MINUTES

COUNCIL MEETING

Tuesday 25 October 2022
6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

LIVE STREAMED ON THE CITY'S WEBSITE:

www.geelongaustralia.com.au/meetings

COUNCIL:

Cr P Murrihy (Brownbill Ward) - Mayor
Cr T Sullivan (Bellarine Ward) - Deputy Mayor
Cr S Asher (Bellarine Ward)
Cr J Mason (Bellarine Ward)
Cr E Kontelj (Brownbill Ward)
Cr S Mansfield (Brownbill Ward)
Cr B Harwood (Kardinia Ward)
Cr B Moloney (Kardinia Ward)
Cr R Nelson (Kardinia Ward)
Cr A Aitken (Windermere Ward)
Cr K Grzybek (Windermere Ward)

CITY OF GREATER GEELONG

1. PROCEDURAL MATTERS 3
1.1. Acknowledgement of Country 3
1.2. Apologies 3
1.3. Leaves of Absence 3
1.4. Declarations of Conflicts of Interest 3
1.5. Confirmation of Minutes 4
1.6. Public Question and Submission Time 4
1.7. Petitions 24
2. REPORTS 25
2.1. Youth Council Third Report 2022 25
2.2. Highton Village Urban Design Framework 35
2.3. Bluestone Cottage Relocation Feasibility Study - 375 Barwon Heads Road 120
2.4. The City of Greater Geelong Annual Report 2021-22 and Annual Report Summary 2021-22 172
2.5. Myers Reserve Master Plan - Draft Plan 411
2.6. Hamlyn Park Recreation Reserve Master Plan - Draft Plan 444
2.7. Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2022-2032 499
2.8. Proposed Amendment C443ggee and Planning Permit PP-750-2022 - 4-8 Spruhan Avenue, Norlane (Norlane Community Initiatives) 560
2.9. Proposed Lease to Amplitel (Telstra) - Part of Highton Reserve - 95-105 Barrabool Road, Highton 580
2.10. Tender T2300016 Annual Supply of Bituminous Spray Sealing Works 587
2.11. Transformation Program 2.0 Progress Report to June 2022 591
2.12. Appointment of an Independent Member to the Audit and Risk Committee 609
3. RECORD OF INFORMAL MEETINGS OF COUNCILLORS 611
4. PLANNING DELEGATIONS 614
5. CONFIDENTIAL 617
5.1. Audit and Risk Committee Summary Report - Confidential 617

Present: Crs P Murrihy (Mayor), A Aitken, S Asher, K Grzybek, B Harwood, J Mason, B Moloney, R Nelson, T Sullivan

Also Present: K Phyland (Acting Chief Executive Officer), G Smith (Director City Planning and Economy), Guy Wilson-Browne (Director City Services), R Stevens (Director Community Life), B Prosser (Acting Director Customer & Corporate Services), S McKew (Manager Governance)

1. PROCEDURAL MATTERS

1.1. Acknowledgement of Country

Council acknowledges the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

1.2. Apologies

Crs S Mansfield and E Kontelj (Leave of Absence)

1.3. Leaves of Absence

Cr Aitken moved, Cr Sullivan seconded -

That Leave of Absence be granted to Cr B Harwood for the period 16 November to 28 November, inclusive.

Carried

Cr Harwood moved, Cr Mason seconded -

That Leave of Absence be granted to Cr S Mansfield for the period 10 November to 12 December, inclusive.

Carried

1.4. Declarations of Conflicts of Interest

Nil

1.5. Confirmation of Minutes

Cr Harwood moved, Cr Grzybek seconded –

That the Minutes of the Council Meeting held on 27 September 2022 be confirmed.

Carried

Cr Asher moved, Cr Mason seconded

That the Minutes of the Council Meeting held on 12 October 2022 be confirmed.

Carried

1.6. Public Question and Submission Time

The following persons submitted questions prior to the Council Meeting on the following various subjects:

1. Kevin Krastins – Geelong Grand Final Celebrations, Support for Campaspe Shire Flood
2. Mary Ramia – Tree Removal – South Geelong Rail Corridor
3. Graham Hobbs – Highton UDF
4. Matt Goulter – Highton UDF
5. Matthew Portbury – Highton UDF
6. Jeff McFarlane – Tree Removal – South Gelong Rail Corridor
7. Erin Heer – Highton UDF
8. Katerina Izdebskaia – Urban Forest Strategy
9. Bill Marshall – Urban Forest Strategy
10. Tina Smallman – Highton UDF
11. Sally Kirner – Pakington Street UDF
12. Andrew Katos – Highton UDF
13. Jennifer Bantow – Marshall Bluestone Cottage
14. Angela Mangan – Pakington Street UDF
15. Caitlin Kirby – Pakington Street UDF
16. Claude Eagles – Highton UDF
17. Dave Speirs – Highton UDF
18. Jessica Sullivan – Pakington Street UDF
19. Simon Nardi – Highton UDF
20. Prue Beck – Highton UDF
21. Pati Seiler – Pakington UDF
22. Brendan John Quirk – Pakington Street UDF
23. Katherine Talbot – Dean Street
24. Dr Jane Mooney – Pakington Street UDF

Kevin Krastins:

Question 1:
I'd like to thank Councillors in particular Cr Harwood, the Mayor, Cr Aitken, Cr Nelson, Cr Mansfield, Cr Kontelj, Cr Mason and other Councillors who strongly advocated and supported the Geelong Cats live site @ St Mary's oval in 2022. Well done and a big thank you. I trust there is a framework to support the live sites when Geelong makes a future grand final.

Thank you for your submission, Kevin. We are pleased you enjoyed the game.

Question 2:
Could the Mayor/CEO please write/phone the Mayor/Council of Campaspe in Echuca at the appropriate time passing on our Geelong support and strength to all the residents/Council hoping they can get through the massive flood crisis that is evolving.

Thank you for your suggestion that we reach out to the Shire of Campaspe with a message of support to their communities as the flood crisis emerges. We acknowledge the impact of the flooding emergency on the many communities across Victoria. In December 2020, the Municipal Association of Victoria (MAV) invited councils to sign up to the MAV Emergency Management Sharing Protocol. The City of Greater Geelong is one of 69 councils which has signed on to the sharing protocol. The sharing protocol sets out an agreed position between councils regarding the provision of resources and support to assist other municipalities with response and recovery tasks during and after emergencies. The City will contribute to the sharing protocol as required, should it be activated.

Mary Ramia:

The Council have let me know that basically under the Transport act there is nothing they can do to stop any works from going ahead along the rail corridor in South Geelong.

Question 1:
I would like to know if the land that currently belongs to the Council along Strong street will remain a Council reserve or will it be given to Vic Track?

Thank you for your questions, Mary.

The City owned land adjacent to the VicTrack boundary along Strong Street will be returned to the City after the Rail Project Victoria (RPV) project is complete.

Question 2:
If the trees have to come out what is the plan for remediation after the works have been completed and when will we actually see the plans in writing?

RPV has assured us it understands that mature trees are a really important feature of the area around South Geelong and that every effort has been made to preserve as many trees as possible through the design of the project.

RPV is working closely with the City, Barwon Water, VLine and VicTrack on replanting and landscaping plans for the area. The City will continue to advocate for the best outcome for the community regarding tree removal and replacement.

RPV will be replanting more trees than what is being removed and will work with the City to identify other locations for additional trees. RPV will share landscaping plans with the community in coming months.

Question 3:
Why was the community kept in the dark on the extent of the tree removal along this part of Geelong was it done deliberately to avoid the community being upset and protesting?

RPV has advised that it has undertaken community consultation during planning and design of the project over the past 12 months, as well as notifying the South Geelong community about upcoming works and vegetation removal in their area.

During August and September, door knocks, community information sessions and one-on-one meetings occurred with residents across South Geelong and Breakwater to support the release of updated designs for South Geelong Station and Fyans Street level crossing removal and to discuss construction impacts including tree removal with residents and the community.

RPV will continue to inform residents about upcoming tree and vegetation removal occurring in November and December. RPV is door knocking residents in areas where tree removal is occurring and encourages anyone who wants further information to get in contact with the project team.

RPV will continue the process of consulting the community on urban design, landscaping and creative opportunities for the project, with more detailed information about revegetation and landscaping plans to be shared with the community over the coming months.

Graham Hobbs

Question 1:
Having read the petition of four thousand plus users, ratepayers, residents, traders and business owners and their clients, plus the enclosed Geelong News article of December 1996 as to the community and Rotary Highton Clocktower, and recognizing the overwhelming current community wishes, will the Council dismiss the current October 2022 Highton Urban design proposals, (as amended 5 times since 2016), save for upgrading the surfaces and levels, traffic signages and Bellevue Arcade (as per my petition and detailed submissions of 2017 and 2021, correspondence and several invitations to Councillors and Council's urban designers), to finalise this project now with minimal disruption to the unique, very functional and boutique Highton Village and to stop wasting the precious resources of the ratepayers of our Geelong community.

In summary, will the City of Greater Geelong Council (as our elected representatives) be smart, bold, listen and act in accordance with the community's current and overwhelming express and written directions.

Thank you for your questions, Graham.

The matter is listed for a decision tonight. The community submissions form an important part of decision making in planning projects like this one.

Jeff McFarlane (asked by Mary Ramia)

Question 1:
Are Councillors aware that for no good reason the regional rail project intends felling street trees along Carr Street and Strong Street in South Geelong, including a Banksia Marginata on Strong Street, which is a nesting site for a pair of New Holland Honey eaters?

Thank you for your question, Jeff.

The City has raised your concerns regarding tree removal with Rail Projects Victoria (RPV) and it acknowledges that this extent of tree removal is difficult for the community, but this is an important project for the region that will deliver more frequent and reliable services and better stations for passengers in growth areas south of Geelong.

RPV has also noted that further trees and vegetation will need to be removed in or near the rail corridor because they are directly in the path of where new infrastructure will be located, or so close to works that the tree root structure will be damaged to the extent that it causes a safety risk.

RPV ensures qualified wildlife ecologists are onsite to inspect all trees and vegetation prior to removal and handlers will safely relocate any wildlife to a suitable habitat nearby.

Erin Heer

Question 1:
How can the COGG justify the expense (which is anticipated to be hundreds of thousands of dollars, if not millions), to drastically change Highton Village - when the overwhelming community feedback is opposed to the Council's UDF. We have over 4500 signatures on a petition that supports pavement upgrade and signage improvements, and the upgrade of the village walk. The community is strongly opposed to disruption to traffic flow and super tall , 3-4 storey buildings. How can this feedback not be taken on board?

Thank you for your questions, Erin.

Funding for the refurbishment of Belle Vue Arcade and Village Walk was approved by Council in the last financial year. All other works are subject to future budget bids or other government grants.

Proposed adjustments to traffic flow
The proposed changes to the flow of traffic throughout the village have been based on the recommendations of three independent traffic reports, which identified a range of road safety issues. Several traffic flow arrangements were independently tested by consultants, who proposed a layout that encourages slower vehicle speed, pedestrian and vehicle safety, ease of movement for both pedestrians and vehicles, has limited impact on travel times for all road users and improves public realm and amenity.

3-4 storey buildings
The proposed three storey height limits are less than what is possible under the current planning controls for Highton Village. They are marginally higher than the current tallest building on Belle Vue Avenue at 9m. The proposed controls include a two-storey street wall with setbacks at the third level. The proposed four storey height limits interface with the reserve and include a two-storey street wall and setbacks at the upper two levels.

