



REVITALISING CENTRAL GEELONG ACTION PLAN

VICTORIA

State
Government

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
PURPOSE	2
KEY MOVES	6
PLANNING FOR GROWTH	8
A STRONGER CBD	10
INHABITING THE CITY	12
SMART CITY	13
GETTING AROUND	14
GREEN SPINE	15
TERMS	16

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Cover image and image on pages 4 and 5 courtesy of City of Greater Geelong.

Printed by Impact Digital, Brunswick

ISBN 978-1-76047-184-2 (Print)

ISBN 978-1-76047-185-9 (pdf/online)

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EXECUTIVE SUMMARY

Geelong is far more than just Victoria's second city. It deserves to be recognised in its own right as a smart regional city and a great place to live and work.

Not only is this important for the future of Geelong, it's also critical to Victoria's social and economic sustainability. But to make this a reality, the city needs to be able to attract new people, new ideas and new opportunities. That begins with revitalising the heart of Geelong.

The Revitalising Central Geelong Action Plan sets out the Government's plan to drive change in central Geelong. The Victorian Budget 2016/17 includes \$5.5 million to support the delivery of the Action Plan, beginning planning and the delivery of early public realm improvements. This builds on over \$170 million of additional funding that has already been allocated for special projects.

Ultimately, the Revitalising Central Geelong Action Plan is designed to encourage:

- **PEOPLE LIVING AND WORKING IN THE CITY**
- **PERMANENT AND CONSTRUCTION JOB CREATION**
- **DEMAND FOR RETAIL AND SERVICES**
- **CREATIVITY AND VIBRANCY ACROSS THE CITY DAY AND NIGHT**
- **NEW DEVELOPMENT OPPORTUNITIES**
- **PRIVATE SECTOR CONFIDENCE TO INVEST IN CENTRAL GEELONG.**

As progress is made, the Revitalising Central Geelong Action Plan will continue to be updated.

Delivering on the Action Plan will take time and the concerted, coordinated efforts of local, state and federal governments, the private sector and the local community. A new Revitalising Central Geelong Partnership, comprised of officers from state departments and agencies and the City of Greater Geelong, has been established to implement the plan.

By working together we can ensure Geelong has a vibrant city centre, a prosperous local economy and the bright future it deserves.

PURPOSE

Overview

The Revitalising Central Geelong Action Plan sets out initiatives designed to turn central Geelong into a magnet for new jobs and growth.

The Action Plan will coordinate state and local government involvement in central Geelong – providing focus for structural, policy and physical changes necessary to attract private sector investment and stimulate growth.

2016/17 Action Plan Budget

The Victorian Budget 2016/17 allocated \$5.5 million for delivery of the Action Plan. This builds on over \$170 million of additional funds already allocated for special projects.

Victorian Budget 2016/17 Action Plan Implementation	Public realm improvements (e.g. Green Spine)	\$2.8m	\$5.5m
	Convention centre market demand, business case and precinct masterplan	\$0.5m	
	Action Plan general actions	\$1.7m	
	Geelong Authority and Revitalising Central Geelong Partnership	\$0.5m	
Victorian Budget Special Projects Allocations	Geelong Tech School and Gordon Institute improvements	\$20m	\$161.2m
	Geelong Performing Arts Centre	\$33.2m	
	Royal Geelong Yacht Club Safe Harbour	\$4m	
	Kardinia Park Stage 4	\$75m	
	Barwon Water Headquarters	\$29m	
Department of Environment, Land, Water and Planning	Major Project Approvals one stop shop	\$0.2m	\$1.07m
	Moolap Coastal Strategic Land Use Plan	\$0.87m	
Geelong Revitalisation Funds Announced July 2015	Public realm improvements (Green Spine)	\$2m	\$3.6m
	Public realm improvements (Johnstone Park)	\$1.6m	
Regional Development Victoria	Public realm improvements (Green Spine)	\$3m	\$3.5m
	Convention centre market demand, business case and precinct masterplan	\$0.5m	
			\$174.87m

The Geelong Authority

The Victorian Government created the Geelong Authority to advise the Minister for Planning on strategies to attract investment to central Geelong and on major planning applications to help create jobs and drive growth.

