPMG have been borne by the Victorian Government.

If successful, these three projects will provide numerous benefits to our communities, including but not limited to:

- Improving the financial sustainability of the participating councils;
- Improving service delivery and better meeting our communities needs and expectations, through:
  - New digital transaction channels, giving customers visibility of their interactions with Council, and streamlined service delivery through consistent processes and service models across the region;
  - A ‘best-of-breed’ strategic asset management system
  - Collaboratively delivered services and consistent user experience
- Reducing risk to the council members by utilising specialist skills and market leading digital solutions;
- Enhancing the attractiveness of working within the rural and regional council regions, attracting specialised workforces, and increasing the reach of utilising specialised resources using cloud technologies available anywhere, anytime; and
- Enhancing career and skill development opportunities for our rural and regional workforces.

The participating councils are committed to delivering better experiences for our communities through a shared services program, and the Rural Councils Transformation Program allows the opportunity to formally progress initiatives resulting in these benefits to our communities.

### **POLICY CONTEXT**

- Golden Plains Shire Council Plan 2017-2021
- *Local Government Act 1989*
- Victorian State Government [Rural and Regional Councils Sustainability Reform Program](#)

### **DISCUSSION**

#### Central Highlands Councils Victoria Regional Shared Services project

The project is looking to deliver an alignment of business systems and processes to create the required environment to facilitate response resource sharing and coordination of service delivery across the region. Fifteen service functions were considered to be ‘high-potential’ to realise shared service efficiencies and were selected for shared serviced delivery, to transform councils’ ways of working in the region. These council functions are grouped into five service categories:

- Business Systems,
- Procurement and Fleet,
- Regulatory Services,
- Waste Management,
- Governance and Community Engagement.

The anticipated outcome would be to improve financial performance and sustainable capacity of councils, by:

- Aligning business systems and processes across councils;
- Enabling resourcing sharing and flexible working to attract and retain highly skilled staff; and
- Coordinating service delivery across appropriate functions.

The business case will be developed in partnership with the participating Councils and the State appointed consultants EY (previously known as Ernst and Young).

#### G21 Regional Service Collaboration project

City of Greater Geelong is leading the G21 Council members (Surf Coast Shire, Borough of Queenscliff, Colac Otway Shire and Golden Plains Shire Councils) in the submission of this project.

This project proposes to establish a regional centre of excellence to build regional capabilities and share expertise and insights across the five participating councils in:

- Strategic asset management
- Strategic procurement and contract management
- Capital program and project management.

The G21 regional services collaboration project proposes to also establish a regional staff sharing framework, establishing a framework for sharing the resourcing of key positions e.g. building services; environmental health; land use planning, which are currently reliant on specific individuals and therefore pose service continuity risks.

This proposal includes provision to ensure specialist staff from the participating councils work as a regional team while remaining embedded within their home councils

This business case has been prepared by the State appointed contractors SGS Economics & Planning and the funding requested through the program is \$5 million.

#### Rural Councils Corporate Collaboration project (Western Regional Rural Councils)

Horsham Rural City Council is leading 9 other rural and regional councils (Buloke Shire, Central Goldfields Shire, Golden Plains Shire, Hepburn Shire, Hindmarsh Shire, Loddon Shire, Pyrenees Shire, West Wimmera Shire and Yarriambiack Shire Councils) in the submission of this project.

This project proposes to investigate the feasibility of a new digital, cloud-based IT platform that will strengthen the participating councils' capacity to, and capability in, meeting the community's needs as well as providing a consistent IT experience for residents across the region. If the project proceeds, the Enterprise Resource Planning would focus primarily on piloting and implementation of the finance module in the first phase (with other financial modules, such as payroll, in subsequent phases)

This business case will be prepared by the State appointed contractors KPMG.

### **CONSULTATION**

Extensive consultation has occurred between the participating councils, Local Government Victoria and the three consultant groups.