Question 2:
The COGG say the intention is to protect the village, as there are no height restrictions currently. Why not limit development to 2 storey?

The centre is beginning to come under some development pressure as can be seen by the change in land use on adjacent Roslyn and Barrabool roads. A three-storey building has also already been approved under current policy where the Commonwealth Bank is located.

Implementing design guidelines through the UDF allows for redevelopment and renewal of the village and provides protection from inappropriate development by introducing building height and setback guidelines.

Question 3:
The Library has been given a 5 year protection- but the community want certainty.

Will the council give surety to the people of Highton, and give the Library 20 years?

Stop with the long term plans to further develop the COGG carpark and the Woolworths site. The UDF seems designed to benefit large corporate agenda and has forgotten the community wants.

In line with the Geelong Regional Library Corporation Infrastructure Development Plan and the City's Social Infrastructure Plan, the Highton Library will be retained in its current location in the short-medium term. A review is proposed to be undertaken in five years' time to determine the future options for the library.

Katerina Izdebskaia

Question 1:
The Data Exchange Overview page (https://www.geelongdataexchange.com.au/pages/urban-forestry/#overview) quotes the 2015 Urban Forest Strategy, highlighting that the Strategy 'is focused on enhancing the public and private tree population in the suburbs and townships across Greater Geelong' and that 'the sum of all these trees and associated vegetation is called the urban forest'. (P 5) Moreover, the Urban Forest Strategy specifically recognises the importance of the private realm and of all open space in Geelong in contributing to the urban forest. (P 7) The CoGG Urban Forest Data Exchange Detailed View page (https://www.geelongdataexchange.com.au/pages/urban-forestry/#detailed-view) reflects the 'Net tree gains over time' since 2015

Can the Council confirm whether the 'net tree gains over time' information on the City web page includes trees on private and on public land?

Thank you for your questions, Katerina.

The 'net tree gains over time' information on the Urban Forest page on the Geelong Data Exchange only reflects changes to trees on public land.

Question 2:
The CoGG Urban Forest Data Exchange overview page (https://www.geelongdataexchange.com.au/pages/urban-forestry/#overview) reports the 'total number of trees identified'; the 'number of tree species identified'; and the 'number of trees planted specifically in 2022'. However, the page does not contain information on tree loss and or removal. Such information is relevant to assist in ascertaining the changes in canopy cover and our progress from 14% cover in 2015.

Can the Council please indicate where residents can access information on the number of trees removed?

The information on the number of public trees removed and the changes in the City's tree population can be found on the 'Detailed View' tab of the Urban Forest page on the Geelong Data Exchange. The annual removal numbers are shown in the Net Gain data. The link is: https://www.geelongdataexchange.com.au/pages/urban-forestry/overview#detailed-view

Question 3:
Can the Council please indicate where residents can access information on tree loss in urban Geelong?

Please refer to the previous answer.

Bill Marshall

During the August Council meeting, City Services responded that One of the actions in the Urban Forest Strategy Action Plan is to measure all Key Performance Indicators in 2020 and report progress. The progress report is published on the Urban Forest Strategy – Action Plan page of our website. However, the Urban Forest Strategy - Action Plan page (https://www.geelongaustralia.com.au/urbanforest/article/item/8d3022262ef1ca1.aspx) on the CoGG website lists the Key Performance Indicators but does not contain a 2020 or any KPI assessment and/or progress report The Urban Forest (Overview and Detailed View) sections on the Geelong Data Exchange (https://www.geelongdataexchange.com.au/pages/urban-forestry/#detailed-view) contains helpful information thank you. However, the information does not respond to the actions and KPIs of the Action Plan. For example, the site contains undated data about the number of trees identified, but it does not reflect the City's canopy cover status. It also contains information about age, species and ULE, but it does not address progress on appropriateness and diversity.

Can the Council provide information as to where residents can access the complete KPI assessment and progress report?

Thank you for your questions, Bill.

The 2020 update on key performance indicators is contained in the 'Related Documents' section on the Urban Forest Strategy - Action Plan page of our website. The link is: https://www.geelongaustralia.com.au/urbanforest/article/item/8d3022262ef1ca1.aspx

Question 2:
The overview introduction on the CoGG Urban Forest Data Exchange page (https://www.geelongdataexchange.com.au/pages/urban-forestry/#overview) states the following:
The City's Urban Forest Strategy is focused on enhancing the public and private tree population in the suburbs and townships across Greater Geelong. The sum of all these trees and associated vegetation is called the urban forest. Under the heading 'How is our urban forest changing?', the page reflects the 'total number of trees identified'; the 'number of tree species identified'; and the 'number of trees planted specifically in 2022'.

Can the Council confirm whether the 'total number of trees identified' reflects trees on public and on private land?**?**

References to numbers of trees planted or removed relate to trees on public land. The City does not have a mechanism to count the numbers of trees planted or removed on private property.

Question 3:
Can the Council confirm whether the 'number of trees planted specifically in 2022' reflects trees on public and on private land?

As per the previous answer, the number of trees planted refers to trees on public land.

Tina Smallman

The Highton Village Urban Design Framework is unacceptable as is. Proposed 3 and 4 storey height limits are absolutely rejected by our community on the grounds that they will detract from the Village's beauty and ambience, close off the sky, overshadow the trees and shoppers and lead our much-loved community hub along the path to becoming a generic 'run of the mill' shopping centre.

Do you understand that Highton Village is representative of the charm, uniqueness, history and liveability that has drawn people to Geelong recently and that the proposed height increases will ultimately detract from this success?

Thank you for your questions, Tina.

The UDF introduces design guidelines to protect the village character from inappropriate development by introducing building height guidelines where none exist now.

A mixture of development, including some 3-4 storey development, will maintain a village feel, locating jobs, shops, cafes and community services near each other, providing access to everyday needs and creating active, social places that people choose to spend time in.

Question 2:
The Highton Village UDF is unacceptable as is. We have something unique in Highton, something different, something people friendly, something that works, something that 'ain't broke' and doesn't need 'fixing', apart from a little TLC. The charm, quirkiness and history of our little clock tower is a huge part of the attraction and ambience of the Village. Surely Geelong Council loves and values it's beautiful iconic features and buildings, removing them at their peril.

Will you leave our beloved and welcoming clock tower right where it is please, where it is wanted and needed as a vital part of the Village?

The Final UDF does not specify the removal of the clock tower; rather, in responding to community feedback, it provides the opportunity for different installations to be considered in a newly created public space.

Question 3:
Generic shopping centres are so common now, full of rushing, stressed people with no time to talk and certainly no inclination to hang about in an ugly environment. Anxiety has become a sad symptom of our modern society affecting all ages. Undeniably, fresh air, trees, birdlife, space, sky, community connections and just a pleasant place to sit can alleviate the sadness.

Do you appreciate and care that maintaining Highton Village as the leafy, people friendly, low-rise, charming and special place it is now can promote happiness and better mental health in our community, now and in the future?

It is standard process to update UDFs to respond to changing conditions, including population growth, the demand for employment and retail space, as well as the need for public realm upgrades. The current controls for Highton Village allow for significantly more development than what is proposed in the Final UDF. The new proposed controls are therefore intended to support changing conditions while protecting the character of the village.

Sally Kirner

Question 1:
Due to recent approval being granted by Councillors to raise the overall building heights to a maximum of 10 storeys at the Sale Yards development site, will COGG now commit to restricting building heights in Pako North to no more than 3 storeys to ease pressure on the area and its infrastructure?

Thank you for your question, Sally.

When planning for infill development, individual character and infrastructure capacity is considered for each local neighbourhood. The design controls for Pakington Street North will be considered based on the analysis and design review that has been undertaken specific to the local area.

The saleyards precinct has been through the same local planning process, and the building heights and design controls are subject to independent review at an upcoming planning panel hearing.

Andrew Katos

Question 1:
The proposed Highton Urban Design Framework (UDF) has many sensible improvements including upgrades to footpaths, lighting and street furniture along with additional plantings and street art. I have been consulting broadly with the community and whilst these improvements have support there are several aspects of the UDF that are not in line with community and business owner's expectations.

From my consultation the following aspects of the proposed UDF are not supported by the majority of the community:

- A proposed four story building adjacent to Nardi's Celebrations;
- Substantial loss of car parking;
- The removal of the roundabout at Taylor Court;
- Unnecessary additional pedestrian crossings that will impede the flow of vehicle traffic;
- Changes to the Barrabool Road service road which restrict entry from the Taylor Court roundabout, remove the current car parking arrangements and the planting of trees which obscure vehicles when turning into Barrabool Road.

Will Council amend the Highton UDF to remove proposed aspects that are not supported by the majority of the community and business owners?

Thank you for your questions, Andrew. To address each of your points:

A proposed four storey building adjacent to Nardi's Celebrations
It is being incorrectly reported that the extension of the retail space next to Nardi's is four storeys. The Final UDF proposes a three-storey height limit for this site, in line with all of Belle Vue Avenue.

Substantial loss of car parking
An independent study of parking showed that demand peaked at 90% in off-street car parks during the week and at the weekend for less than one hour. Parking demand on-street peaked at 70% during the week and lower on the weekends. These findings show that there is always parking available in the village. The Final UDF proposes a net loss of 7 spaces to accommodate significant upgrades for the public realm. However, the potential future relocation of the library would result in a net gain of 13 parking spaces.

The removal of the roundabout at Taylor Court
The proposed removal of the roundabout has been based on the recommendations from three independent traffic consultants, all of whom identified it as noncompliant with current standards as well as posing a safety risk.

Additional pedestrian crossings
Based on the State Government's Movement and Place Framework, activity centres should be low speed environments given the concentration of pedestrians. The pedestrian crossings improve safety and accessibility for the most vulnerable road users, encouraging shoppers to visit more businesses in the village.

Changes to the Barrabool Road service road
Access to the service road is maintained off Belle Vue Ave. Tree planting will be completed in accordance with Australian Standards to avoid causing any safety issues.

Question 2:
The proposed Highton Village Urban Design Framework is seeking to remove the Taylor Court roundabout.

Is Council seeking to remove this roundabout at the behest of the Victorian State Government Department of Transport?

The proposed removal of the roundabout has been based on the recommendations from three independent traffic consultants, all of whom identified it as noncompliant with current standards as well as posing a safety risk. This included consultation with the State Government.

Jennifer Bantow

Question 1:
There are three final outcomes motivating the Marshall bluestone cottage community group two-year campaign, LOCATION and AUTHENTICITY and FUTURE USE. These three outcomes are defined in OPTION 1, described in Attachment 2.3.2 in tonight's agenda papers - Marshall Bluestone Cottage Community Group's response to Council's consultant's Feasibility Study July 2022. LOCATION A landmark is defined as an object or feature of a landscape or town that is easily seen and recognised from a distance, especially one that enables someone to establish their location. OPTION 1 The Cottage on its original site at the intersection south-east corner was a well-known Marshall landmark.

The MBCCG Proposal is that the Cottage relocation at the same intersection diagonally opposite on the NW is the best option, with high visibility closest proximity to the original site (as specified in the Burra Charter,) and can be seen from four directions. OPTION 3 location is in an area off Field Court north-west of Marshall Reserve, which is set well back from Barwon Heads Road and is not clearly visible to passers-by and obscured by car parking. This location does not enable the Cottage to be a 'landmark', the location of Option 3 is unsuitable in comparison to Option 1. This obscurity is liable to lead to vandalism.

