

**DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT
LOCAL AREA PLANNING SUPPORT PROGRAM**

CLUE™ FOR LOCAL GOVERNMENT PROJECT

FINAL REPORT (5)

***THE FEASIBILITY OF A LOCAL GOVERNMENT SECTOR WIDE ROLL OUT OF A CENSUS OF
LAND USE AND EMPLOYMENT***

Due Date: 29 February 2008

Project Leader: City of Melbourne

Project Partners:

City of Greater Dandenong

City of Moreland

City of Port Phillip

Colac-Otway Shire

City of Darebin

ANNEXURE 3**FINAL REPORT TEMPLATE****PART A: PROJECT AND FUNDING RECIPIENT DETAILS**Project Name: **CLUE™ for Local Government (CLUELG)**Project Manager's Name: **Karina Bader**Telephone: **9658 9963** Mobile: N/AFacsimile: **9658 8672** Email: **karina.bader@melbourne.vic.gov.au**Name of Funding Recipient: **City of Melbourne**Address of Funding Recipient: **PO Box 1603**Suburb: **Melbourne**State: **Victoria** Postcode: **3001**ABN of Funding Recipient: **55 370 219 287**Have any of the Project and Funding Recipient Details changed? **No****PART B: DETAILS OF ACTIVITY PERFORMANCE**Period covered by this report: From: **30 / 11 / 2007** To: **29 / 02 / 2008**

What milestone does this report relate to:

Final Project Report - Stage 7:

- **Final report on the feasibility of a sector wide roll-out of CLUE.**

Provide a description and an analysis of the progress of the Activity to date, including detail(s) of the outputs achieved during the period.

Activities to Date & Outputs

- **Develop training package and training workshops for CLUE™ stand alone system.**
- **Include documentation of census methodology and highlight any differences for stratification of different Council areas.**
- **Incorporate findings from current practice surveys, pilot surveys and from reference committee consultation.**
- **Determine recommendations for future direction in the option for implementation of a CLUE™ like system sector wide (across LG sector).**
- **Produce feasibility study report and recommendations.**
- **Submit Final Feasibility Report to DPCD.**

All the above listed activities have been completed. The project has been very successfully completed. See Appendix 1 for a detailed list of activities completed during this project.

Are all the timeframes and milestones for the Activity being met? **Yes**

If No, please provide an explanation of any delays that have occurred, including the reasons for those delays and the action You propose to take to address the delay(s)

and the expected effects (if any) the delay will have on the Activity (including subsequent milestones and the overall completion of the Activity).

Are there any other issues relating to Your performance of the Activity that We should be aware of? **No**

If Yes, please outline these issues and how they will impact Your ability to meet the Terms and Conditions of the Funding Agreement.

PART C: EVALUATION QUESTIONS

How the project has made a difference and changed the way council does business

Outcomes

- Determined the needs and current practice of the LG sector in land use and small area economic analysis.
- Recommended a standard system of data collection to meet the needs of the LG sector.
- Piloted CoM customised CLUE™ in five different Council areas such as; rural, urban, activity centre or industrial areas, resulting in;
 - The survey of ~2,500 businesses across Victoria allowing for the aggregation of the data across councils
 - The training of 10 local government economic & strategic researchers in the methodology & use of CLUE from 5 different council partners as well as other interested councils (Darebin, Port Phillip, Dandenong, Colac-Otway, Moreland, Hume & Bayside)
 - The training and employment of over 12 surveyors in the data entry, collection & validation of CLUE data.
- Identified barriers and issues to the implementation of a sector wide land use & employment system.
- Identified and proposed solutions to current gaps in small area data within the LG sector.
- Proposed a state-wide CLUE framework that can monitor & evaluate small areas over time in an ongoing & cost-effective manner ultimately enabling aggregation at regional & State levels.

Key learning's

- There is a strong need for and acceptance that CLUE™ type information can meet both Local and State Government needs for land use & economic activity information. We also found that the structure of CLUE™ system data elements and the functionality in its reporting is 'fit for purpose' for use across the Victorian LG sector.
- CLUE™ is innovative and unique. No equivalent process or other source of data exists in Victoria that provides land use, business and employment activity information akin to that provided through the CLUE™ system - certainly not at such a small spatial level or biennial level of currency.
- That the 'Stand-Alone' CLUE™ framework developed for LG, specifically its architecture, is unlikely to foster significant adoption across the LG sector to provide for State-wide data, however it could fulfil an important gap for those Council's willing to adopt it until such time as a State-wide system can be put in place.
- A state-wide framework lead by the MAV is the best way of implementing a consistent CLUE type information database.

Process

The project was completed in 7 stages:

- Project Initiation & Development

- Run Local Government Current Practice Survey
- Develop Pilot Census Implementation Plan
- Run Pilot Census in Participating Councils
- Develop Evaluation Report on Pilot Stage
- Develop Training Documentation, Seminar Program & Promotional Package
- Submit Final Feasibility Report to DPCD

How the project has worked across Council eg involving different departments and levels of council. Indirectly or through collaboration

- Seven councils attended the CLUE system training day enabling learning of the CLUE methodology as well as building networks across the different councils.
- The project has initiated communication between data users (eg economic development officers, strategic planners) and data custodians (eg valuations, property, GIS). Our survey of Victorian councils revealed little communication or data sharing between these areas - despite the fact that data held by the latter would be of great benefit to the former.
- Each Council felt the pilot had increased their network within their own Council (from GIS to rates & valuations) to gain access to useful data in the future.
- Local government and state government and peak bodies came together in the reference group further enhancing the understanding and knowledge around CLUE and the collection of land use & economic activity information.

How the project has contributed to capacity development of council

- Each council felt their data management knowledge & capability has increased as a result of doing the pilot program.
- As in above, capacity in the pilot councils has improved by some breaking down of the silos between data custodians and data users.
- Census process was rated at 3 out of 5 in terms of confidence to rerun the process with out CoM assistance.
- Clue system database ability & understanding was rated as 4 out of 5.