Council has obligations under the Enterprise Agreement regarding consultation where it is considering the introduction of a major change. Communication with staff and unions has occurred.

### **CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

### **CONCLUSION**

That Council resolve to note that three business cases have been prepared for the Rural Councils Transformation Program and endorse the submission of the business case by City of Greater Geelong; and commit to its delivery in the event of successful funding. The Council also resolves to note that they will receive a further report at its April meeting to approve the submission of business case by the City of Ballarat and a business case by Horsham Rural City Council.

**6.10 TEESDALE-LETHBRIDGE ROAD - ROAD WIDENING WORKS (CONTRACT NO. GPS-RFT-02-2019) - AWARDING OF TENDER****File Number:****Author:** Tony Talevski, Team Leader of Roads & Waste Services**Authoriser:** Greg Anders, Director Assets and Amenity**Attachments:** Nil**RECOMMENDATION**

That Council:

1. Resolves to award the contract GPS-RFT-02-2019, Teesdale-Lethbridge Road – Road Widening Works, to Bitu-Mil Civil Pty Ltd for the tendered sum of \$403,008.73 (ex GST) in accordance with Clause 2.4.3 of the procurement policy.
2. Authorise the Chief Executive Officer to execute Contract No. GPS-RFT-02-2019 with Bitu-Mil Civil Pty Ltd for the Teesdale-Lethbridge Road – Road Widening Works.
3. Authorise the officers to negotiate with Regional Roads Victoria under the Funding Agreement for the purpose of expanding the Approved Project Scope in order to receive the remainder of the allocated Funds, which is \$96,457.27 (\$403,008.73 - \$499,466.00) (exclusive of GST).

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**EXECUTIVE SUMMARY**

Having undertaken a competitive tender process for the contract to reconstruct and widen a 740 lineal metre section of the Teesdale-Lethbridge Road, and having evaluated and assessed the tenders received, Council is now being requested to approve awarding of the contract to the preferred and recommended tenderer.

**BACKGROUND**

The Golden Plains Shire Council's proposes to upgrade a section of the Teesdale - Lethbridge Road, Teesdale in order to provide improved economic and road safety conditions for this important access road in Teesdale. The subject section of Teesdale - Lethbridge Road is from the intersection of the Bannockburn – Shelford Road (VicRoads road) extending northward for approximately 740m.