Will Council please amend the Officer's recommendation 2 and recommendation 3 and delete Option 3, and replace it with Option 1?

Several factors were considered in selecting a preferred site for the rebuilt cottage: location within the historical area of Marshalltown was paramount; visibility from the main road; and accessibility. Both Options 1 and 3 occur within Marshalltown. Option 1 might offer marginally better visibility than the Option 3, however, it lacks the ease of access and safety provided by the latter, in that parking is more distant and not readily apparent, and there are potential safety issues should visitors try to park along the side of either road to take a photo or enter the cottage.

Question 2:
AUTHENTICITY OPTION 1 proposes a genuine rebuild, according to Burra Charter principles which are described in the Marshall Bluestone Cottage Community Group's Attachment 2.3.2 - in particular Article 8 which describes Setting Conservation requires the retention of an appropriate setting. This includes retention of the visual and sensory setting, as well as the retention of other cultural relationships, in this case denoting the original area of Marshall Town Also Burra Charter Article 1 says - Reconstruction means returning a place to a known earlier state OPTION 3 does not provide for authentic restoration of the Cottage, but proposes a heritage facade only rebuild, which is a mockery of true conservation.

Also for this reason will Council please amend the Officer's recommendation 2. and recommendation 3. and delete Option 3, and replace it with Option 1?

The City's heritage advice is that the Burra Charter allows for flexibility when accommodating sustainable new uses into any historical building, and for buildings where relocation is the only means of ensuring their survival then greater flexibility is allowed over buildings being conserved upon their original site.

Question 3:
FUTURE USE the proposal of OPTION 1 to become Marshall Town History House, with multiple uses including Tourist Information, and repository for archival records of Marshall's significant industrial history, as well as local group usage, school groups and coach tours, and added advantage of provision of public conveniences for users of the adjacent tennis court and playground.

Also for this reason will Council please amend the Officer's recommendation 2. and recommendation 3. and delete Option 3, and replace it with Option 1?

The only use-related differences between Options 1 and 3 are that Option 3 provides better accessibility and the partial removal of some internal partitions will accommodate larger groups of people, more diverse uses, and improved safety/security through better sightlines. Retention of all the internal partitions as proposed in Option 1 would leave small rooms in which it would be difficult for more than 6 people to interact in an activity.

Angela Mangan

Question 1:
Will Council please acknowledge and confirm so it is placed on public record that the of CoGG engagement events I have outlined above occurred as I have described.?

Thank you for your submission and questions, Angela.

The following community engagement was undertaken by the City for the preparation of the Pakington Street UDF. Due to COVID restrictions some of the engagement had to be changed. All engagement was designed to ensure it was fitting for the specific phase and goal of engagement.

1	***Establish a shared vision*** *Several in-person workshops with 72 people attending as well as a survey conducted.* *In total 320 submissions and 510 survey responses were received.*	*March – April 2018*
2	***Feedback on draft UDF*** *This involved online forums with 51 participants, written submissions and online feedback.* *In total 77 written submissions were received.*	*March – August 2020*
3	***Feedback on Interim Final UDF*** *In total, 379 submissions were received. A local campaign opposing the interim final UDF was initiated by community members.*	*6 August – 24 September 2021*
4	***Increased understanding of Pakington North Precinct***	*11 August – 11 September 2022*

It can be confirmed that all consultation meeting dates as set out in your email have occurred.

Question 2:
Will the City of Greater Geelong stop the Pakington street North UDF process and instead begin adequate community consultation that is transparent and genuine?

A decision on the Pakington North Precinct is scheduled for next month's Council meeting.

Caitlin Kirby

Question 1:
Now that the Community Engagement Report for the Pakington North UDF has been presented, how does your team plan to "respond to the issues that were highlighted during consultation" and ensure solutions are reflected in the final UDF?

For the record the main concerns were:

1. Building heights (how truly upsetting for the residents that live directly next to the proposed 30m+ residential/commercial buildings);
2. Significantly increasing traffic volume in an area that already struggles with traffic concerns at peak times and a lack of parking options;
3. Destroying a distinctly unique, historically valued and celebrated piece of Geelong heritage with multiple 4/6/8 storey buildings;

4. A lack of neighbourhood services and amenities required to support projected population volume; and
5. Placing a significant amount of additional stress on an area that already feels the negative impact of decrepit infrastructure.

* *It appears flagged environmental concerns such as developing in an area that already has little to no green space and also pedestrian safety concerns were missed in the presented report.*

Thank you for your questions, Caitlin.

The Pakington North Precinct is scheduled for next month's Council meeting. The Council Report will include a response to the key issues raised during the last consultation.

Question 2:
Will the final Pakington North UDF (complete with amendments that reflect the public's concerns) be available for the public to view/comment on prior to next month's meeting? If so, by what date? If not, what is the reason for this?

The Pakington North Precinct is now scheduled for the Council Meeting in November. As per normal practice, documents are released when the agenda is published on Council's website. This occurs the Friday before the Council Meeting.

Question 3:
Do you believe that less than one month is an appropriate timeframe for members of council to review the final UDF and confidently vote on it?

Councillors have been engaged in the consultation process for the Pakington Street and Gordon Avenue UDF since 2018 and adopted the Gordon Avenue and Heritage Core Precincts of the Pakington Street UDF in December 2021.

Claude Eagles

Question 1:
Re a redevelopment of Highton shopping village. Is this 4 storey building on Council land and is this land being sold to a developer, and who is the developer involved?

Thank you for your questions, Claude.

The proposed height limit for this potential future development site is three-storeys, rather than four-storeys. Development of the site will be subject to a future feasibility study. The site is not currently for sale.

Question 2:
With the removal of so many carparks where will all the cars park, the parking situation almost full to capacity most days now and with all this extra development will come extra cars?

An independent study of parking showed that demand peaked at 90% in off-street car parks during the week and at the weekend for less than one hour. Parking demand on-street peaked at 70% during the week and lower on the weekends. These findings show that there is always parking available in the village. The Final UDF proposes a net loss of 7 spaces to accommodate significant upgrades for the public realm. However, the potential future relocation of the library would result in a net gain of 13 parking spaces.

Question 3:
I note this centre already has a flooding problem as I see at the moment the fruit shop at the centre has sand bags at his door ready for use the other night. This 4-story building proposed is being built over a creek which we know floods. The arrangement of the traffic at the moment works well. This development will destroy the village atmosphere with the changing of parking, traffic configuration.

The Highton Flood Study identifies areas of high hazard flooding within the precinct. Public realm works offer opportunities to improve the situation particularly the car park adjacent to Barrabool Road/ Highton Reserve and Taylor Court. For any future development potential flooding must be considered and appropriate measures must be put in place. The guidelines make some suggestions to protect buildings from flooding while still achieving good public realm outcomes.

Dave Speirs

Question 1:
REDUCTION IN PARKING LOTS: at busy times the parking is at 80 to 90% capacity. With the increase in retail space, additional office and accommodation, on-street parking will increase. What parking issues are predicted and what actions can be implemented to restore an attractive shopping village?

Thank you for your question, Dave.

The Final UDF proposed the development of a parking precinct plan to ensure parking time limits more closely reflect the needs of businesses and services in the village. By doing so, it is possible to increase the utilisation of the existing parking supply. The Final UDF proposes a net loss of 7 spaces to accommodate significant upgrades for the public realm. However, the potential future relocation of the library would result in a net gain of 13 parking spaces.

Jessica Sullivan (asked by Dr Jane Mooney)

Question 1:
Noting a UDF clause already exists in the planning scheme that was developed through extensive consultation, why are Council seeking to unduly influence the community by refusing to do urgent maintenance and repair work on Pakington St North until this specific iteration of the UDF is passed?

Thank you for your questions, Jessica.

Council's program for urgent repairs is fully separated from the preparation of long-term strategic planning documents such as the proposed UDF.

Question 2:
The North Pakington Street UDF references the Housing Strategy 2007 (from which the Settlement Strategy was developed) as a key driver for the North Pakington Street UDF. Both these strategies, as well as the original UDF framework and current clauses of the Planning Scheme all make various references to discouraging building heights above 3 storeys in increased housing diversity areas and discouraging building heights more than 1 storey above the prevailing building height on Pakington Street North specifically.

Why then have all public consultation documents for the Pakington Street North UDF exceeded and disregarded these guidelines?

The increased housing diversity area (IHDA) policy applies to residential neighbourhoods, not commercial shopping strips. Pakington Street is a commercial shopping strip. As noted in the aforementioned documents, the IHDA is a transition area between commercial zones and lower rise residential areas. UDFs are updated to reflect changes in conditions, including population growth, employment demand and retail demand.

Simon Nardi

Question 1:
Dear Councillors, council staff and members of the City of Greater Geelong. Having worked in Belle Vue Avenue for the last 19 years, I believe I have a great feel for the Highton villages strengths and weaknesses. The biggest weakness that I believe the village has, and 90+% of the community can acknowledge, is car parking. With the current UDF there will be considerably less car parking. In a growing region of Victoria more car parks are needed to future proof the village.

How can a new development be considered without more car parks for the community?

Thank you for your question, Simon.

An independent study of parking showed that demand peaked at 90% in off-street car parks during the week and at the weekend for less than one hour. Parking demand on-street peaked at 70% during the week and lower on the weekends. These findings show that there is always parking available in the village. The Final UDF proposes a net loss of 7 spaces to accommodate significant upgrades for the public realm. However, the potential future relocation of the library would result in a net gain of 13 parking spaces.

Pati Seiler

Question 1:
Please refer to "Unique Geelong West Street Pattern" map supplied under separate cover. My two questions are about the substandard Traffic Network Impact Assessment of the UDF. Question #1 with reference to the "Unique Geelong West Street Pattern" highlighter map please note carefully that Geelong West has very few north-south alternative streets to Pako, and is a vastly different street pattern compared to the typical 250m interval "tartan" grid that you can see in the Geelong CBD and in other comparable inner city Melbourne suburbs that have a regular grid of major roads and laneways. Geelong West street cannot absorb concentrated traffic density. As such the management strategy on page 4 of the Traffic Network Assessment which states that "as specific roads/ streets/ intersections become more congested, a redistribution of traffic naturally occurs as a proportion of drivers find alternative (quicker) routes" is an absolute fantasy notion and a failure of responsible urban design; and the future repercussions of traffic congestion would be severe on both residents and business.

The question is does Council now recognise that the traffic objections expressed by so many ordinary residents in the consultation period, are actually based in an objective reality of the existing street layout?

Thank you for your questions, Pati.

The concept of traffic redistribution is well-established but is not relied upon as the sole mitigation strategy for future traffic demand in the study area. The City expedited an action in the Final UDF to prepare a public parking plan for Pakington Street. The City is also currently undertaking the development of an integrated transport plan for Geelong, which will include proposals for a more balanced transport system that is less reliant on private cars by encouraging a shift to public transport, walking, cycling and various forms of rideshare options. Furthermore, the Final UDF proposes that Local Traffic Management Plans are developed to mitigate issues for residents. Finally, all planning applications are individually assessed for traffic impacts and must demonstrate available capacity in the existing and future road network.