Using its local knowledge and industry expertise, the Authority has played a leading role in developing and advising on this plan.

The Authority will continue to advise the Minister for Planning on opportunities to deliver new jobs, homes and services to revitalise Geelong.

Vision 2

The Revitalising Central Geelong Action Plan builds on the work of Vision 2, a 20-year strategy developed in 2013 by Deakin University, the Committee for Geelong, the City of Greater Geelong and the Victorian Government.

The goal of Vision 2 was to create:

'A thriving economy and a vibrant city centre ... it is about establishing what will make it a dynamic environment to do business in, to invest in, to live in and to visit.'

Vision 2 identified six key projects, or catalysts, to transform central Geelong:

CITY ARRIVAL	Create city gateways for workers, residents, students and visitors.
SMART CITY	Create a smart city that attracts investment, builds on central Geelong's strengths and delivers more jobs, homes, services and visitors.
INHABITING THE CITY	Enhance development to support more people living and working in the city.
GREEN SPINE	Develop a civic street spine to create a new hub of jobs and activity that connects the city.
LANEWAYS	Invest in street and laneway enhancements to improve city connections and open up new and interesting places for employment, living and services.
URBAN HEART	Create a city square so that Geelong has a central place for public gatherings, markets and community events.

About the actions

Building on this work, the initiatives in the Action Plan fall into five areas of activity. These are:

INVESTMENT ATTRACTION	The identification and delivery of 'seed' projects and identification and removal of barriers to private sector investment.
LAND DEVELOPMENT	Land acquisition and assembly ready for development.
PLANNING CERTAINTY	Review and streamlining of the development approval process.
INFRASTRUCTURE DESIGN AND DELIVERY	Infrastructure provision and/or upgrade.
PEOPLE AND PLACE	Improvements to public infrastructure and streets.



Geelong needs to be recognised in its own right as a great place to visit, live, work and invest in. The initiatives in this Action Plan will help make that new Geelong a reality.



KEY MOVES

CATALYST PROJECTS



PLANNING FOR GROWTH

PREPARE A
DELIVERY PLAN

UPGRADE
INFRASTRUCTURE

FAST-TRACK
**MAJOR PROJECT
APPROVALS**

PREPARE THE **MOOLAP
COASTAL STRATEGIC
FRAMEWORK PLAN**



A STRONGER CBD

DELIVERY STRATEGY FOR
A **CONVENTION CENTRE**

NEW JOBS

**NEW DEVELOPMENT
OPPORTUNITIES**

IMPROVE EXISTING
AND CONSTRUCT NEW
LANEWAYS

NEW CIVIC CENTRE

CREATE A **CITY HEART**



INHABITING THE CITY

SUPPORT DELIVERY OF
CITY HOUSING

PLAN FOR **COMMUNITY
INFRASTRUCTURE**

CONSTRUCT THE ROYAL
GEELONG YACHT CLUB
SAFE HARBOUR

CONSTRUCT STAGE 4
OF THE STADIUM IN
KARDINIA PARK

HOST **EVENTS**



SMART CITY

CONSTRUCT THE
GEELONG TECH SCHOOL

SUPPORT DELIVERY OF
STUDENT HOUSING

PLAN FOR EXPANSION OF
**HEALTH AND EDUCATION
FACILITIES**

CONSTRUCT STAGE 2
OF THE **GEELONG
PERFORMING ARTS
CENTRE**



GETTING AROUND

FINALISE AN OPERATING
PLAN FOR THE
TRANSPORT NETWORK

REVITALISE THE
**GEELONG STATION
PRECINCT**

HIGHLIGHT
CITY ARRIVAL POINTS



GREEN SPINE

CONSTRUCT STAGE 1
OF THE **GREEN SPINE**

CONSTRUCT AN
INTEGRATED PUBLIC
SPACE AND WATER
MANAGEMENT PROJECT
IN **JOHNSTONE PARK**

PLAN FOR IMPROVED
**LINKAGES BETWEEN THE
CITY AND WATERFRONT**



PLANNING FOR GROWTH

OUTCOME

A supportive environment that attracts private-sector investment.