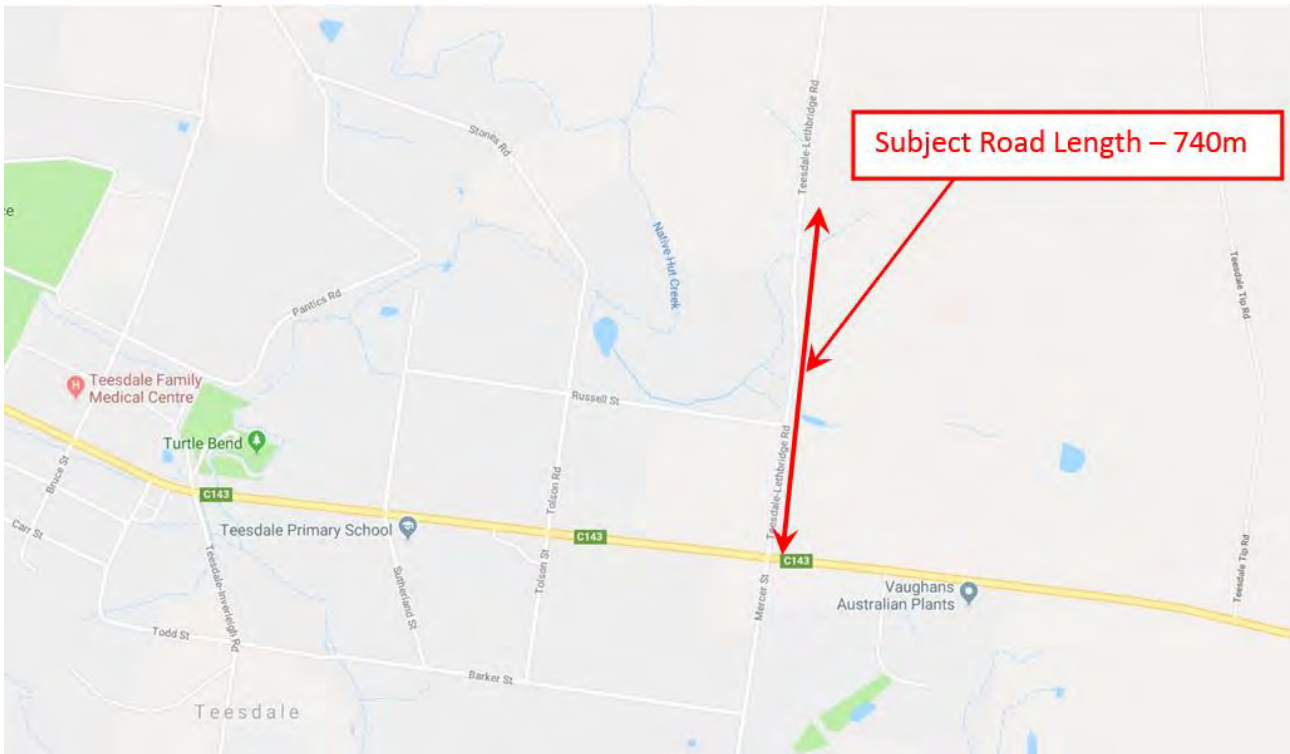


Figure 1: Locality Plan

The subject road provides principal access to the wider road network for a number of rural lifestyle properties and primary producers as well as being the principal link between the communities of Teesdale and Lethbridge and onto Ballarat via the Midland Highway.

It is considered that the subject section of the Teesdale - Lethbridge Road is undesirably narrow and unsuitable for increased traffic loading, particularly for heavy vehicles. The existing section of road pavement is generally in poor condition and requires significant maintenance particularly after wet periods. The proposed widening and sealing of Teesdale - Lethbridge Road will significantly increase the durability of the carriageway whilst reducing the maintenance burden on Council.

The completed works will complement the recent works undertaken at the Shelford – Bannockburn Road / Teesdale – Lethbridge Road intersection.

The civil works must be undertaken with the road remaining open to through and local traffic.

**EVALUATION PROCESS**

Seven [7] tenders were received, and checked for correctness and for omissions/qualifications. Any tenders not meeting the mandatory criteria were excluded from further review. The details of each supplier are provided on the confidential attachment.

The Tender Evaluation Panel conducted a thorough evaluation of all conforming tenders. The evaluation panel determined a consensus for each weighted criteria to allow an evaluation score for each tender.

Each conforming submission was reviewed and evaluation using the agreed evaluation criteria as follows:

Mandatory Criteria	
OH&S and Risk Management System	Pass/Fail
Quality Policy & Management System	Pass/Fail
Environmental Policy & Management System	Pass/Fail
Insurance	Pass/Fail

<b>Weighted Criteria</b>	<b>Weighting</b>
Capability	25%
Capacity	25%
Price	45%
Local	5%
<b>Total</b>	<b>100%</b>

## EVALUATION OUTCOME

Below are the weighted assessment results of the quantitative/qualitative criteria. To ensure best value for Council, a total of 25% weighting was attributed to Capability and a further 25% to Capacity. This weighting is critical in reducing the risks of engaging a contractor who is not capable of completing the project to a satisfactory standard or within the desired timeframe.

<b>General Wet Hire Equipment</b>	<b>Weighted Assessment Score (%)</b>	<b>Rank</b>
Bitu-mill Civil Pty Ltd	93	1
Tender B	78.95	2
Tender C	69.83	3
Tender D	67.52	4
Tender E	66.84	5
Tender F	0	6
Tender G	0	7

Councillors have previously been provided with a copy of the Tender Evaluation Report.