Question 2:
The management strategy on page 4 which states that "in order to minimise the impact on residential streets, Local Area Traffic Management measures such as traffic calming, parking restrictions and ONE-WAY TRAFFIC MOVEMENTS should be explored and, where appropriate, implemented." On Isabella, Britannia, Clonard and Collins Street you would have to drive about 800m from Pako before you reach the first north-south intersection being at Elizabeth Street, which is already an extremely heavily used but small scale neighbourhood street (with historical serious resident concerns about pedestrian access and safety).

Does Council now recognise that ONE-WAY streets are unlikely to be a feasibly solution to handle increased traffic on Pako and that ONE-WAY streets would create a range of problematic consequences in Elizabeth Street and Shannon Avenue; and that the UDF which only studied a very small area of the traffic map is therefore deeply flawed by relying on such ill-considered Traffic Analysis?

The one-way street is suggested as a Local Area Traffic Management measure which, among other measures suggested, should be explored. This is future work as part of the UDF implementation.

Brendan John Quirk (asked by Dr Jane Mooney)

Question 1:
This question, in two parts, relates to the City of Greater Geelong's interactions with the Victorian State Government regarding town planning outcomes for Geelong West:

Has the City of Greater Geelong, including its representatives: mayor, councillors, council officers or otherwise, formally sought to acquire, or have acquired, from the Victorian State Government, the Geelong rail maintenance yards, that in the proposed North Pakington Precinct UDF make up the area of the proposed 8 storey development and public space, in the proposed plans?

If not, why is this included in the Proposed UDF?

Thank you for your questions, Brendan.

Neither the City nor Council has sought to acquire this site. A UDF is not bound by land ownership. The Geelong rail maintenance yards is an area which is considered part of the Pakington North Precinct.

Question 2:
Has the City of Greater Geelong, including its representatives: mayor, councillors, council officers or otherwise, written/communicated to the Victoria State Government, requesting that the C300 Planning Amendment, as adopted and passed by the Council and State Government, be repealed / cancelled to allow for greater development in Geelong West, and / or Greater Geelong, as was the council's intention prior to the residents and community groups opposing this and lobbying for the current outcome?

It is neither Council's intention, nor is it necessary, to repeal or cancel planning scheme amendment C300. Planning scheme amendment C300 applies to the residential areas across the City, including Geelong West. It does not apply to shopping strips and commercial areas such as Pakington Street.

C300 limits development in residential streets in Geelong West and this continues to be Council's policy. The UDF directs medium density housing development to the north end of Pakington Street and Gordon Avenue to minimise development pressures and protect the neighbourhood character of the residential areas.

Katherine Talbot

Question 1:
Whilst the Council is engaging a Community Housing Provider to develop a plan for 5A Dean Street.

Is there also a plan being developed for community consultation that show what the space will look like if retained as a community open space such as parkland, playground, other community facilities.

Do Council plan to run an open consultation process such as 'Have your say' that allows community members to contribute ideas?

Thank you for your submission and questions, Katherine.

The City intends to undertake a collaborative design process in 2023 to work together with an appointed community housing provider and the local community on the potential social housing developments as the first priority option. As part of this approach, the process undertaken will examine other possible alternative uses.

Question 2:
I urge the Council to do a traffic impact study on the Dean Street site and the streets and laneways that surround Dean Street, in particular Dorothy Avenue and Lloyd Street.

Why is this being left up to those developing the site?

Surely it would be a priority before a decision on the site is made. Dean Street and Dorothy Avenue are both extremely busy during school pick up and drop off times. It is almost impossible to drive down them at these times. The TLC staff carpark further contributes to traffic and congestion on the street.

I urge Councillors to view this for themselves at 3.15pm on a school day when school is dismissed.

The City has heard the concerns raised about traffic, access and parking from the local community. Impacts on the adjoining neighbourhood will be considered as part of the next steps of the investigation and community engagement process.

Question 3:
Has the TLC Aged Care facility been consulted by the council? Given their property runs the whole length of the Dean Street Site what concerns/feedback have they raised?

Their property has several emergency exits that lead onto the site.

The City intends to undertake a collaborative community design process in 2023 to work together with an appointed community housing provider. Key stakeholders such as the TLC Aged Care organisation will be consulted as part of this planned process.

Dr Jane Mooney

A resident of Elizabeth Street told me that the City of Greater Geelong removed the chicanes on Elizabeth St Geelong West a few years ago, so more traffic could flow down Elizabeth Street because there was already too much traffic going down Shannon Ave and the Northern end of Pakington Street. I understand there are many residents who are concerned about the high volume of traffic along Elizabeth Street and the many dangers this poses. I also understand that there have been numerous communications with CoGG officers and Councillors about the problems including an on-street meeting with residents and some Councillors to explain the traffic problems and possible solutions.

The street pattern of Geelong West surrounding the Northern part of Pakington Street is very old and was never designed with future population growth in mind. Typical street grids in Melbourne suburbs have evenly distributed streets that run in both east/west and north/south directions. The area surrounding the northern part of Pakington Street is unique in that it has very limited street connectivity that runs North/South. There is Pakington Street and Shannon Avenue and with only narrow Elizabeth Street that runs between them.
The traffic assessment report that was released late last year (2021) does not provide any assessment of the current traffic problems along Elizabeth Street or Shannon Avenue that result from this unique lack of connectivity. The study area was extremely narrow and excluded any analysis of the current pressure on Elizabeth Street or Shannon Avenue and their intersections to determine the impact of further traffic being directed there as a result of the overdevelopment proposed in the Pakington North UDF.

Question 1:
Can CoGG please confirm when and why the chicanes were removed from Elizabeth Street and given that Council is well aware of the history of traffic problems along Elizabeth Street why was it and Shannon Avenue not included in the scope of the traffic assessment and why was a proper traffic assessment not performed as a requirement of the Pako North UDF.

Thank you for your questions, Dr Mooney.

The chicanes were removed between 2005 and 2009 and replaced with speed humps along the street. Speed humps are considered a more effective treatment to physically control driver speed.

Both Elizabeth Street and Shannon Avenue are outside of the commercial zone for Pakington Street, which was the focus of the UDF. As such, there was no requirement to include these streets, or any others, in the traffic assessment.

Question 2:
The City of Greater Geelong and some Councillors have been well aware of the resident concerns about the existing traffic conditions and problems along Elizabeth St for some time. Can COGG please explain why residents should not hold them accountable for knowingly creating more dangerous traffic conditions by pushing ahead with this ill-considered overdevelopment of Pakington North?

Elizabeth Street is outside of the commercial zone for Pakington Street, which was the focus of the UDF. As such, there was no requirement to include these streets, or any others, in the traffic assessment. There is no evidence that the proposed development of Pakington North Precinct will create dangerous traffic conditions on Elizabeth Street.

Question 3:
The Help Save Pakington Street resident action group has produced a new hard copy petition, which says:
We oppose the proposed high-rise development in the Pakington North Precinct (according to the final Urban Design Framework), because we are concerned about its adverse impacts on amenity, local traffic, parking, and the destruction of the soul and character of our neighbourhood.

We demand that the City of Greater Geelong stop the Pakington Street North UDF process and instead begin adequate community consultation that is transparent and genuine.

We started collecting signatures on Saturday. Despite the inclement weather we have already collected over 250 resident signatures and we will continue collecting more.

Whilst speaking to people that passed by I was struck by how many said they had come from far away to enjoy a day shopping in Pakington Street. Places like Anglesea, Barwon Heads, Torquay, Melbourne, Sunshine, East Geelong, Manifold Heights even someone from Birregurra. When these people looked at the map showing the overdevelopment proposed in the Pakington Street North UDF all of these visitors were absolutely shocked and amazed that the City of Greater Geelong would even be considering this. All of them said that regrettably they would have to find somewhere else to dine and shop due to the increased traffic and car parking problems and they were all really sad to think that the soul of Pakington Street would be lost.

Why is the City of Greater Geelong not taking steps to protect Pakington St and the things that make it so attractive to visitors? Why aren't they developing a plan that extends these attractive features from the heritage core along the Northern end of Pakington Street?

It is standard process to update UDFs to respond to changing conditions, including population growth, the demand for employment and retail space, the need for public realm upgrades, as well as the need to address urban degeneration and decay. In addition to addressing these changing conditions, the Pakington North Precinct clearly needs renewal. Unlike the Heritage Core Precinct, the North Precinct does not warrant the same heritage protection. At the same time, it is important to protect the retail experience in the Heritage Core, rather than put it at risk by encouraging more of the same in the northern precinct. The aim is to create the opportunity for a more diverse retail, commercial and service offering in the North Precinct that will complement, rather than compete with the Heritage Core.

Submissions

The following submission was presented by Dr Jane Mooney relating to Pako North UDF/Community Engagement from Angela Mangan:

I am Angela Mangan, a resident of Geelong West in Pako North, and my comments and questions relate to the Pako North UDF/ community engagement process.

At the previous CoGG meeting the issue was raised about the lack of proper community consultation and engagement relating to the Pako North UDF. There is a requirement by COGG under its own community engagement policy to and I quote “to use methods to produce the most meaningful feedback”, and also “participants are to have access to appropriate information and time and space to deliberate”.
I would like to provide details of some examples of how CoGG has not adhered to its own community engagement policy during the Pako UDF “consultation” process. I kept records because it was so gobsmacking to me that CoGG would even consider it appropriate to release such important documents when residents were dealing with COVID lockdown situations.

Some specific instances where CoGG did not adhere to its own community engagement policy are as follows.

1. Releasing the interim final draft of the UDF on the first day Geelong went into a Covid pandemic lock down on 6th August 2021 obviously meant people were focused on other issues, were unable to gather, hold public meetings or street meetings or interact in a normal way due to the covid restrictions which prevented meaningful feedback from residents.

2. CoGG did not include information about the UDF on its own Facebook page or put-up bench seat posters in the Pako heritage core publicising the UDF until the five week mark of the original six week public consultation period. This only occurred after members of the GW community contacted CoGG about the community at large being unaware of the UDF.

3. It is a requirement in CoGG’s own engagement policy and I quote “participants have access to appropriate information and time and space to deliberate”. CoGG released the traffic impact assessment report less than 24 hours before the UDF public feedback deadline closed (it was released after the close of business on 23rd September 2021). This was also on the eve of a public holiday long weekend when most people would not have been aware this had been released. This allowed no time for residents to assess the 35-page report and provide feedback.

4. In December last year when the final Pako UDF was due to be uploaded onto the CoGG website we had been originally advised this would be made available one week before it was being voted on by Council. It ended up being uploaded on the Friday before the Tuesday CoGG meeting leaving no time for residents to be able to assess it despite us being originally told it would be available one week beforehand. Conflicting information was provided over a number of days by various people at CoGG about the UDF document availability date.

5. During the further community engagement period for the Pako North UDF in September 2022 the on-street neighbourhood chats with a CoGG urban planner and residents were conducted on noisy and windy streets, with no seating provided so it was not conducive for discussion and was an inappropriate setting.

Some residents when wanting to register for these chats were told that they were full - how can an on-street meeting be full when no COVID gathering restrictions applied - and some were told by CoGG they could not attend for this reason, and others registered but never received emails providing details of the meeting locations. An urban planner new to the UDF who attended these chats could not answer many questions. These questions were noted down by the consultant but to the best of my knowledge answers were not provided afterwards directly to those who asked them. Instead the questions were included as "issues raised" in the consultant's report but with no answers.