Critical decision points in the progress of the project

- Defining the membership of the reference group committee.
- Getting pilot councils to commit to being involved in the project.
- Appointing the project coordinator.
- Gaining endorsement from the MAV and their assistance in engaging with all council CEO's.
- Identification of professional groups to survey and survey design
- Completion of the pilot census's
- Development of the MAV proposal for a state wide framework to roll out CLUE across the LG sector.

How has the project enabled the council to better engage with the community

- Key lessons were learnt by both surveyors and council staff regarding interacting with local business and gaining their voluntary involvement in providing the information required for CLUE.
- The reference group was made up of a number of peak body groups and the forum assisted in educating participants on what CLUE is and how it can assist in effective decision making by councils. It also raised the awareness for a coordinated state wide approach for the collection & maintenance of land use & economic activity data.

Photos, promotion and newspaper articles etc

- All council CEO's were advised of the project by letter signed by the CoM & MAV CEO's asking for their assistance in completing the LG practice survey.

Other Communications included:

- LG NEWS article.
- LGPro website entry.
- Presentations to: VicUrban, MAV, DIIRD, Valuer General Victoria.

- DSE's April edition 'Local Connections' newsletter.
- A range of presentations were held including; MAV - VicUrban Business breakfast, General Meeting of the Municipal Group of Valuers, Economic Development Association of Victoria, Melbourne 2030 reference committee. Council Partners training day in June 2007



How has the project made a difference to the community and other stakeholders

Outcomes (social, environmental, economic)

- Five councils now have data for some key areas within their business community which can be used by Council to further develop their strategic planning & economic development objectives.
- Better decision making and policy development due to the ability to have evidence based decision making.
- Three councils are looking to rollout CLUE across their whole municipality which will enable even more informed decisions making by council.
- The MAV has put together a proposal which will implement a state-wide framework for the collection of CLUE type data which will be consistent, reliable & repeatable by all Local councils in Victoria.

Key learning's

- Some of the key learning's for the community are the result of analysis of the pilot census in each council area. Planning zones are being assessed to ensure the actual activity taking place in the area as determine by the census meets the planning guidelines. If is does not, each council must assess how they will address this issue – either through policy development or zoning changes.
- Port Phillip council & Dandenong council are both reviewing their industrial areas to ensure the best use of space. Vacant sites are also being identified for development opportunities and undeveloped sites are being assessed for potential development.
- The results of each census are also being used to create a base line or indicator when the work is rerun in the future to determine industry & economic changes over time. This work will be realised in the future when each council reruns their census.

Process

- The community was mainly engaged through the data collection phase of this project during completion of the pilot census in each council.
- A range of activities were undertaken:
 - Letter mail out from the lord mayor
 - Letter sent out to industry bodies, peak groups & business associations

- Media release on pilot taking place
- Use a calling card to advise absent business of the visit by the surveyor
- Ensure council reception/customer service area is aware of the project

Photos, promotion and newspaper articles etc

- Communications included:
 - LG NEWS article.
 - LGPro website entry.
 - Presentations to: VicUrban, MAV, DIIRD, Valuer General Victoria.
 - DSE's April edition 'Local Connections' newsletter.
 - A range of presentations were held including; MAV - VicUrban Business breakfast, General Meeting of the Municipal Group of Valuers, Economic Development Association of Victoria, Melbourne 2030 reference committee.

How the project has contributed to capacity development of the community or other stakeholders

- Each of the partner councils can distribute the data collected via their pilots to community groups and businesses to allow them to make more strategic decisions about their business.
- The reference group was made up of a number of peak body groups and the forum assisted in educating participants on what CLUE is and how it can assist in effective decision making by councils. It also raised the awareness for a coordinated state wide approach for the collection & maintenance of land use & economic activity data.

How has the project enabled the community to better engage with Council

- Business were engaged with each council through the delivery of a letter from their lord mayor explaining the project, surveyors individually visited each business to talk to them about their business.
- A media release and letters to business associations were also part of the communication of the project within each council area.
- The reference group was made up of a number of peak body groups and the forum assisted in educating participants on what CLUE is and how it can assist in effective decision making by councils. It also raised the awareness for a coordinated state wide approach for the collection & maintenance of land use & economic activity data.
- Highlighted the benefits of inter-Council collaboration

Recommendations to other councils who may be undertaking similar projects

- There is a strong need for and acceptance that CLUE™ type information can meet both Local and State Government information needs. We also found that the structure of CLUE™ system data elements and the functionality in its reporting is 'fit for purpose' for use across the Victorian LG sector.
- CLUE™ is innovative and unique. No equivalent process or other source of data exists in Victoria that provides land use, business and employment activity information akin to that provided through the CLUE™ system - certainly not at such a small spatial level or biennial level of currency.
- That the 'Stand-Alone' CLUE™ framework developed for LG, specifically its architecture, is unlikely to foster significant adoption across the LG sector to provide for State-wide data, however it could fulfil an important gap for those Councils willing to adopt it until such time as a State-wide system can be put in place.
- The use of standard data classification is the key to developing aggregated databases into the future which can be used to compile regional and state wide comparisons and analysis in the future.
- Each council already holds ~50% of the data required by CLUE it is a matter of extracting it and putting it into a user friendly environment for analysis and evaluation by the economic & strategic planners.