## FINANCIAL & RISK MANAGEMENT IMPLICATIONS

The Fixing Country Roads Program is the Victorian Governments commitment to regional Victoria to improve the condition of regional local roads. The 2018-19 State Budget provided \$100 Million to establish a Fixing Country Roads Program to provide grants to rural and regional Councils to undertake local roads projects beyond regular road maintenance.

Golden Plains Shire Council secured \$499,466 in round one of the program for Teesdale-Lethbridge Road Widening Project. This funding is provided for the sole purpose of the approved project and any unspent funds which is not used by the completion of the term must be returned to VicRoads.

Officers have advised Regional Roads Victoria that Council will be formally seeking approval from them under the terms of the funding agreement to access and expend the full amount of the available funds by extending the scope of improvement works to the north on Teesdale-Lethbridge Road.

## CONFLICT OF INTEREST

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

**CONCLUSION**

The Tender Evaluation Panel recommend Bitu-mill Civil Pty Ltd to be engaged to deliver the GPS-RFT-02-2019 – Teesdale-Lethbridge Road – Road Widening Works.

**6.11 AUDIT & RISK COMMITTEE - ALLOWANCES FOR INDEPENDENT MEMBERS****File Number:****Author:** Candice Holloway, Corporate Governance Coordinator**Authoriser:** Philippa O'Sullivan, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That Council:

1. Ratifies the Chief Executive Officer's decision to apply annual increases to the Audit & Risk Committee independent member allowances equivalent to the percentage rate prescribed by the Minister for Local Government for Mayoral and Councillor Allowances under section 73B of the Local Government Act 1989.
2. Sets the current payment thresholds for Audit & Risk Committee independent member allowances as follows:
  - (a) \$575 per meeting for independent members;
  - (b) an additional \$287 per meeting for independent chairperson;
  - (c) an additional payment of disbursements up to a maximum of \$1,000 per annum.
3. Authorises the Chief Executive Officers to apply annual increases to the Audit & Risk Committee independent member allowances equivalent to the percentage rate prescribed by the Minister for Local Government for Mayoral and Councillor Allowances under section 73B of the Local Government Act 1989.

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**EXECUTIVE SUMMARY**

In accordance with the Local Government Act 1989 (the Act), a Council may pay an allowance to a member of an audit committee who is not a Councillor or member of Council staff. That allowance to be as determined by Council.

At the 27 March 2012 Ordinary Council meeting, Council resolved to set payment thresholds for Audit & Risk Committee independent member allowances. Since that time, the Chief Executive Officer applied annual increases to the allowances equivalent to the percentage rate prescribed by the Minister for Local Government for Mayoral and Councillor Allowances under section 73B of the Act. This reports seeks ratification of that action and further seeks Council authorisation for future increases to be made to the allowances for Audit & Risk Committee independent members and chairpersons in accordance with annual Ministerial increases for Mayoral and Councillor Allowances.

**BACKGROUND**

In accordance with section 139 of the Act, a Council may pay a fee to a member of an audit committee who is not a Councillor or member of Council staff.

At the 27 March 2012 Ordinary Council meeting, Council resolved to set the initial payment thresholds for independent members as follows:

- (a) \$500 per meeting for independent members;
- (b) an additional \$250 per meeting for independent chairperson;
- (c) plus disbursements.

Since that time, the Chief Executive Officer applied annual increases to the allowances equivalent to the percentage rate prescribed by the Minister for Local Government for Mayoral and Councillor Allowances under section 73B of the Act, now seeing the allowances being paid as follows:

- (a) \$575 per meeting for independent members;
- (b) an additional \$287 per meeting for independent chairperson;
- (c) an additional payment of disbursements up to a maximum of \$1,000 per annum.