KEY ACTIONS 2016/17

- Develop a delivery plan to link key precincts across the central city and focus the activities of the state and the City of Greater Geelong.
- Plan for the future infrastructure needs of central Geelong.
- Establish a one stop shop for the fast-track approval of major developments in central Geelong.
- Deliver the Moolap Coastal Strategic Framework Plan to guide future land uses on 1,200 hectares of largely industrial and coastal land previously occupied by Alcoa Point Henry and the Cheetham Salt Works.



ACTIONS

	ACTION	ACCOUNTABILITY
SHORT TERM (2016 – 2017)	Delivery Plan	
	Develop a strategic delivery plan that links the Geelong Station precinct, Johnstone Park, Malop Street green spine, the arts and cultural precinct, Geelong foreshore and adjoining land parcels.	Revitalising Central Geelong Partnership
	Upgrade Infrastructure	
	In partnership with key network operators, review the existing essential infrastructure servicing central Geelong against the future residential and worker population targets.	Revitalising Central Geelong Partnership
	Identify all gaps in either infrastructure capacity or provision, and any essential infrastructure network upgrades required.	Revitalising Central Geelong Partnership
	Prepare an infrastructure services strategy that supports development and long-term population growth.	Revitalising Central Geelong Partnership
	Develop a 10-year plan with an associated budget to deliver essential infrastructure upgrades.	Revitalising Central Geelong Partnership
	Major Project Approvals	
	Establish a statutory planning one stop shop for coordinating fast track approval of major developments.	DELWP
	Moolap Coastal Strategic Framework Plan	
	Prepare a strategic land use plan for 1,200 hectares of land around Point Henry to inform future development that will benefit the Geelong economy, community and environment.	DELWP
MEDIUM – LONG TERM (2018-2026)	Land Acquisition and Assembly	
	Complete a comprehensive review of strategic land acquisition and assembly opportunities in central Geelong. This may include the following activities: <ul style="list-style-type: none"> analysis of key publicly and privately owned sites with a particular focus on sites in close proximity to Geelong station, Johnstone Park and the area bounded by Mercer Street, Brougham Street, Malop Street and Moorabool Street to identify revitalisation or development facilitation opportunities analysis of sites immediately adjoining Malop Street (between Gheringhap and Swanston Streets) to identify potential land development and investment attraction opportunities analysis of future development and expansion needs of key health and education stakeholders in central Geelong to identify potential partnership, investment attraction and/or strategic development opportunities. 	Revitalising Central Geelong Partnership
	Identify key strategic site acquisition and assembly opportunities that will support or create revitalisation opportunities.	Revitalising Central Geelong Partnership
	For key strategic site acquisition and assembly opportunities, identify any issues that may act as a significant barrier or deterrent to private sector investment.	Revitalising Central Geelong Partnership
	Upgrade Infrastructure	
	Implement the 10-year plan to deliver essential infrastructure upgrades in central Geelong, subject to funding approval.	Revitalising Central Geelong Partnership
	Major Project Approvals	
Review the Activity Centre Zone that applies in central Geelong to ensure it supports the thriving city centre.	Revitalising Central Geelong Partnership	
Land Acquisition and Assembly		
Undertake site acquisition and assembly of key strategic sites as required to drive revitalisation, subject to securing relevant statutory approvals and funding.	Revitalising Central Geelong Partnership	
Commence the process to remove any identified barriers to private sector investment on key strategic sites, subject to funding approval.	Revitalising Central Geelong Partnership	

A STRONGER CBD

OUTCOME

High quality developments that increase the number of people working in central Geelong.

KEY ACTIONS 2016/17

- Prepare a masterplan and business case for a world-standard convention centre.
- Construct a new headquarters for Barwon Water and WorkSafe – accommodating more than 1,000 jobs.
- Identify sites for potential redevelopment that can be planned and marketed to attract new businesses to Geelong.
- Identify the preferred location, design and delivery strategy for priority laneway connections.
- Identify the location, composition, design and delivery strategy for a new civic precinct – including new office accommodation for the City of Greater Geelong.
- Identify a city square or heart that will become a focal point for Geelong's civic life.