6. The Thursday 18th August webinar with Urban Planning was conducted the week before these on-street chat meetings and was arranged with only a matter of days' notice giving inadequate time for residents to be aware of it and register. When I contacted Council to say this was inadequate short notice of this webinar I was told that was the only time and date the urban planners were available. Letters were hand delivered by Council to residents mailboxes on the Saturday 13th August and the original closing date for people to register and submit questions was Monday 15th August – a totally inadequate time frame given people would probably not check their mailboxes on a weekend.. This deadline was eventually extended to the Wednesday 17th August after repeated requests and complaints, but anyone reading the Council hand delivered letter which referred to the Monday 15th August as the deadline would have assumed they missed that deadline and may not have bothered to do anything. People who used the chat function during that webinar said afterwards many of their pre submitted questions were not answered during the webinar or subsequently.

7. The only town hall style meeting that has been held during this entire UDF process was the one arranged by the Help Save Pako Geelong West community itself with 170 people attending, with Brownbill Councillors Mansfield and Kontelj attending. We asked when organising this meeting if it was possible for a senior Urban design team member to attend and that request and invitation was declined. CoGG has never instigated or organised a town hall meeting with residents. It was left to residents to arrange this.

8. The May / June 2022 parking plan meeting held between Council and Pako traders - it was stated on the CoGG website that this would not include residential parking concerns and that this issue would be dealt with separately and at a later date. These meetings with residents on parking have not occurred as indicated. When will these occur?

The whole engagement process has been about CoGG imposing its view on residents and its been a one way flow and therefore has not been actual engagement. It appears that CoGG has structured this entire engagement process with the objective of minimising community engagement and feedback rather than maximising it as required under its own engagement policy, by releasing documents on the day Geelong went into a lockdown, or on the eve of public holidays, or within short 24-hour timeframes before public comment periods closed, made the registration process of neighbourhood chats difficult. Virtually all of the community engagement to publicise the UDF has been done by the GW community via the Help Save Pako Street facebook group, not by CoGG. Or publicity has only occurred by CoGG after residents have made repeated contact with CoGG to complain. Residents should not have to be doing CoGG's job !!!

The recent further community engagement period was less than one month; the neighbourhood chat sessions failed to address resident concerns, residents felt angered at this being a "re- education" campaign and not being genuine community engagement and it was out of this that the HSP group contacted the Brownbill Councillors to request a town hall meeting.

I recently read an article about what defines good urban planning. The overseas urban planner interviewed commented that for urban planning projects to be successful, residents in the community need to be genuinely embraced and brought in and involved as a genuine part of the process and recognise local knowledge and the impact on residents who have to live with the final result, are all vital pieces of input into successful urban planning and design outcomes. This same overseas urban planner commented that bad urban planning process and bad outcomes result when urban planners treat the community and residents as adversaries and obstacles.

To have our concerns minimised or disregarded and be described by some as NIMBYS is offensive in the extreme. We are not against sensitive development and genuine rejuvenation but are totally opposed to the overdevelopment proposed in the final Pako North UDF.

1.7. Petitions

Cr Nelson presented a petition containing 88 signatures in relation to the rear exit gate at Armstrong Green Retirement Village.

Daniel Senia presented a petition on behalf of the Future Residents of Queens Park containing approximately 620 signatures asking for Council's support in renaming Lower Highton Area to Queens Park.

2. REPORTS

2.1. Youth Council Third Report 2022

Source: **Community Life**
Director: **Robyn Stevens**

Purpose

1. To note the third report to Council from the Youth Council Advisory Committee 2022.

Background

2. Twelve local young people were elected to the City of Greater Geelong Youth Council Advisory Committee (Youth Council), and during their 12-month term will serve as the region's official 'youth voice'.
3. Aged between 12 and 17 years, the Youth Council members represent a spread of local towns and suburbs, with three representatives from each of the four Council wards: Bellarine, Brownbill, Kardinia and Windermere.
4. Youth Council provide advice and updates for Council's consideration through monthly Youth Council meetings at City Hall, through collaboration with Councillors via the Councillor Connect Mentoring Program and by consulting with young people through various community engagement activities.

Key Matters

5. Deputy Junior Mayor Angelle Mackay has authored the Youth Council Third Report to Council (attached) and has included Youth Council's activities, discussions and preliminary work since their induction in January of this year.
6. The third report provides input and advice on areas of importance for young people.
7. The input and advice presented focuses on the progression of an Integrated Youth Hub in Central Geelong and the Youth Council support of the project.

Deputy Junior Mayor, Angelle Mackay provided the gallery with an update on the Youth Council's activities since their induction in January 2022.

RESOLUTION – Item 2.1

Cr Mason moved, Cr Harwood seconded

That Council:

1. **Note the third report provided by the Youth Council Advisory Committee 2022; and**
2. **Request the Chief Executive Officer consider the advice regarding the establishment of a Pilot / Interim Youth Hub in Central Geelong.**

Carried

Financial Sustainability

8. Funding for the Youth Council program and activities has been allocated as part of Council's annual budget process.

Community Engagement

9. Youth Council has engaged young people in their wards via social media, using polls and questions to validate recommendations and gain required feedback and input.

Social Equity and Sustainability

10. The Youth Council provides an opportunity for young people to contribute to and be included in civic life.

Relevant Law/Policy/Legal Implications

11. The activities of the Youth Council comply with the adopted Terms of Reference (TOR).

Alignment to Community Plan and Vision

12. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.

13. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

14. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

15. Youth Council provides advice to Council on specific issues relating to young people in our community and does not speak on behalf of the Council or the City. The TOR guides the Youth Council.

Environmental Sustainability

16. There are no environmental implications arising from the subject of this report.

Attachments

1. D22 418132 Youth Council Third Report 2022 25 October [**2.1.1** - 8 pages]

THE CITY OF
GREATER GEELONG

YOUTH COUNCIL THIRD REPORT TO COUNCIL

Tuesday 25 October 2022

**DEPUTY JUNIOR MAYOR –
ANGELLE MACKAY**

CITY OF GREATER GEELONG

Contents

Deputy Junior Mayor's Message 3

Introduction 3

Purpose 3

What We Have Achieved so far 3

Events and Opportunities 5

Resignation of Youth Council Member 6

Youth Council Advice 7

Our Priorities for the Next Two Months 7

Conclusion 8

Deputy Junior Mayor's Message

INTRODUCTION

Youth Council would like to acknowledge the Wadawurrung people, the traditional owners of the land, waterways, and skies, and pay their respects to Elders past, present, and emerging.

Youth Council would like to thank Councillors for their support and mentoring provided throughout the year. Youth Council members value the feedback and advice received from Councillors, which has helped shape and inform the recommendations presented in the third Youth Council report for 2022.

PURPOSE

The purpose of this report is to outline the progress and achievements of Youth Council since the previous report was presented to Council on 26 July. This report also contains advice Youth Council would like to provide to Councillors on matters of importance for young people as explored with Councillors during the Councillor Connect Mentoring Program (CCMP) sessions.

WHAT WE HAVE ACHIEVED SO FAR

Youth Council Meetings

In the May and July Youth Council meetings, members heard from the Coordinator Community Infrastructure Planning, and two external consultants responsible for the development of the Youth Hubs Feasibility Study that Councillors have recently received. Youth Council had previously heard from the 2021 Youth Council about the important work they had completed in this space, advocating for an Integrated Youth Hub in Central Geelong to address the significant increase in mental health issues and the social impacts COVID 19 has had on young people over the past few years. Youth Council were excited to be invited to a codesign workshop to unpack the needs of young people and help inform the design, location, and accessibility requirements of this crucial piece of Social Infrastructure. Youth Council are excited to see the progress Council has made in the establishment of this much needed Youth Hub.

Sustainability and environment have been an important focus for the 2022 Youth Council group. In the July Youth Council meeting, members heard from a representative from the Sustainability Advisory Group. The presenter discussed environment and sustainability in Geelong, the formation of the Sustainability Advisory Committee and unpacked how council engages with this advisory group to have input into key strategic documents to apply a sustainability lens. In the August meeting, the City's Senior Sustainability Officer spoke to Youth Council about the Climate Change Response Plan and the

actions Council is taking to combat climate change. Youth Council was inspired at the possibilities and impressed by current projects including the anti-erosion mussel reef - floating in Portarlington and Council's focus on empowering and funding community groups to create change through its grant rounds. These presentations outlined the importance of the serious but positive discussions surrounding climate change which have filled Youth Council members with hope for the future.

Youth Council also heard from the Coordinator Open Space Planning who provided an overview of the District Ride Centre, a new mountain bike park that is being established in Ocean Grove. Youth Council were delighted to hear that Council is now progressing the establishment of a mountain bike park to address the need highlighted by young people in the community and as was featured in Youth Councils third report, 2021. Youth Council were informed that Council has identified several potential sites and developed a draft concept plan for the park. Youth Council are excited to further discuss and explore this project with Councillors in the Councillor Connection Mentoring Program.

Finally, Youth Council engaged with the Aboriginal and Torres Strait Islander, Senior Policy Officer about January 26 and the consultation process that has commenced with the regions First Nations Peoples and interested community members. Youth Council strongly support the opportunity for community members to have their say about celebrations on January 26 and look forward to participating in the consultation process.

Youth Hubs Feasibility Study Workshops

The City's Community Infrastructure Planning team ran two, one day workshops to canvas the ideas and thoughts of young people through a codesign processes as was advised by the 2021 Youth Council in their second Youth Council Report. The workshop included this year's Youth Council who worked alongside previous years members, GASP, and participants from the fOrT to discuss the needs, opportunities, and concerns relating to the concept of a youth space and to inform the design of an Integrated Youth Hub in Central Geelong. Participants heard about the project, presenters reinforced its importance, and discussed what it would mean for young people to be able access a Central Youth Hub. Participants were then involved in a tour of four theoretical locations chosen by the consultants, where they performed an analysis of each site. Once participants returned from the tour, they worked in groups to design an operating model and the design elements - including the use of materials, furniture, and colours to create a functional and appropriate youth space. Throughout both days of the

workshop, location was identified as the most important consideration for a central youth hub. Youth Council members were able to hear from a broad cross section of youth community about what is most important to them and how the Hub can be designed to ensure everyone feels safe, connected, and able to access the supports they need in a safe, youth informed environment.

EVENTS AND OPPORTUNITIES

Barwon Water Community Consultation

In the last week of July, the Junior Mayor attended the Barwon Water Community Consultation session exploring their 2023 price submission. The workshop aimed to understand and review Barwon Water's approach to combat the negative effects that the expanding population, and climate change will have on the region's water systems. In attendance were a variety of professionals and advisory committees akin to Youth Council, as well as Barwon Water representatives, and Councillors from across the G21 region. This was a valuable opportunity for members to explore the planning processes and scope of long-term projects, as well as understand how decisions are made. The consultation was a valued and meaningful avenue to learn from others and provide recommendations in an open platform. It was a great opportunity to be a part of, and it was reassuring to see Barwon Water addressing some of the concerns of climate change and population growth by including and hearing from diverse voices from the community in their decision-making process.