## **POLICY CONTENT**

Council is required by section 139 of the Act to establish an audit committee as an advisory committee. The Charter of the Audit & Risk Committee governs the functions and responsibilities of the committee and must be adopted by Council.

This report is consistent with Council's key focus of "Delivering Good Governance and Leadership" as contained in Council's 2017-2021 Council Plan.

## **DISCUSSION**

The payment of allowances ensures that independent members and chairpersons of Council's Audit & Risk Committee are not out of pocket as a result of performing and discharging their functions and duties as a committee member or chairperson. This includes payment of a sitting fee and reimbursement of disbursements, including travel related expenses. Audit & Risk Committee meetings are held on a quarterly basis and allowances are paid to independent members and chairpersons following attendance at a prescribed meeting.

Council's decision of 27 March 2012 concerning the payment of allowances to independent members and chairpersons, did not specify that subsequent adjustments on increases where to be applied. The increased payments have as such, been made without formal Council authorisation. Council must therefore, decide whether to increase the fees, as well as, the quantum of the increase, if any.

Under section 139 of the Act, the Minister must annually review Mayoral and Councillor allowances limits and ranges. If the Minister makes any increase, notice is required to be given in the Government Gazette and all Councils must apply the increase to the Mayoral and Councillor allowance. Significantly, the Minister or Chief Executive Officer does not have any authority under the Act to increase Audit & Risk Committee allowances and a Council resolution is therefore, required to do so.

It is recommended that Council continue to apply annual increases for Audit & Risk Committee independent members on a par with Ministerial increases for Mayoral and Councillor allowances (Ministerial increases) as this provides for a consistent approach and ensures Golden Plains Shire Council remains competitive in the market and attracts the very best applicants to these roles.

If Council determines to continue to apply the Ministerial increases to the allowances for the independent members, budget allocations will be made each financial year so that any increase in remuneration can be allowed for.

In accordance with the Audit & Risk Committee Charter, the committee report regularly to Council on the committees activities.

## **CONSULTATION**

Council's decision and any future change in fees, if any, will be communicated to the committee through formal correspondence.

## **CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

## **CONCLUSION**

Council pay an allowance to independent members and chairpersons of its Audit & Risk Committee which is established in accordance with the Local Government Act 1989. Following the setting of allowances at the 27 March 2012 Ordinary Council meeting, annual increases have been applied by the Chief Executive Officer without resolution of Council. It is recommended Council review the current practice and consider formally authorising the Chief Executive Officer to continue to apply annual increases to the Audit & Risk Committee independent member allowances equivalent to the percentage rate prescribed by the Minister of Local Government for Mayoral and Councillor Allowances (under section 73B of the Local Government Act 1989).

**6.12 ASSEMBLY OF COUNCILLORS****File Number:** 02-03-004**Author:** Sharon Naylor, Executive Assistant - Chief Executive Officer**Authoriser:** Eric Braslis, CEO**Attachments:** 1. Assembly of Councillors**RECOMMENDATION**

That Council notes the Assembly of Councillors Record from 26 February 2019 to 25 March 2019 as attached.

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**EXECUTIVE SUMMARY**

To present Council with written records of Assembly of Councillors in accordance with section 80A of the Local Government Act 1989 from 26 February 2019 to 25 March 2019.

**BACKGROUND**

In accordance with Section 80A of the Local Government Act 1989 a written record of assembly of Councillors must be reported at an ordinary Council meeting and minuted as soon as practicable.

**DISCUSSION**

The record must include:

1. The names of all Councillors and members of Council staff attending
2. The matters considered
3. Any conflict of interest disclosures made by a Councillor attending
4. Whether a Councillor who has disclosed a conflict of interest left the assembly

**CONSULTATION**

A formal consultation process is not required.