ACTIONS

	ACTION	ACCOUNTABILITY
SHORT TERM (2016 – 2017)	Convention Centre	
	Develop a masterplan and business case for a world-standard, 1,000 seat convention centre, hotel and complementary commercial uses on the Deakin University waterfront car park site in time for consideration as part of the Victorian Budget 2017/18.	DEDJTR – Economic Projects and Facilitation
	New Jobs	
	Commence construction of a new headquarters for Barwon Water to accommodate 300+ jobs (including 100 jobs relocated from South Geelong).	Barwon Water
	Commence construction of a new headquarters for WorkSafe to accommodate 680 jobs.	WorkSafe
	New Development Opportunities	
	Identify sites for potential redevelopment that can be planned and marketed to attract new businesses to Geelong.	Revitalising Central Geelong Partnership
	For sites with existing and active permits, support and where necessary facilitate the commencement of development in accordance with that permit.	Revitalising Central Geelong Partnership
	Laneways	
	Investigate and identify the priority locations where breakthrough pedestrian laneway connections can be established or created.	Revitalising Central Geelong Partnership
	Ensure land uses adjoining existing and future laneways contribute to streetscape activation and increased perceptions of public safety.	Revitalising Central Geelong Partnership
	Civic Precinct	
	Support the City of Greater Geelong to identify a potential location for a new civic precinct and an associated delivery strategy.	Revitalising Central Geelong Partnership
	City Heart	
Examine typologies for a city heart to be delivered in central Geelong.	Revitalising Central Geelong Partnership	
Resolve the preferred location and design for a city heart project.	Revitalising Central Geelong Partnership	
Review sites adjoining the proposed city heart and identify opportunities for strategic redevelopment or investment to provide an active edge to the heart.	Revitalising Central Geelong Partnership	
MEDIUM – LONG TERM (2018-2026)	Laneways	
	Prepare and implement a land acquisition strategy to develop identified priority laneway connections, subject to funding approval.	Revitalising Central Geelong Partnership
	Civic Precinct	
	Support the City of Greater Geelong to commence construction of a new centralised council office facility, subject to funding approval.	Revitalising Central Geelong Partnership
	City Heart	
Commence delivery of the city heart project, subject to funding approval.	Revitalising Central Geelong Partnership	
Review sites adjoining the proposed city heart and identify opportunities for strategic redevelopment or investment to provide an active edge to the heart.	Revitalising Central Geelong Partnership	



INHABITING THE CITY

OUTCOME
An active city that is a great place to live.

KEY ACTIONS 2016/17

- Construct new city housing and community facilities.
- Plan for the new community infrastructure needed in central Geelong to support an increased population.
- Construct Stage 1 of the Royal Geelong Yacht Club Masterplan to provide safe harbour facilities and improve public accessibility.
- Construct Stage 4 of the Kardinia Park stadium redevelopment.
- Support key events – including the Festival of Sails and the Cadel Evans Great Ocean Road Race.

ACTIONS

	ACTION	ACCOUNTABILITY
SHORT TERM (2016-2017)	City Housing	
	Support opportunities to develop new city housing.	Revitalising Central Geelong Partnership
	Community Infrastructure	
	Identify community infrastructure requirements (facilities and services) to support projected central city population targets.	Revitalising Central Geelong Partnership
	Prepare a ten-year community infrastructure plan to deliver the required facilities and services to support projected central city population targets.	Revitalising Central Geelong Partnership
	Review the network of public open spaces in central Geelong and the quality of the connections between those spaces.	Revitalising Central Geelong Partnership
	Identify opportunities to improve the amenity of key public open spaces and the associated connections between these.	Revitalising Central Geelong Partnership
	Safe Harbour	
	Commence construction of Stage 1 of the Geelong Safe Harbour Project, subject to securing Commonwealth funding.	DELWP
	Kardinia Park	
Construct Stage 4 of the Kardinia Park stadium redevelopment.	SRV	
Events		
Support events in central Geelong including the Festival of Sails and the Cadel Evans Ride.	SRV	
MEDIUM – LONG TERM (2018-2026)	City Housing	
	Develop a suite of initiatives to encourage and support the conversion of existing office or vacant building stock for residential use.	Revitalising Central Geelong Partnership
	Community Infrastructure	
	Implement the ten-year plan to deliver required community infrastructure, subject to funding approval.	Revitalising Central Geelong Partnership
	Safe Harbour	
	Resolve the design and funding strategy for Stage 2 of the Geelong Safe Harbour project.	DELWP
	Kardinia Park	
	Construct Stage 5 of the Kardinia Park stadium redevelopment, subject to funding approval.	SRV
Events		
Expand the national and international events portfolio in the Geelong region.	Tourism Victoria, SRV	