Growing up in Cities

Youth Council were thrilled to attend Deakin Universities, 'Growing Up In Cities' workshop. Participants toured the city taking photos of locations and areas they felt were safe and youth enabling as well as capturing those that they felt were less safe for young people to occupy. Once back at the studio, researchers helped participants' draw a city and identify the most important elements needed to support communities to thrive. Once this was completed, participants were supplied with recycled materials to create and build one piece of infrastructure they thought was important to include. Once this was completed participants then put all their models together to create a town centre. This workshop explored crucial features of a city that promotes youth enjoyment, improved sense of safety, and that an environment that will foster youth involvement in community life. For example, the collaborative model had a focus on the arts, open air music and theatre events, and accessible green space. Youth Council members discussed and shared their support for family inclusive events as they often help young adults

feel more comfortable in the city due to increased visibility. Participants also drew on the importance of incorporating sustainable infrastructure into their design as they believed it greatly improves quality of life and alleviates some aspects of climate-based stress. Youth Council would like to thank everyone involved and note that the session was conducted in manner that allowed young people's voices to be developed, amplified, and heard through a fun and collaborative experience.

Raw + Real Racism Forum

Youth Council members were delighted to attend the Raw and Real Racism Forum hosted by Track C Consulting in late July alongside Youth Development Unit staff and Councillor Mason. A big highlight was hearing from Lowell Hunter, a proud Nyul saltwater man from the Kimberley's in Western Australia and experiencing the dance and song of the 'One Connexion' dance group. Lowell spoke about his art, connection to Country, and his experiences of racism in his community and workplaces growing up. Other speakers included Claire Coleman a Noongar woman from the south coast of Western Australia , who is an author and activist, who shared her insightful and evocative poetry; Leesa Timbi a Papua New Guinian woman who founded the Papua New Guinea Women's Association of Victoria and shared her experience with lateral racism in Papua New Guinea (a form of violence that happens within marginalised and disempowered communities), and finally Catherine Jonathan, a South African woman who is passionate about social change and started her own PR business 'Emerging Brand Africa' that aims to bring visibility to African businesses in Australia. All speakers shared their experience and reflections on racism in Australia today, Youth Council members found this to be a welcome and sobering reminder of how far Australia still has to go to address racism in everyday life. Youth Council members were thankful to be invited to attend this forum as hearing from people with lived experience inspired members to be agents of change and encourage others to challenge their preconceptions about racism. The Junior Deputy Mayor would like to encourage as many people as possible to attend this event in the coming years, especially those from local organisations, local government, and especially our Councillors.

RESIGNATION OF YOUTH COUNCIL MEMBER

Jason Binding, a Youth Council member from the Windermere Ward resigned from the Youth Council program to focus more on his employment opportunities and his studies. Thank you to Jason for all his contributions to the Youth Council program, Youth Council wish Jason well in all his future endeavours.

YOUTH COUNCIL ADVICE

Youth Council would like to commend Council on acting upon advice provided in the third Youth Council report in 2021 and referenced in the City's Social Infrastructure Plan – Generation 1, 2020-2023.

Youth Council would also like to restate and reinforce the importance of having an Integrated Youth Hub in Central Geelong that is located in a safe and accessible space, close to public transport, shops, universities and the skate park as well as open green space.

Youth Council acknowledge that the costs of creating as space in Central Geelong could be viewed as inhibitive but would like Council to consider the human cost for not establishing this space. Young people need a space in Central Geelong now, more than ever, and urge Councillors to work with all levels of Government to progress this work. The safety and wellbeing of Young People can be safe guarded through the establishment of this space, and support and services available from within it.

Youth Council's advice;

- Request that the City increase the intensity and frequency of advocacy work with State and Federal Government for additional funding to progress the project as described in the Youth Hub Feasibility Study.
- Council establishes a pilot/interim, Central Youth Space while work continues on securing and raising additional funding for the Integrated Youth Hub in Central Geelong.

OUR PRIORITIES FOR THE NEXT TWO MONTHS

Youth Council members are looking forward to the remaining Youth Council meetings, hearing from a range of guest speakers and continuing to work together to formulate discussion topics and test advice for upcoming Councillor Connect Mentoring sessions. Youth Council will also be working hard to shape the final recommendations made in the final Youth Council report. Finally, all members are looking forward to attending their final Councillor Connect Mentoring session with all Councillors' later in November.

CONCLUSION

The last 3 months have been very busy for Youth Council, and members are getting so much from the Youth Council program. Youth Council look forward to the final months of the program and to the opportunity to work together to provide advice to and learn from Councillors.

2.2. Highton Village Urban Design Framework

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To adopt the Final Highton Village Urban Design Framework (UDF). Refer **Attachment 1**.

Background

2. The Final Highton Village UDF establishes short and medium-term objectives, strategies and actions to guide future development, streetscapes, movement and access in Highton Village.
3. The Final Highton Village UDF includes a strategic framework, public realm improvements and built form controls.

Key Matters

4. Preparation of the Final UDF commenced in 2016 and has been informed by five phases of engagement with residents and traders between 2016 and 2021, including the release of an Interim Final UDF in response to the impacts of COVID-19.
5. The UDF supports Council's goal of providing for 50 per cent of future housing needs through urban infill, as well as delivering greater housing diversity and affordability.
6. It supports future retail needs, as identified in Council's Retail Strategy and protects the 'village' character of the area and human scale in laneways.
7. The UDF proposes future development will be predominantly low to medium-rise mixed use with commercial, retail and residential uses.
8. The UDF also provides concepts for streetscape upgrade works, and addresses movement challenges for vehicles, pedestrians and cyclists aiming to enhance accessibility and walkability in the area.

Original Recommendation

Cr Harwood moved, Cr Moloney seconded -

That Council:

1. **Adopts the Final Highton Village Urban Design Framework:**
   - **1.1. To enable the delivery of infrastructure upgrades; and**
   - **1.2. To enable the preparation of an amendment to the Greater Geelong Planning Scheme to apply a new Design and Development Overlay Schedule to implement the built form objectives of the Urban Design Framework.**

ALTERNATIVE MOTION

Cr Nelson moved, Cr Grzybek seconded -

That Council:

1. **Adopts the Highton Village Urban Design Framework subject to the following changes:**
   - **1.1 A maximum preferred building height of 9m on Belle Vue Avenue to protect the character of the Highton Village;**
   - **1.2 Retain the roundabout on Belle Vue Avenue;**
   - **1.3 Retain the Clock Tower;**
   - **1.4 Retain access to the service road from Belle Vue Avenue and Barrabool Road; and**
   - **1.5 There will be no net loss of car parking, with no additional pedestrian crossings.**
2. **Request the Minister for Planning authorise the preparation and exhibition of a planning scheme amendment to introduce policy and development controls into the Greater Geelong Planning Scheme consistent with the recommendations from the Highton Village Urban Design Framework.**
3. **Note the significant community benefit that will come from recommendations in the Urban Design Framework including:**
   - **3.1 A masterplan for streetscape upgrades for Belle Vue Avenue, Belle Vue Arcade, Village Walk, Barrabool Service Lane;**
   - **3.2 Design guidelines to protect the village character from inappropriate development by introducing building height guidelines where none exist now;**
   - **3.3 Retention of the library; and**
   - **3.4 A righthand turn lane from Barrabool Road heading eastbound to Belle Vue Avenue.**
4. **Spend the 2022-23 budget allocation of $606,000 on paving and laneway upgrades as soon as practically possible.**

Carried

Division:
For: Crs Nelson, Sullivan, Asher, Harwood, Moloney, Grzybek, Mason, Aitken
Against: Cr Murrihy

Financial Sustainability

9. Once endorsed, the Final UDF will need to be incorporated into the Greater Geelong Planning Scheme, which, in addition to officer time, may entail costs associated with the procurement of expert witnesses and legal representation.

10. Council has allocated $606,000 to the design and delivery of a laneway and Barrabool Road service lane upgrades.

11. Delivery of Belle Vue Avenue will be subject to further work, including detailed design and council funding through the business case process. These works, once delivered, will be subject to ongoing maintenance costs.

12. Barrabool Road intersection upgrade will be subject to further work with Regional Roads Victoria including detailed design and funding from the State Government.

Community Engagement

13. Five phases of community consultation have been undertaken between 2016 and 2021.

14. The first phase was undertaken in 2016, which included in-person workshops with the community and traders. In total 117 people participated, and 20 submissions were received.

15. The second phase was undertaken over six weeks in 2017, with consultation on the draft UDF involving an online survey. In total 130 submissions were received.

16. The third phase was undertaken during 2018, with consultation on alternate options for Belle Vue Avenue involving workshops with traders, survey and online submissions. In total 30 people participated and 50 submissions were received.

17. The fourth phase was undertaken during 2020, with consultation on alternate options for Belle Vue Avenue involving workshops with traders and 20 submissions were received.

18. The fifth phase was undertaken over six weeks during 2021, with consultation on the Interim Final UDF. In total, 65 submissions were received.

19. The Community Consultation Summary Report (see **Attachment 2**) identifies the main themes the community supported or were concerned about.

20. The Final UDF has also been informed by input received from departments across the City and from external stakeholders including the Department of Transport.

21. If the UDF is adopted, the community will have further opportunities to engage and provide feedback during the planning scheme amendment process and as part of the design of all future public realm upgrades.

Social Equity and Sustainability

22. The UDF contains social equity considerations, providing opportunities for increased housing supply, diversity and affordability and contributing to Council's goal of providing for 50 per cent of future housing needs through urban infill.

23. Universal design is a key consideration in the delivery of future public realm improvements, enhancing the walkability and cyclability in and around the village.

Relevant Law/Policy/Legal Implications

24. The Final UDF is consistent with state and local planning policies relating to the delivery of urban consolidation, a range of housing types in well serviced locations, environmentally sustainable design and the preservation of neighbourhood character.

25. The Final UDF is consistent with the Housing Diversity Strategy, Settlement Strategy, One Planet Living principles and the Clever and Creative vision.

Alignment to Community Plan and Vision

26. This report aligns with Our Community Plan 2021-2025 strategic priority:
    Healthy, caring and inclusive community.
    Strong local economy.
    Sustainable growth and environment.

27. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    A destination that attracts local and international visitors.
    A prosperous economy that supports jobs and education opportunities.
    An inclusive, diverse, healthy and socially connected community.
    People feel safe wherever they are.
    Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

28. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

29. Council’s Retail Strategy has identified demand for increased gross floor area in Highton Village, however, there is currently limited supply. Without new development, as proposed in the Final UDF, the activity centre may stagnate over time.

30. The informal roundabout at the intersection of Belle Vue Avenue and Taylors Court was identified as a safety risk by an independent road safety auditor during the development of the UDF, and Council may be liable if not addressed.

Environmental Sustainability

31. The UDF features “retain and enhance the tree canopy and greenery of the Village”, “encourage Environmentally Sustainable Design (ESD) in the architecture and design of buildings and public spaces” and “improve pedestrian and cyclist safety and amenity when designing new streets and buildings” as some of its core urban design guiding principles. Such principles and outcomes have important environmental implications.