How the project could have a sector wide implementation

- A State-wide CLUE™ system framework and architecture needs to be developed that:
 - Provides for SG to enter into agreement with LG for the supply of data and information aggregated to regional or State level, and that the agreement be a collective agreement for all Victorian Councils managed and negotiated on behalf of the sector by the MAV. (The MAV has already investigated and developed a draft framework proposal which has been approved by their board).
 - Allows a review of current CLUE™ methodology and the development of new CLUE™ State-wide system processes.
 - Provides for a centralised management process that coordinates the development and biennial issue of CLUE™ data specifications on behalf of the LG sector.
 - Makes maximum use of pre-existing datasets such as Valuations data.
- A new framework methodology, system and architecture should be developed and owned by the LG sector and distributed to constituents to meet their land use and economic activity information needs. This should lead to local government operating as a “virtual” enterprise under common system infrastructure.
- That a State-wide project management committee be formed to establish a CLUE™ development program as a major SG and LG information development initiative.
- A State-wide CLUE™ framework, and processes leading to its development, must be considered in the context of Victoria’s spatial information industry requirements and standards. It should be developed under best practice guidelines to provide a quality system suitable to application and use across government
- CLUE™ should be viewed and welcomed as an important addition to Victoria’s existing information base, providing spatial information to support Victoria’s economic, environmental and social objectives and aspirations. It is therefore recommended that a program be established for the roll-out of a new CLUE™ methodology across the LG sector. This program could be named the CLUE™ for Local Government Program (CLGP).
- It is recommended that for purposes of efficiency, currency and accuracy, all CLUE Base Data be obtained directly from council valuers.
- Non-urban land use data and reporting should be included in CLUE architecture
- A review of user information needs be undertaken to identify data elements and necessary alterations to CLUE methodology appropriate to meet State-wide business information requirements
- Council Valuers are best situated to provide data appropriate to CLUE. It is recommended that Council Valuers be contracted to collect CLUE data on a biennial basis according to the specifications and standards provided.

How State departments are involved in the project

- VicUrban, DSE, DPCD & DPC all had representatives on the reference group committee which reviewed this project. A total of 4 meetings were held over the 18 months of the project.
- Several other land use projects currently underway by State Government departments were assessed and advised by the CLUELG project steering group of the potential for CLUE to fill their data needs (DPI Land Use Summit, & Melb 2030 Land Use survey)
- The Municipal Association of Victoria & Planning Institute of Australia were both on the reference group committee.
- The Valuer General Victoria & Municipal Group of Valuers & Economic Development Association were all consulted during this project.
- A State-wide framework will help remedy restrictions and problems identified in the stand alone architecture, and allow consideration to be given to efficiencies

and efficacy, cost minimisation, and synergies arising from reduced duplication of effort, collaborative initiatives and the development of common best value procedures, standards and practices.

- The review should consider system longevity, a framework that encourages system adoption, and be predicated on LG agreement to consider adoption of a CLUE™ system. From a Council perspective, a State-wide framework will provide greater efficiency in process management and reduced costs when compared to a Council-by-Council take up of CLUE™.
- A State-wide framework will enable SG to enter into agreement with LG for the supply of data and information aggregated to regional or State level. Such an agreement has the potential to provide SG with the types of land use data and information sought by two recently announced land use database projects – the Department of Primary Industries, State-wide Land Use Project, and the DSE Land Use Database for M2030 Activity Centre evaluation. Both of these projects have much in common with the CLUE™ methodology and a State-wide agreement on CLUE™ will result in reduced duplication of effort.
- Establishment of an agreement between SG and LG is viewed as critical to the development of a State-wide framework. The agreement will provide the basis for the development of standards and consistency leading to greater interoperability and a semi-permanent approach to system maintenance, development and information sharing. With this in mind, the study examined two current SG and LG data sharing arrangements to better inform a State-wide CLUE™ framework proposal.

PART D: FINANCIAL INFORMATION (Schedule, clause C.1.1)

Please complete table for the final income and expenditure for the project.

Project Income	Budget	Actual
Grant Amount	150,000	97,500
In kind from City of Melbourne (staff time)	14,000	28,000#
In kind from partnering organisations (staff time) Dandenong, Colac-Otway, Port Phillip, Moreland, Darebin	26,000	32,500*
Total Project Income	\$190,000	\$210,500
Project Expenditure		
Project coordinator (contractor)	76,730	84,565
System design and specification (CoM Staff time = 80 days)	14,000	28,000
Software purchase and licensing	20,000	20,000
Surveyors (\$8,360 per council) each council employed 2 surveyors x 20 days (10 x 20 days = 200 days)	33,440	41,800*
Partner council staff time (5 x 20days council staff = 100 days)	26,000	32,500*
Training documentation & publications	5,000	587
Run training workshops/seminars	5,000	408
Launch training workshops/promotional campaign/stakeholder meetings	5,000	2507
Travel/accommodation	4,830	133
Total Project Expenditure	\$190,000	\$210,500

Is the Activity proceeding within the initial agreed Budget (or updated Budget from your previous Progress Report)? **Yes**

The time allocated by CoM staff was higher than originally planned. Consequently the in kind budget for CoM increased from \$14,000 to \$28,000.

* The City of Darebin signed up as a partner to this project in January 08 which resulted in five pilot censuses being run rather than four (DPCD approval given on 6/2/08). This resulted in a further \$8,360 surveyor funds being distributed to Darebin as per the other 4 Councils as well as an increase in the in-kind contribution income to account for the Darebin staff time involved in running the pilot census. This money was available to be distributed due to lower than expected document, travel and training costs compared to what was initially planned.

Are there any other issues relating to your performance of the Activity that We should be aware of? **No.**

PART E: OTHER DETAILS

Acknowledgement and Publicity (Schedule, clause L)

Please outline how the support of the Victorian Government through the Local Area Planning Support Program has been acknowledged during the reporting period and any future plans for acknowledgement and publicity

State Government logo was inserted into all documentation used in this project for external communications such as: letters, surveys, presentations and articles. State Government support is acknowledged in all communications verbal & written.

Case Study

Please outline a final description of your project from the commencement phase to the completion of the project.

- explain the story;
- provide relevant background information, in particular whether a specific problem needed to be addressed;
- Highlight the milestones and outputs achieved
- Highlight the key learning's of the project
- Highlight how the project will achieve better joint planning between State and Local Government

Project Background:

A joint application was submitted in April 2006 to the Local Area Planning Support Program by the City of Melbourne (CoM), the Department of Sustainability and Environment, City of Moreland and City of Greater Dandenong. Consequently in November 2006 the Department of Victorian Communities (DVC *now Department of Planning & Community Development - DPCD*) approved a grant of \$150,000 in order to examine how the Census of Land Use & Employment for Local Government (CLUELG) aim could be achieved.