SMART CITY

OUTCOME

A stronger integration and a greater diversity of health, education and cultural land uses.

KEY ACTIONS 2016/17

- Construct a new Geelong Tech School at the Gordon Institute of TAFE's city campus.
- Support opportunities to deliver student housing, building on the recent T&G student housing project developed in partnership with Deakin University.
- Coordinate the future expansion plans of Barwon Health, St John of God, Deakin University and the Gordon Institute of TAFE – identifying opportunities to integrate and support those expansions through strategic development and investment partnerships.
- Commence construction of Stage 2 of the Geelong Performing Arts Centre redevelopment.
- Prepare a masterplan for the cultural precinct.

ACTIONS

	ACTION	ACCOUNTABILITY
SHORT TERM (2016-2017)	Tech School	
	Commence detailed planning for the development of a new Tech School at the Gordon Institute of TAFE's city campus.	Gordon Institute of TAFE
	Commence construction of a new Tech School.	Gordon Institute of TAFE
	Student Housing	
	Support opportunities to develop student housing.	Revitalising Central Geelong Partnership
	Health and Education	
	Commence working with Barwon Health, St John of God, Deakin University and Gordon Institute of TAFE to identify future expansion and facility requirements over the next decade.	Revitalising Central Geelong Partnership
MEDIUM – LONG TERM (2018-2026)	Cultural Precinct	
	Commence construction of Stage 2 of the Geelong Performing Arts Centre redevelopment.	Creative Victoria
	Prepare a masterplan to achieve an integrated design outcome for facilities within the cultural precinct.	Revitalising Central Geelong Partnership
	Health and Education	
	Identify opportunities to support the funding and delivery of future facility requirements for Barwon Health, St John of God, Deakin University and Gordon Institute of TAFE through strategic development and investment partnerships.	Revitalising Central Geelong Partnership
	Cultural Precinct	
Finalise the design and implementation strategy for Stage 3 of the Geelong Performing Arts Centre redevelopment, subject to funding approval.	Creative Victoria	
Prepare a design and implementation strategy for the Geelong Gallery redevelopment, subject to funding approval.	Revitalising Central Geelong Partnership	
Implement the masterplan to achieve an integrated design outcome for facilities within the cultural precinct, subject to funding approval.	Revitalising Central Geelong Partnership	



GETTING AROUND

OUTCOME

Geelong Station precinct is a major arrival point and activity hub.

KEY ACTIONS 2016/17

- Develop a transport plan that makes it easier for people to come to the city.
- Prepare a land use and development strategy for the Geelong Station precinct that supports development and improves connections with the city centre.
- Create better streetscapes and 'arrival' indicators on major roads.