32. The UDF meets the requirements of Greater Geelong Planning Scheme for solar access.

Attachments

1. Highton UDF [**2.2.1** - 72 pages]
2. Highton UDF Feedback Summary Report [**2.2.2** - 7 pages]



THE CITY OF
GREATER GEELONG

HIGHTON VILLAGE
URBAN DESIGN FRAMEWORK

OCTOBER 2022
FINAL

CITY OF GREATER GEELONG

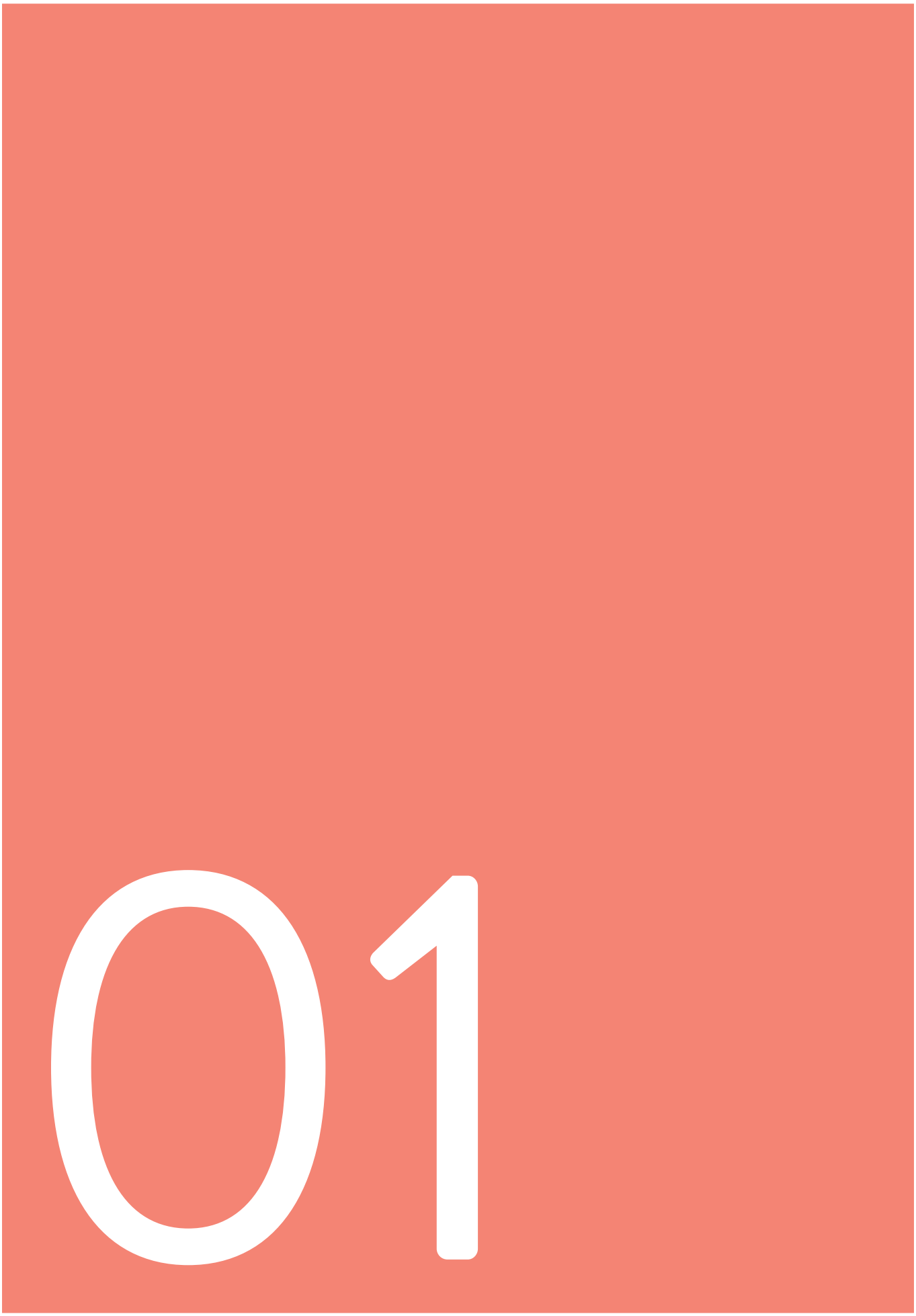
ACKNOWLEDGEMENT OF COUNTRY

The City of Greater Geelong acknowledges the Wadawurrung People as the Traditional Owners of this land.

It also acknowledges all other Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

Contents

01	**Introduction**	**04**
	Purpose	06
	Site Context	07
	Role of Highton Village	09
	Increased Housing Diversity	10
02	**Existing Conditions & Opportunities**	**12**
	Existing Conditions	14
	Analysis and Opportunities	16
03	**Developing the UDF**	**20**
	Research and Consultation	22
	Vision	24
	Urban Design Principles	24
04	**Urban Design Framework**	**26**
	Framework	28
	Concept Plan	30
	Streetscape Projects	32
	Design Guidelines	54
	Redevelopment Sites	58
05	**Movement & Access**	**60**
	Objectives	62
	Road Network	63
	Parking	64
	Other	67
06	**Implementation**	**68**


01

INTRODUCTION

Purpose	06
Site Context	07
Role of Highton Village	09
Increased Housing Diversity Area	10

Purpose

Background

An Urban Design Framework (UDF) uses words, plans and drawings to show how a precinct can grow sustainably.

The centre is thriving; the great businesses, the lovely treed character and unique shopping and dining experiences attract customers from far and wide. With this success brings challenges and opportunities for improvement. It has been many years since the streetscapes in Highton Village have been updated and some infrastructure is old and tired and presents hazards for walkers that need attention.

Without an overall plan for investment, upgrades and maintenance of infrastructure will be replaced in an ad hoc way.

Content

In this UDF, you will find:

- A community vision for the future Highton Village
- An overall plan to guide future investment and development
- Concepts for streetscape upgrade works
- An access and movement plan for vehicles, walkers and cyclists
- A staged and costed implementation plan
- Planning guidelines for new developments within and around the centre to enhance the village character

Format

This UDF is structured in six chapters:

Chapter 1 – Introduction

Chapter 2 – Developing the UDF

Chapter 3 – Existing conditions and opportunities

Chapter 4 – Urban Design Framework

Chapter 5 – Movement and access

Chapter 6 – Implementation

Site Context

Highton Village is located 5km from Central Geelong on Barrabool Road, which is the primary movement corridor between Central Geelong, the Barwon River and the Geelong Ring Road. Roslyn Road to the south provides access to Belmont High Street 1.5km to the east.

Highton has experienced strong population growth from 2001 to 2011 with an annual population change of 2.6% over the period. A higher rate of growth than Geelong overall. In 2016, the total population of Highton-Wandana Heights - Ceres was estimated to be 21,244 people. It is expected to increase by over 2,600 people to 23,906 by 2026. This is based on an increase of over 1,600 households during the period. Population growth after 2025 will steady as the new housing estates to the west of the village are completed.

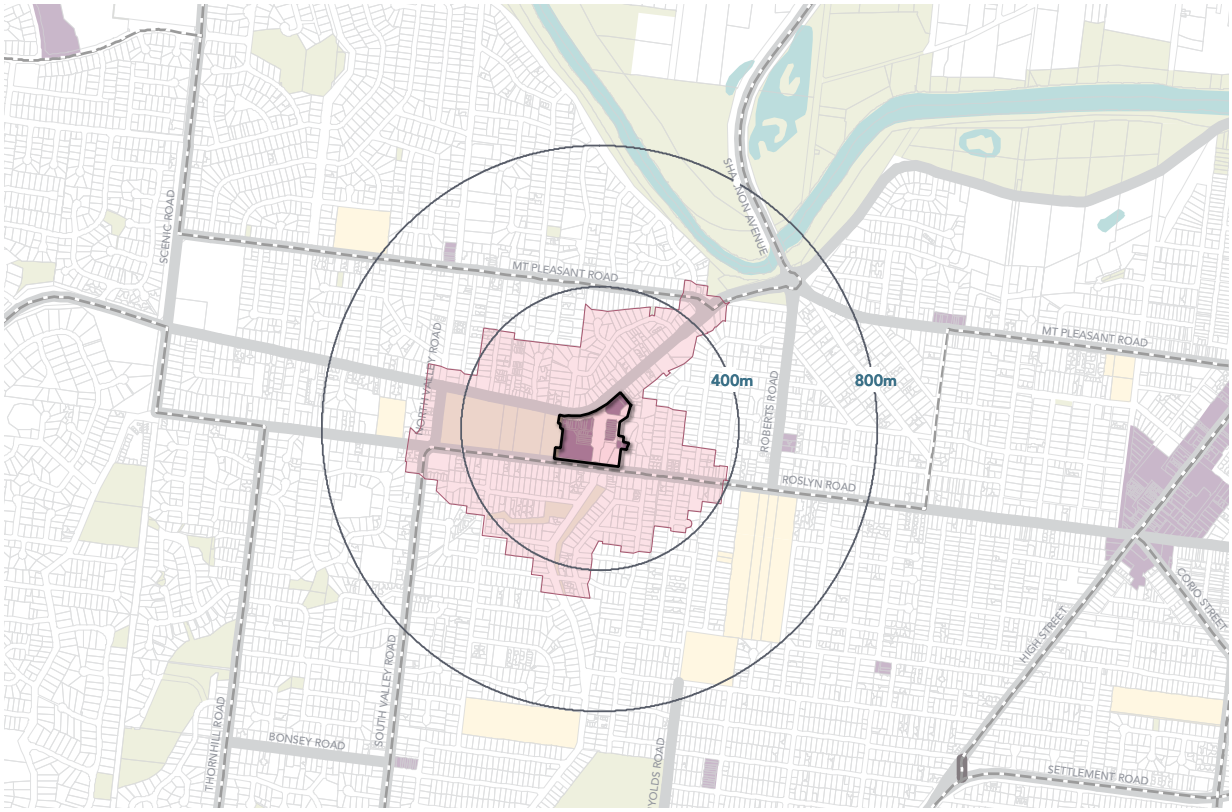


Figure 01. Context Map

KEY

- Study Area
- Major Roads
- Bus Routes
- 400/800m
- Property boundary
- Waterbodies
- Shopping Centre
- Educational Facilities
- Increased Housing Diversity Area
- Open Space

Role of Highton Village

The thriving centre plays a local day-to-day retail and hospitality role within Highton. Given that the nearby much larger centres of Waurn Ponds and Belmont cover the wider catchment, Highton will continue to play a local, neighbourhood centre role.

Retail

The Centre currently comprises 7,000sqm of retail floor space (see Table 1). The high quality environment, existing mix of unique and independent stores offer Highton Village the opportunity to continue to capitalise on the trend in retailing and consumer behaviour to seek 'experiences' rather just a market place for goods and services.

The Geelong Retail Strategy identifies the need for an additional 1,000sqm of floorspace in the Highton Village by 2031 to meet the shopping needs of the community.

This UDF identifies how this additional floorspace could be provided.

TABLE 1. Existing floorspace

FLOORSPACE	SQM
Supermarket	2,200
Speciality Food	1,700
Speciality Other	2,100
Hospitality	1,000
TOTAL RETAIL	**7,000**



Figure 02. Study Area

KEY

- Study Area
- Major Roads
- 400/800m
- Property Boundary
- Waterbodies
- Shopping Centre
- Open Space
- Increased Housing Diversity Area
- Community Facilities

Increased Housing Diversity

The Highton Increased Housing Diversity Area (IHDA) is located within the walkable catchment of the Highton Village activity centre and is earmarked to accommodate residential growth and increased housing diversity including medium density housing, townhouses, units and other multi-dwelling developments.