Currently in Victoria there is no consistent or reliable process being used by the Local Government (LG) sector to monitor and assess economic and land use activity. This project was initiated in order to identify how the LG sector could participate in the benefits which can be derived from implementing a sector wide system, as well as adding value through the regional & State-wide aggregation of the information.

The applicants for this project believe that a sector wide, consistent system for monitoring economic and land use activity can provide detailed information and assessment of existing Government strategies and their progress as well as facilitate evidence based modelling and forecasting for any policy or strategy development required by Government agencies in Victoria now and into the future.

The potential benefits derived are based on those delivered to the CoM since 1962, when the first Census of Land Use and Employment was run, including:

- Triple bottom line planning & development of sustainability strategies.
- City plan monitoring and assessment.
- Statutory planning, structure plan assessment.
- Municipal strategic statement monitoring.
- Urban design research, mobility access assessment.
- Community audits and forecast modelling.
- Asset management & forecasting.
- Transport strategies & modelling.
- City user modelling, marketing strategies.
- Business development and business registries.
- Land development activity for urban development programs including residential capacity modelling for Melbourne 2030.
- Complement the 5 yearly ABS Population Census data.
- Contribute to State of Environment reporting at LG level.
- Contribute to regional development such as Moving Forward.
- Contribute to the knowledge base proposed for development through the iPlace Project.

Project Aim:

The CLUELG project was designed to determine how a Census of Land Use and Employment (CLUE™) or like system could be rolled out across all Local Councils in Victoria in a consistent, reliable, and systematic way. Once implemented the results from this system would enable both LG and State Government (SG) to access the information obtained at street, block, suburb, Council level and aggregate it to regional or State levels.

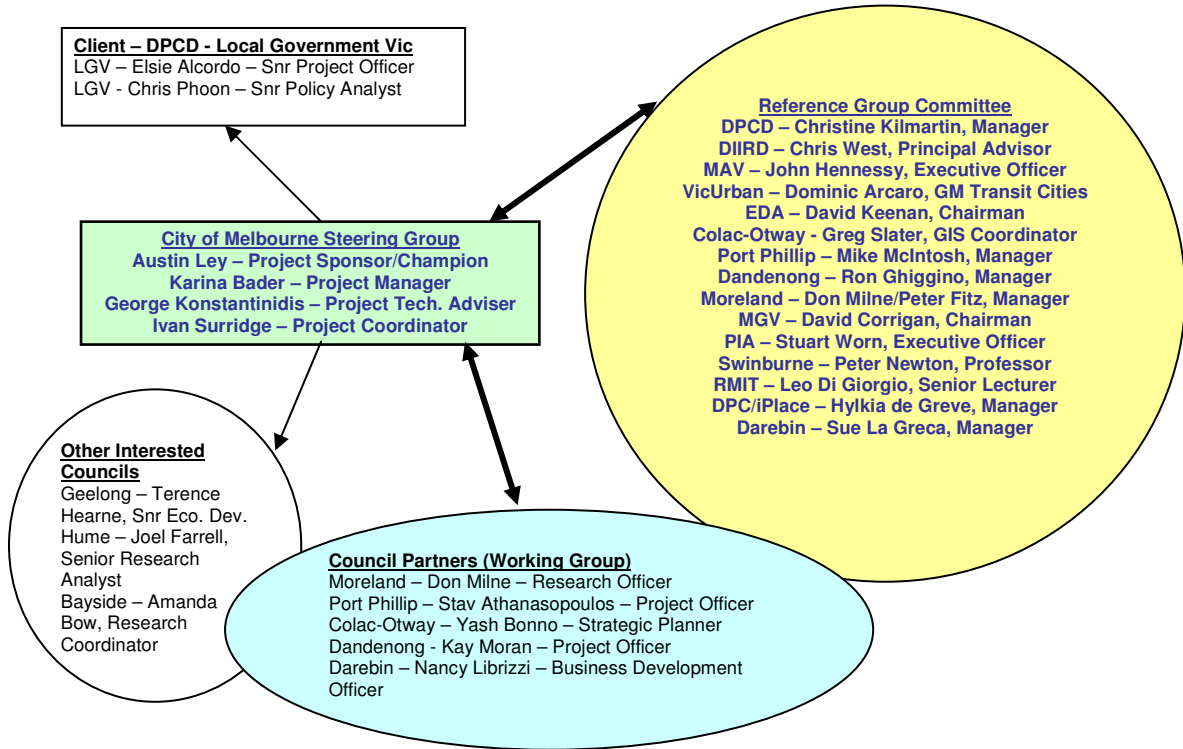
Project Objectives:

- Examine the needs and current practice of the LG sector in land use and small area economic analysis.
- Recommend a standard system of data collection to meet the needs of the LG sector.
- Pilot a customised CLUE™ in different Council areas such as; rural, urban, activity centre or industrial areas.
- Identify barriers and issues to the implementation of a sector wide land use & employment system.
- Identify and propose solutions to current gaps in small area data within the LG sector.
- Propose a CLUE framework that can monitor & evaluate small areas over time in an ongoing & cost-effective manner ultimately enabling aggregation at regional & State levels.

Project Stages/Milestones:

Stage No.	Project Stages	Completion Date	Progress
1	<i>Project Initiation & Development</i>	<i>1 Nov 2006</i>	<i>Complete</i>
2	<i>Run Local Government Current Practice Survey</i>	<i>13 April 2007</i>	<i>Complete</i>
3	<i>Develop Pilot Census Implementation Plan</i>	<i>25 May 2007</i>	<i>Complete</i>
4	<i>Run Pilot Census in 4 Participating Councils</i>	<i>26 Oct 2007</i>	<i>Complete</i>
5	<i>Develop Evaluation Report on Pilot Stage</i>	<i>30 Nov 2007</i>	<i>Complete</i>
6	<i>Develop Training Documentation, Seminar Program & Promotional Package</i>	<i>30 Jan 2008</i>	<i>Complete</i>
7	<i>Submit Final Feasibility Report to DPCD</i>	<i>29 Feb 2008</i>	<i>Complete</i>

Project Structure:



Project Roles & Responsibilities:

Steering Group: City of Melbourne.

Role: Project champions.