**CONFLICT OF INTEREST**

In Accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

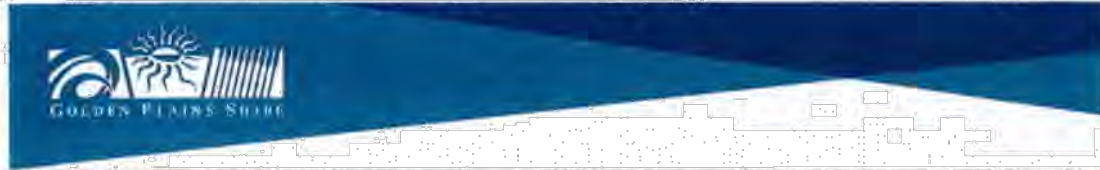
**CONCLUSION**

The information provided in this report is compliant with Section 76A of the Local Government Act 1989.



### Assembly of Councillors Record

<b>Date of meeting:</b>	Tuesday 19 March 2019
<b>Time:</b>	9:00am
<b>Purpose of meeting:</b>	Councillor Briefing session
<b>Councillors present:</b>	Cr Owen Sharkey, Mayor Cr Helena Kirby Cr Joanne Gilbert Cr Nathan Hansford Cr Les Rowe Cr Des Phelan Cr David Evans
<b>Apologies:</b>	
<b>Council staff present:</b>	Eric Braslis, Chief Executive Officer Greg Anders, Director Assets & Amenity Steven Sagona, Acting Director Community Services Philippa O'Sullivan, Director Corporate Services Felicity Bolitho, Acting Healthy, Active and Engaged Communities Manager Dean Veenstra, Recreation Team Leader Laura Wilks, Strategic Planning Team Leader Paige Whyte, Community Engagement Officer Susan Talpey, Senior Communications and Marketing Officer David Greaves, Works Manager Helena Charles, Senior Economic Development Officer Heidi Preston, Child & Family Services Manager Lisa Shaw, Farmers Market Project Officer Mick Cosgriff, Economic Development Officer Brodie Marston, Recreation Development Officer
<b>Other people present:</b>	Nil
<b>Conflict of Interest Disclosures (Councillors):</b>	Nil
<b>Conflict of Interest Disclosures (Officers):</b>	Nil
<b>Matters discussed:</b>	<p><b>Presentations</b></p> <ul style="list-style-type: none"> <li>☐ Budget Review</li> </ul> <p><b>Reports</b></p> <ul style="list-style-type: none"> <li>☐ G21 Regional Hockey Strategy – Adoption</li> <li>☐ International Women's Day recognition</li> <li>☐ Amendment C74 - Adoption of the Amendment and Receipt of the Panel Report</li> <li>☐ Adoption of Inverleigh Structure Plan</li> <li>☐ Community Engagement Strategy Update (2016-2020) - Annual Review</li> <li>☐ Council Plan (2017-2021) Annual Review</li> <li>☐ Communications and Marketing Strategy 2019-21</li> <li>☐ Teesdale-Lethbridge Road - Road Widening Works (Contract No. GPS-RFT-02-2019) - Awarding of Tender</li> <li>☐ Audit &amp; Risk Committee - Allowances for Independent Members</li> <li>☐ Rural Councils Transformation Projects - Lodgement of Business Cases</li> </ul> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>☐ Golden Plains Farmers' Market</li> <li>☐ Community Use of Lethbridge Train Station</li> <li>☐ Mayoral Youth Program</li> <li>☐ Investment Attraction and Business Support</li> <li>☐ Mayoral Chains</li> <li>☐ Bannockburn Children's Services Update</li> </ul> <p><b>Council Issues</b></p> <ul style="list-style-type: none"> <li>☐ SMT Only</li> </ul>



CEO Only

Dinner Guest

Sarah Henderson MP

Eric Braslis, Chief Executive Officer

Completed by



**7 NOTICES OF MOTION**

Nil

**8 PETITIONS**

**9 CONFIDENTIAL ITEMS**

Nil