ACTIONS

	ACTION	ACCOUNTABILITY
SHORT TERM (2016-2017)	Traffic and Transport	
	Develop a transport and movement network operating plan, that aligns with the Regional Network Operating Plan, linking key precincts and supporting a functional and vibrant city centre, including reviewing bus routes and interchange locations, connectivity between bus services and regional train services.	DEDJTR – Transport
	In conjunction with the network operating plan, develop a 10-year plan with an associated budget to deliver identified road network upgrades to the Geelong road network.	DEDJTR – Transport
	Develop a strategic solution to provide multi-deck car parking in central Geelong, to support future residential and worker population targets.	Revitalising Central Geelong Partnership
	Develop a 10-year plan with budget, to deliver the strategic car parking solution.	Revitalising Central Geelong Partnership
	Develop a commuter parking strategy for train stations within Geelong to reduce all day commuter parking in central Geelong over time.	DEDJTR – Transport
	Station Precinct	
	Prepare a land use and development strategy for the Geelong Station precinct that supports development and improves city centre connections.	Revitalising Central Geelong Partnership
	Identify the long-term needs of the Department of Justice and Regulation and Victoria Police within the Geelong Station precinct and investigate opportunities to relocate the Magistrates Court and Police Station to an alternative location.	Revitalising Central Geelong Partnership
	Arrival Indicators	
Identify opportunities to improve streetscapes at key arrival points into the city.	Revitalising Central Geelong Partnership	
MEDIUM – LONG TERM (2018-2026)	Traffic and Transport	
	Implement the 10-year plan to deliver upgrades for identified road and public transport infrastructure, including bus routes and bus interchanges, subject to funding approval.	DEDJTR – Transport
	Implement the 10-year plan to deliver the agreed central city strategic car parking solution, subject to funding approval.	Revitalising Central Geelong Partnership
	Implement the agreed commuter car parking strategy to reduce all day commuter parking in central Geelong, subject to funding approval.	DEDJTR – Transport
	Station Precinct	
	Implement the agreed land use and development strategy for the Geelong Station precinct, subject to funding approval.	Revitalising Central Geelong Partnership
	Arrival Indicators	
Develop a 10-year plan with budget to deliver identified streetscape upgrades.	Revitalising Central Geelong Partnership	

A landmark linear park connecting the Geelong Station precinct and Eastern Park – creating a focal point for new development.

KEY ACTIONS 2016/17

- Begin the construction of the Green Spine between Gheringhap and Yarra Streets.
- Construct an integrated water management demonstration project in Johnstone Park.
- Resolve the design, delivery and funding strategy required to link the Geelong Station precinct with the Green Spine through Johnstone Park – including determining the future extent of the park's boundary.
- Further improve the waterfront and links to central Geelong.

ACTIONS

	ACTION	ACCOUNTABILITY
SHORT TERM (2016-2017)	<i>Green Spine</i>	
	Commence construction of the first stage of the Green Spine between Gheringhap Street and Yarra Street.	Revitalising Central Geelong Partnership
	Finalise the design and funding strategy for remaining stages of the Green Spine between Gheringhap Street and Yarra Street.	Revitalising Central Geelong Partnership
	Ensure that any new development with a Malop Street frontage actively contributes to the amenity and streetscape quality of the Green Spine.	Revitalising Central Geelong Partnership
	<i>Johnstone Park</i>	
	Construct an integrated water management demonstration project in Johnstone Park, subject to securing all relevant approvals.	Revitalising Central Geelong Partnership
SHORT TERM (2016-2017)	<i>Links to Waterfront</i>	
	Identify opportunities to improve links from the city to the waterfront.	Revitalising Central Geelong Partnership
	<i>Malop Street</i>	
MEDIUM – LONG TERM (2018-2026)	Finalise construction of the Green Spine between Gheringhap Street and Moorabool Street.	Revitalising Central Geelong Partnership
	Resolve the design and funding strategy for the Green Spine between Yarra Street and Eastern Park.	Revitalising Central Geelong Partnership
	Review Eastern Park masterplan to integrate with the design of the Green Spine.	Revitalising Central Geelong Partnership
	<i>Johnstone Park</i>	
	Finalise the design, delivery and funding strategy to link the Geelong Station precinct with the Malop Street Green Spine through Johnstone Park, including determining the future extent of the park's boundary.	Revitalising Central Geelong Partnership
MEDIUM – LONG TERM (2018-2026)	Commence delivery of agreed upgrades to Johnstone Park, including any approved boundary expansion, to create a high quality linkage between the Geelong Station precinct and Malop Street Green Spine, subject to funding approval.	Revitalising Central Geelong Partnership

TERMS

DEDJTR	Department of Economic Development, Jobs, Transport and Resources
DELWP	Department of Environment, Land, Water and Planning
DET	Department of Education and Training
SRV	Sport and Recreation Victoria

For further information on the Revitalising Central Geelong Action Plan contact the Department of Environment, Land, Water and Planning on 5226 4840.

Accessibility

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Authorised and published by the Victorian Government
1 Treasury Place, Melbourne, July 2016