Responsibility:

- Report & Liaise with DPCD.
- Manage project & funds.
- Manage project coordinator.
- Advisory/mentor role to partner Councils & relevant staff.
- CLUE™ Stand Alone system supplier.
- IT and CLUE™ training.
- Survey methodology development & training.
- Customisation of CLUE™ as required by individual Councils.
- Support partner Councils through the pilot stage.

Council Partners: City of Moreland, City of Greater Dandenong, City of Port Phillip, Colac – Otway Shire, Darebin City Council.

Role: Partner in the project with CoM.

Responsibility:

- Provide personnel for training, administration, analysis & dissemination of census methodology.
- Run pilot census within their municipality.
- Test the methodology & systems provided by CoM for feasibility for sector wide rollout.
- Link census outputs to strategic & planning processes internally.
- Endeavour to meet timelines as set by project.

Reference Group: Municipal Association of Victoria (MAV), VicUrban, Department of Innovation, Industry and Regional Development (DIIRD), DPCD, Department of Sustainability & Environment, Planning Institute of Australia, Economic Development Association, Municipal Group of Valuers, RMIT University, Swinburne University, City

of Moreland, City of Greater Dandenong, City of Port Phillip, Colac – Otway Shire, Darebin City Council

Role: Sector wide involvement & engagement.

Responsibility:

- Develop ownership & understanding of the project by sector groups.
- Project issues discussion & resolution.
- Promotion of project within their organisation.
- Generation of networks where relevant.
- Overall review of project findings and its implications sector wide.

Project Benefits:

Benefits for LG & SG Sector:

The benefits derived from this project will include:

1. Completion of a market feasibility study of existing land use & employment systems across the LG sector.
2. Assessment of LG sector needs & existing practices in relation to economic analysis.
3. Completion of five pilot censuses' in various Councils (Moreland, Dandenong, Port Phillip, Colac – Otway, Darebin) across a variety of land use areas (retail, industrial, activity centre) to determine the needs and issues relating to the different land uses.
4. Production of a detailed report with a recommended approach to a sector wide roll out and clear identification of barriers to any sector wide roll out.
5. Completion of the first aggregated report on land use & economic activity across multiple Councils in Victoria for fifty years.

Project Deliverables for Partner Councils:

The objectives delivered to participating partner Councils were:

1. The implementation of a customised land use & employment census which collected property data such as: Industry structure & type; Floorspace type & use; Employment type & status; Building information; Venue & capacity measures; Spatial distribution.
2. The adaptation and evaluation of software and data collection systems in relation to land use & economic activity.
3. Assessment of the feasibility of implementing a land use & employment census which can be run by each Council on a regular and ongoing basis.
4. A system of data collection which can now be used to underpin key elements of a number of policies and plans, such as MSS, Retail and Commercial Land Use Strategy and activity centre structure plans, M2030 monitoring.
5. The provision of small area economic & land use data in their area of choice which can now be used for policy development, monitoring and evaluation in an efficient, ongoing and cost-effective manner and which can also be aggregated to State or regional level.

Project Benefits for Partner Councils:

The DPCD grant was used to provide the following for each partner Council:

1. The collection of industry, land use and employment data of approximately 500 businesses in an area or areas of their choice.
2. Free provision & installation of the CLUE™ Software package (MS Access database).
3. Free training by the City of Melbourne in; land use & employment survey methodology as well as CLUE™ software, including; data entry, data validation, data analysis and reporting.
4. Training and assistance on how to use the data collected and disseminate that data across Council for input into key Council land use planning & strategy development.

5. Local employment through the engagement of surveyors who were trained by the CoM. Knowledge gained can be used by the participating Council's in future surveys.
6. Ability to repeat survey over time with associated cost reductions as Council staff are already trained & educated.
7. Efficiency through the integration of the existing property systems within each Council (GEAC-pathway/valuations) and the land use & employment data collected through this census. Data already held by a Council was extracted and used as the base data for the pilot census.
8. Inclusion on the project steering committee which reviewed the overall project progress and direction as well as endorsement of the findings and recommendations of this project.

Summary of Project Findings:

Stage 1: Project initiation & development

Completed December 2006

Stage 1 consisted of the signing of the funding agreement between CoM & DPCD. A detailed project plan was developed. A Project coordinator was appointed by CoM in December 2006 - Ivan Surrige & Associates. Partner Councils for the pilot survey stages (4 & 5) were identified and engaged via the signing of Expression of Interest forms. The Councils were: Dandenong, Port Phillip, Moreland and Colac-Otway. The reference group committee (previously Steering Committee) personnel were identified and project roles & responsibilities were defined.

A communications plan was developed to guide the project's promotion and communication activities. Communications included:

- LG NEWS article.
- LGPro website entry.
- Presentations to: VicUrban, MAV, DIIRD, Valuer General Victoria.
- DSE's April edition 'Local Connections' newsletter.
- A range of presentations were held including; MAV - VicUrban Business breakfast, General Meeting of the Municipal Group of Valuers, Economic Development Association of Victoria, Melbourne 2030 reference committee.

Stage 2: Run LG Current Practice Survey

Completed April 2007

A pre-survey letter was sent to all Council CEO's introducing the project, requesting support and seeking contact details for survey distribution. The letter was jointly signed by the Chief Executive Officers of the CoM and MAV. The LG current practice survey was distributed to all Councils in March 2007. In total, 234 surveys were sent. The survey targeted senior management in two groups:

1. Economic & strategic/statutory planning.
2. Property & rates managers.

A total of 3 different survey questionnaires were developed. All 79 Victorian Councils were asked to respond to this survey and a 71% response rate (n=55) was achieved.

Refer to the Project Progress Report #1 submitted to DPCD April 2007 for further details.

Stage 3: Develop Pilot Census Implementation Plan

Completed May 2007

This stage involved the establishment of the Reference Group Committee including:

- Invitations being sent and members committed.
- First meeting held, (#1 Agenda, Minutes).
- Establishment of terms of reference.
- Identification of issues for discussion & consideration by the group.

A detailed implementation plan was developed for running the pilot census in the Council areas. A range of activities occurred to initiate this phase of the project including:

- Selection of partner Council staff to act as local project coordinator.
- Launch of partner Council working group and first meeting held.
- Production of the detailed implementation plan for each of the partner Councils.
- Development the pre census documentation & systems manuals for distribution to partner Councils.
- Completion of CLUE™ stand alone system customisation.
- Selection of areas to be surveyed within in each Council.
- Provision of Council rates data to CoM for upload into the CLUE™ system in preparation for the pilot.

Completion of stage 2 LG current practice survey:

- All surveys were returned.
- Data was compiled and entered into SPSS for further analysis.
- Evaluation of results began.

Key Findings:

A total of 55 out of 79 Councils responded to the survey. The following findings are based in this survey:

- 91% of Councils (50 of 55) across Victoria indicated that they would like to have a CLUE™ system or similar available in their organisation with 98% stating that a Census of Land Use & Employment (CLUE™) would be of professional assistance.
- 50%-60% of the data required by CLUE already exists within Councils (Rates & Valuations) but is not easily accessible by the users for that data - economic & strategic planners, or is not reportable in a useful way by users.
- There is a consistent disconnect across all of LG between data custodians (Rates & Valuations) and data users in terms of knowledge of and accessibility to data, indicating a lack of organisation - wide data integration and data awareness.
- **All Councils currently collect some form of Land Use & Employment data for their municipality but it is ad hoc and at a small area level using inconsistent methods and standards, making the findings incompatible for comparison or trend analysis.**
- Data trend analyses is rated highly by both professional areas with a strong preference on land use change by planners, compared to industry and employment change by the economic development discipline.

Refer to Project Progress Report #2 submitted to DPCD in May 07 for further details.

Stage 4: Run Partner Council Pilot Census of Land Use & Employment

Completed October 2007

The Pilot Census was conducted from May to October 2007 and included four partner Councils; City of Moreland, City of Greater Dandenong, City of Port Phillip and Colac-Otway Shire. Each Council provided a staff member to act as their local project coordinator. Around 500 businesses were surveyed in selected locations, with each Council employing 2 surveyors to complete the data collection. The City of Melbourne provided all the software and methodology training and supported each Council through the census phases; pre-census, data collection, validation, data analysis and reporting. A total of 4 formal training sessions were held throughout the pilot with numerous informal sessions as required throughout the pilot.

Other activities completed during this stage of the project include:

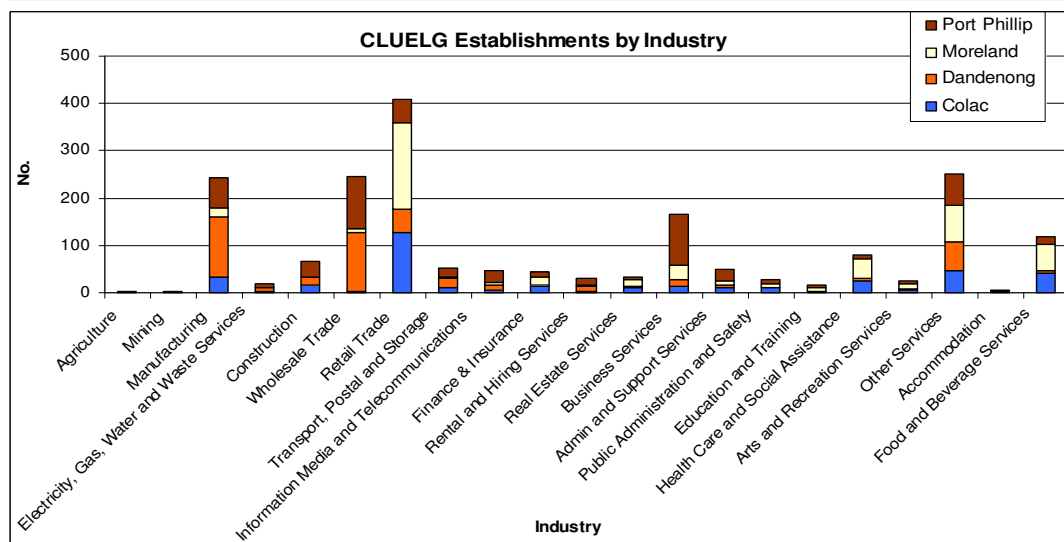
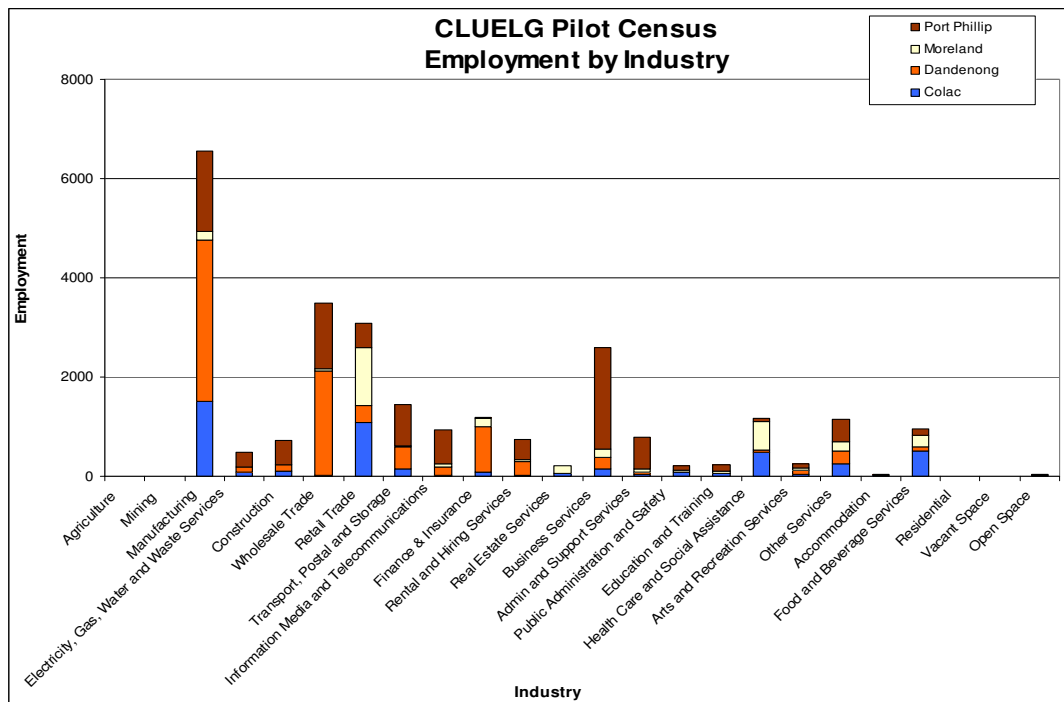
- Reference Group Meeting #2.
- Preparation of each partner Council for pilot census.
- Completion of pilot pre census documentation preparation & printing
- Each partner Council completed the following:
 - Prepare and mail out letter from Council (mayor approval to all survey businesses).
 - Prepare surveyor position description.
 - Prepare & send letter to industry associations.
 - Media release issued to local papers.
 - Prepare surveyor leaving (calling) card.
 - Surveyor accreditation & ID document preparation.
 - Letter provided with Mayor signature for surveyor to show public when collecting data.
 - Councils to design/print surveyor leaving cards, letter.
- Collection of Council partners existing data & uploaded it into CLUE™ stand alone.
- Installation & modification of CLUE™ stand alone for each LG partner.
- Developed documentation & standards for census methodology & training.
- Trained pilot staff on census methodology & on CLUE™ stand alone system. This training included other interested Councils such as; Darebin, Hume & Casey.
- Engaged surveyors for each pilot census/survey.
- Ran & completed pilot census.
- Completed initial data validation.
- CoM reviewed data (detailed analysis) and provided feedback to each Council.
- Trained pilot staff on data analysis & reporting.
- Held working group presentation on findings including aggregated data.
- Communicated findings within Councils and ensured any learning were incorporated into internal Council procedures where possible.

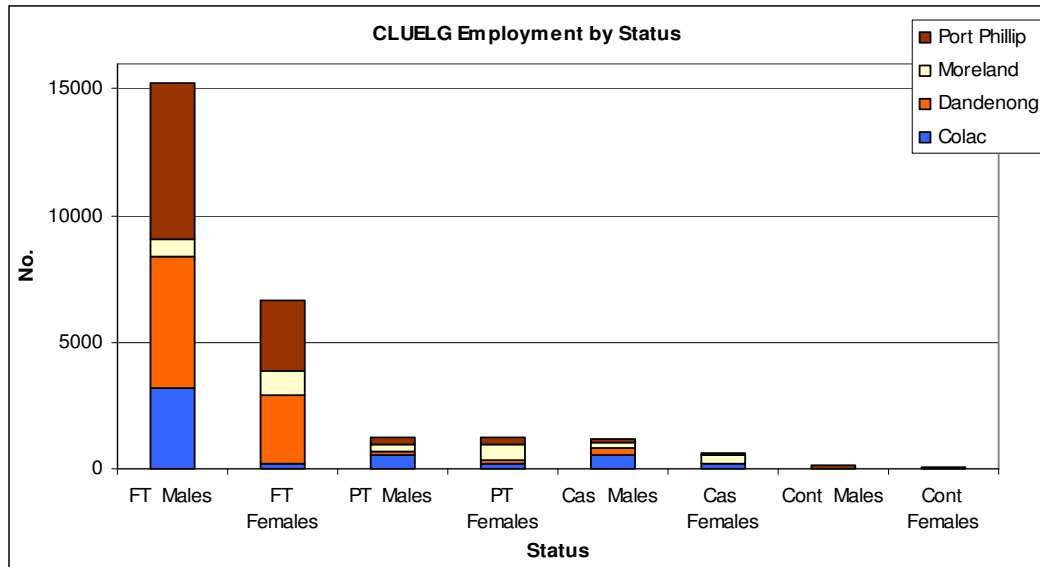
Darebin City Council came onboard as a fifth pilot partner late in the project and will begin data collection prior to the end of the project in February 2008.

Key Findings:

- The Pilot Census roll-out confirmed that 50 - 60% of CLUE™ data can be drawn from Council’s existing valuation and property data system (such as: Property ID, Building ID, GIS reference, space use and floor space).
- Council staff experienced difficulty gaining access to base property data consistent with the findings of the practice survey in terms of data integration across Councils.
- **Each Council currently spends time and money gathering ad hoc CLUE™ type data for parts of their municipality. This expense needs to be taken into account in any cost-benefit analysis of CLUE system introduction for LG.**
- The combined Pilot Census’ surveyed a total of 1,932 businesses with 39,737 employees and over 6 million m2 of space. A range of areas were surveyed from industrial to retail. The major employer industries were manufacturing, wholesale, retail and business services. Charts 1-3 below summarise the key findings from the pilot census phase.

Refer to Project Progress Report #3 submitted to DPCD Oct 07 for further details.





Stage 5: Develop Evaluation Report on Pilot Stage

Completed November 2007

An evaluation report was completed on Stages 2, 3 & 4 of the project incorporating findings from the LG current practice survey, the 4 pilot surveys and from reference committee consultation to evaluate the effectiveness of the CoM CLUE™ stand alone system/methodology. Each partner Council was asked to evaluate the pilot program. A summary of this project was made at the DSE land use information summit.

Key Findings:

- CLUE system & surveyor training was rated as 4 out 5 (1 low – 5 high).
- Clue system database ability & understanding was rated as 4 out of 5.
- Data management knowledge & capability was rated as 4 out 5 while confidence in the organisation being able to provide the base data ranked as 3 out 5 but each Council felt the pilot had increased their network within the Council to gain access to useful data in the future.
- Census process was rated at 3 out of 5 in terms of confidence to rerun the process with out CoM assistance.

Refer to Project Progress Report #4 submitted to DPCD Nov 07 for further details.

Stage 6: Finalise Training Documentation, Seminar Program & Promotional Package

Completed January 2008

As a result of the pilot census feedback a range of improvements to the training documentation and syllabus were identified. This was incorporated into the manuals and documentation and is included here. Refer to Appendix 3: Final feasibility report, Section 3 which includes; training syllabus, CLUE™ Manual, Surveyor Manual and all other reference material required to run a CLUE™ census. Reference Group Meeting number 3 was held in December 2007 where the findings of the pilot census was discussed.

Stage 7: Final Feasibility for a LG Sector Wide Rollout of CLUE (or like system) Completed February 2007

The final feasibility report (Appendix 3) for this project discusses in detail the CLUELG project and its key findings along with a range of roll out options and the key recommendation regarding the preferred option for a sector wide rollout of a CLUE™ like system. Also included is the final training and system documentation required by any Council who would wish to run CLUE.

Darebin City Council agreed to be involved as a pilot Council and implement their own CLUE™ census in February. This resulted in five partner Councils implementing the CLUE™ system as a result of this project. The final reference group meeting was held in February where the draft report was discussed as was an MAV proposal to roll out a Census of Land Use & Employment sector wide (Appendix 2).

Conclusions:

This study has found:

1. There is a strong need for and acceptance that CLUE™ type information can meet both Local and State Government information needs. We also found that the structure of CLUE™ system data elements and the functionality in its reporting is 'fit for purpose' for use across the Victorian LG sector.
2. CLUE™ is innovative and unique. No equivalent process or other source of data exists in Victoria that provides land use, business and employment activity information akin to that provided through the CLUE™ system - certainly not at such a small spatial level or biennial level of currency.
3. That the 'Stand-Alone' CLUE™ framework developed for LG, specifically its architecture, is unlikely to foster significant adoption across the LG sector to provide for State-wide data, however it could fulfil an important gap for those Councils willing to adopt it until such time as a State-wide system can be put in place.

Recommendations:

1. A State-wide CLUE™ system framework and architecture needs to be developed that:
 - a. Provides for SG to enter into agreement with LG for the supply of data and information aggregated to regional or State level, and that the agreement be a collective agreement for all Victorian Councils managed and negotiated on behalf of the sector by the MAV. (The MAV has already investigated and developed a draft framework proposal which has been approved by their board).
 - b. Allows a review of current CLUE™ methodology and the development of new CLUE™ State-wide system processes.
 - c. Provides for a centralised management process that coordinates the development and biennial issue of CLUE™ data specifications on behalf of the LG sector.
 - d. Makes maximum use of pre-existing datasets such as Valuations data.
2. A new framework methodology, system and architecture should be developed and owned by the LG sector and distributed to constituents to meet their land use and economic activity information needs. This should lead to local government operating as a "virtual" enterprise under common system infrastructure.
3. That a State-wide project management committee be formed to establish a CLUE™ development program as a major SG and LG information development initiative.

4. A State-wide CLUE™ framework, and processes leading to its development, must be considered in the context of Victoria's spatial information industry requirements and standards. It should be developed under best practice guidelines to provide a quality system suitable to application and use across government
5. CLUE™ should be viewed and welcomed as an important addition to Victoria's existing information base, providing spatial information to support Victoria's economic, environmental and social objectives and aspirations. It is therefore recommended that a program be established for the roll-out of a new CLUE™ methodology across the LG sector. This program could be named the CLUE™ for Local Government Program (CLGP).
6. It is recommended that for purposes of efficiency, currency and accuracy, all CLUE Base Data be obtained directly from council valuers.
7. Non-urban land use data and reporting should be included in CLUE architecture
8. A review of user information needs be undertaken to identify data elements and necessary alterations to CLUE methodology appropriate to meet State-wide business information requirements
9. Council Valuers are best situated to provide data appropriate to CLUE. It is recommended that Council Valuers be contracted to collect CLUE data on a biennial basis according to the specifications and standards provided. This approach would require.

A State-wide framework will help remedy restrictions and problems identified in the stand alone architecture, and allow consideration to be given to efficiencies and efficacy, cost minimisation, and synergies arising from reduced duplication of effort, collaborative initiatives and the development of common best value procedures, standards and practices.

The review should consider system longevity, a framework that encourages system adoption, and be predicated on LG agreement to consider adoption of a CLUE™ system. From a Council perspective, a State-wide framework will provide greater efficiency in process management and reduced costs when compared to a Council-by-Council take up of CLUE™.

A State-wide framework will enable SG to enter into agreement with LG for the supply of data and information aggregated to regional or State level. Such an agreement has the potential to provide SG with the types of land use data and information sought by two recently announced land use database projects – the Department of Primary Industries, State-wide Land Use Project, and the DSE Land Use Database for M2030 Activity Centre evaluation. Both of these projects have much in common with the CLUE™ methodology and a State-wide agreement on CLUE™ will result in reduced duplication of effort.

Establishment of an agreement between SG and LG is viewed as critical to the development of a State-wide framework. The agreement will provide the basis for the development of standards and consistency leading to greater interoperability and a semi-permanent approach to system maintenance, development and information sharing. With this in mind, the study examined two current SG and LG data sharing arrangements to better inform a State-wide CLUE™ framework proposal.

Refer to Appendix 3 for Final Feasibility Report.

Decisions or Orders (Schedule, clause N)

Have You had a decision or order of any court or tribunal made against You or involving You during the reporting period? **No**

PART F: DECLARATION AND CERTIFICATION (STATEMENT BY CHIEF EXECUTIVE OFFICER)

I,, hereby certify that:

- a. all Funding received was spent for the purposes of the Activity and in accordance with the Agreement, and that We have complied with the Agreement;
- b. unless the Activity Period has expired or the Agreement has been terminated, the unspent portion of the Funds (if any) are available for use within the next Reporting period;
- c. the financial information is presented in accordance with the financial Reporting requirements You notified to Us;
- d. at the time the Report or financial statement is provided, We are able to pay all Our debts as and when they fall due and We have sufficient resources to discharge all Our debts at the end of the current Financial Year.

Signature of Authorised Person: _____

Name of Authorised Person: _____

Position: _____

Telephone: _____

Date: _____

Completed Final Report to be sent to:

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