Currently, this area comprises of low site coverage, established gardens, low front fences and sloping topography. Mature trees are a prominent feature on the ridge line to the south of Barrabool Road. The IHDA is within the General Residential Zone - Schedule 4 and is also influenced by a Special Buildings Overlay in some areas. Clause 22.63 - Increased Housing Diversity Areas require the design of new buildings to respond to the unique attributes of the local context. In this aspect, the current Policy and Zoning provisions are appropriate to deliver the housing diversity objectives. Additional guidelines pertain to response to topography including encouraging buildings that follow the natural slope of the land and reduce the need for site excavation or filling to ensure buildings do not dominate long distance views or the pedestrian experience.









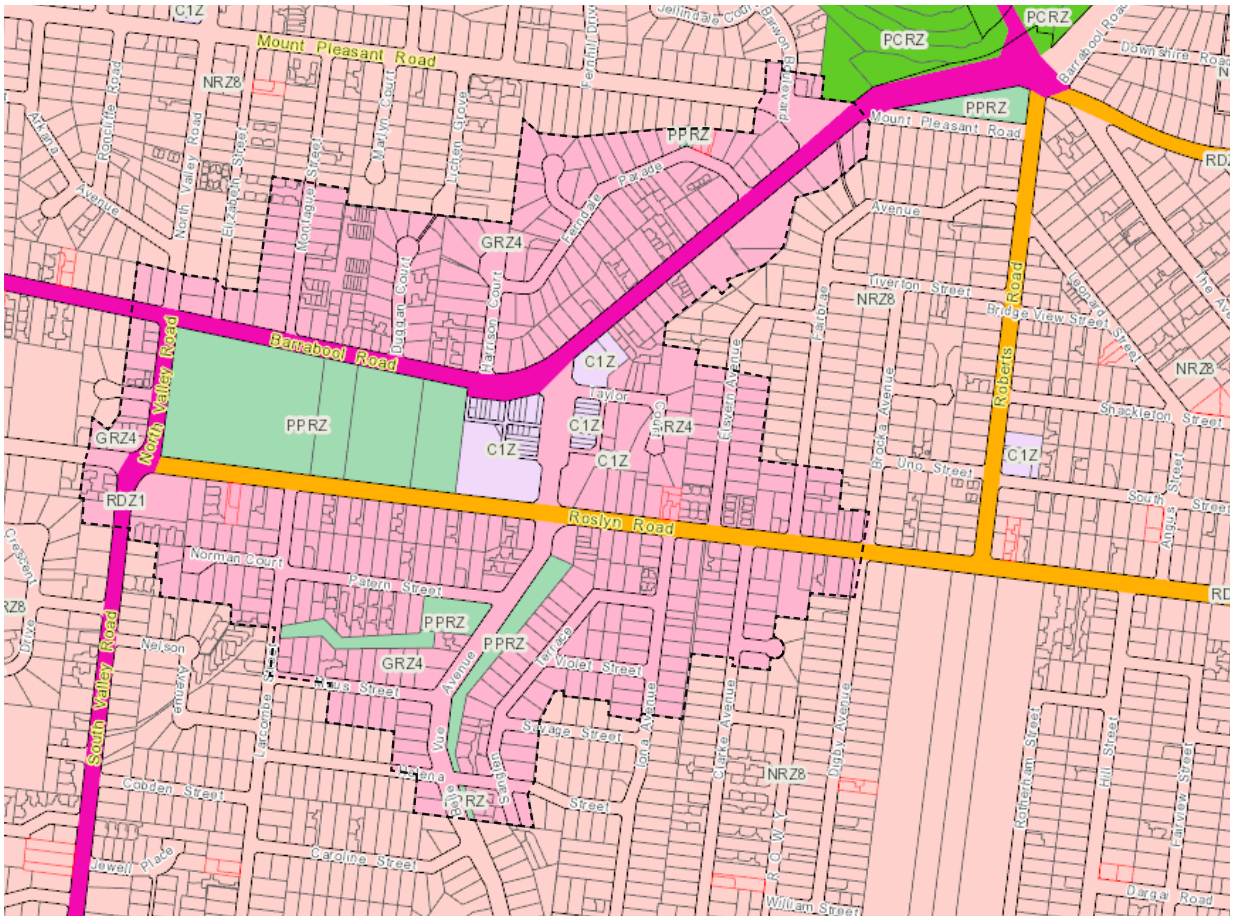


Figure 3. Existing Zones

KEY

- General Residential Zone 4
- Neighbourhood Residential Zone 8
- Commercial 1 Zone
- Public Conservation And Resource Zone
- Public Park And Recreation Zone
- Road Zone Category 1
- Road Zone Category 2
- Increased Housing Diversity Area

02

EXISTING CONDITIONS & OPPORTUNITIES

Existing Conditions 14
Analysis and Opportunities 16

Existing Conditions

The established fine grain character of Highton Village is supported by public realm amenity. In order to better understand various attributes that may require upgrades, a series of studies were undertaken including pedestrian counts, pedestrian amenity analysis and urban quality analysis.



Figure 04. Urban Quality Map

KEY

- Retail Core Study Area
- Active Street Frontage
- Potential For Interface Improvement
- Tree In Public Realm



Figure 05. Pedestrian Volumes during Weekday Afternoon Peak Hour (with % of 'At Risk' Pedestrians)

The pedestrian movement surveys (undertaken by PFC Services) were undertaken on various days throughout the Village as follows:

(i) Thursday 06/10/16, 3:00-6:00pm at the Roslyn Road roundabout,

(ii) Thursday 13/10/16, 3:00-4:30pm along Belle Vue Avenue,

(iii) Wednesday 08/06/16, 3:00-4:30pm along Village Walk. The pedestrian peak hour was 3:30-4:30pm

KEY

- Peak Volume Pedestrian Corridor
- Loading Bay / Pedestrian Conflict Point



Figure 06. Pedestrian Movement Map

Albeit a good network of pedestrian connections, there exists gaps within the internal laneways. Additionally pedestrian movement at the round-a-about problematic.

KEY

- Retail Core Study Area
- Main Village Path
- Local Footpath
- Path Through Park
- Crossing
- Desired Path

Analysis and Opportunities



The following describes the key elements of the existing conditions and their implications.

Connection to the Community

WHAT IS WORKING WELL	WHAT NEEDS IMPROVEMENT
• Hub of the community • Traders and shoppers know each other • Highton is like a little country community where everyone says hello • Community events – Christmas festival; raffles etc. – involving local schools, fire brigade, scouts, local organisations and groups (but running them is demanding on volunteers) • Lots of visitors come to the sporting facilities • Independent stores that are unique to Highton Village • No vacancies in the stores • Traders develop relationships with customers • The Village enjoys a reputation as having 'the best of everything' and high quality goods and services • The Village is a destination, not just a shopping centre • Attracting visitors from other suburbs • Harnessing the rise of the 'coffee culture' in consumer behaviour • Has a Woolworths store that meets everyday grocery needs	• No-man's land after normal business hours with limited natural surveillance and a limited evening economy • Limited functions, activities and spaces for young people within the Village







Character & Urban Design

WHAT IS WORKING WELL	WHAT NEEDS IMPROVEMENT
• Mature trees and greenery contribute to the amenity of the area and provide shade • Unique character - High Street feel • Fairy lights on all year round • Lots of awnings provide shelter from the rain and summer sun • Compact and dense centre buzzing with activity	• Backs of shops and loading bay fronting key pedestrian linkages • No housing in the centre despite it being a highly accessible place • The lack of investment in the public realm • Unused road space and large areas of asphalt • Core retail stock is old and outdated (hidden mostly by advertising signage) • Street furniture (e.g. benches, seats, tables, bicycle racks, bins, planter boxes, bollards and street lights) are old and outdated • Use of different pavement materials and finishes providing inconsistent public spaces • The Village Walk and Belle Vue Arcade is looking tired • Some awning structures are looking old (possibly 30 years old beyond the design life) • Back lane has become a waste management station (around 20 bins/ smells) • Greenery that represents the character of the Village isn't found on Barrabool Road frontage



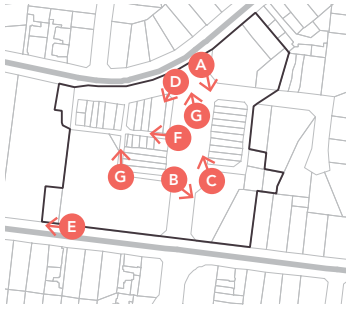




Analysis and Opportunities

Movement and Connections

WHAT IS WORKING WELL	WHAT NEEDS IMPROVEMENT
• For the most part, traffic volumes are within manageable levels for each roadway's functionality • The Village is relatively compact, so destinations are a convenient walk from the majority of car parking facilities. • Vehicle speeds along Belle Vue Avenue are relatively low • With low vehicle speeds, priority crossings and a short crossing distance, there is good pedestrian amenity for movements across Belle Vue Avenue • Council management of Village parking sees public car parking restrictions consistent with best practice where short term (high turnover) parking is provided within the commercial core and longer term parking is provided around the periphery • The pedestrian path network provides good connectivity and permeability throughout the Village • Bus stops are located within a convenient walking distance to the Village centre.	• Barrabool and Roslyn Roads are a major pedestrian barrier due to high traffic volumes and speeds • The bus stop from Geelong Station is across Roslyn Road • The Village is close to the River and Highton Reserve but the connections are not clear and access for pedestrians and cyclists are not easy • There are a lot of vehicular movement throughout the village and many different parking areas making for unsafe road environment for children and elderly • Traffic island at Barrabool Road, Taylor Court and Belle Vue Avenue has confusing markings and is not really a roundabout but looks like one • Some areas of the pavers are trip hazards • Pedestrian connection from the Village Walk to Woolworths is very poor with car park and loading bay creating a pedestrian barrier • Rear laneway along Belle Vue Arcade and Village Walk is the only connection between Barrabool Road parking and Woolworths parking areas • Often difficult to find a car park • Striking the right balance between long stay and short stay parking • Infrequent enforcement of parking restrictions • High demand for on-street parking from sporting activities in the Reserve • Traders using short term spaces


A
D
G
F
G
B
C
E


A


B


C


D


E


ATM
F


G


H

03

DEVELOPING THE UDF

Research and Consultation 22
Vision 24
Urban Design Principles 24

Research and Consultation

Research

A number of steps were undertaken as part of the research including:

- Conduct a review of existing plans, policies, strategies and infrastructure programs.
- Perform a systematic analysis of the study area's use patterns, movement patterns, urban form and structure.
- Conduct an analysis of local strengths, weaknesses, opportunities and threats.
- Prepare a draft urban design framework report.

Consultation

The timeline and engagement with the community and other stakeholders is presented in Figure 7 below.

The Shape Highton Village workshop was undertaken in November 2016 with residents, businesses, community associations, schools and government agencies to start a masterplan for the future of the Highton Village. A total of 130 representatives gathered at the Highton Bowls Club to uncover the community aspirations for the Highton Village and discuss ideas presented by the Design Team. The workshop was designed and conducted by independent consultation specialists.

The city conducted two workshops with the trader group, in October 2017 and May 2021. The workshops focused on public realm options within the Village. The discussion was framed around proposed changes to movement and access, uses of spaces and look and feel.

Consulation was also undertaken with key stakeholders, including Regional Roads Victoria and local businesses.

Formal submissions were received on the Draft UDF in 2017 and Interim Final UDF in 2021, through the Have YourSay webpage on the City's website.

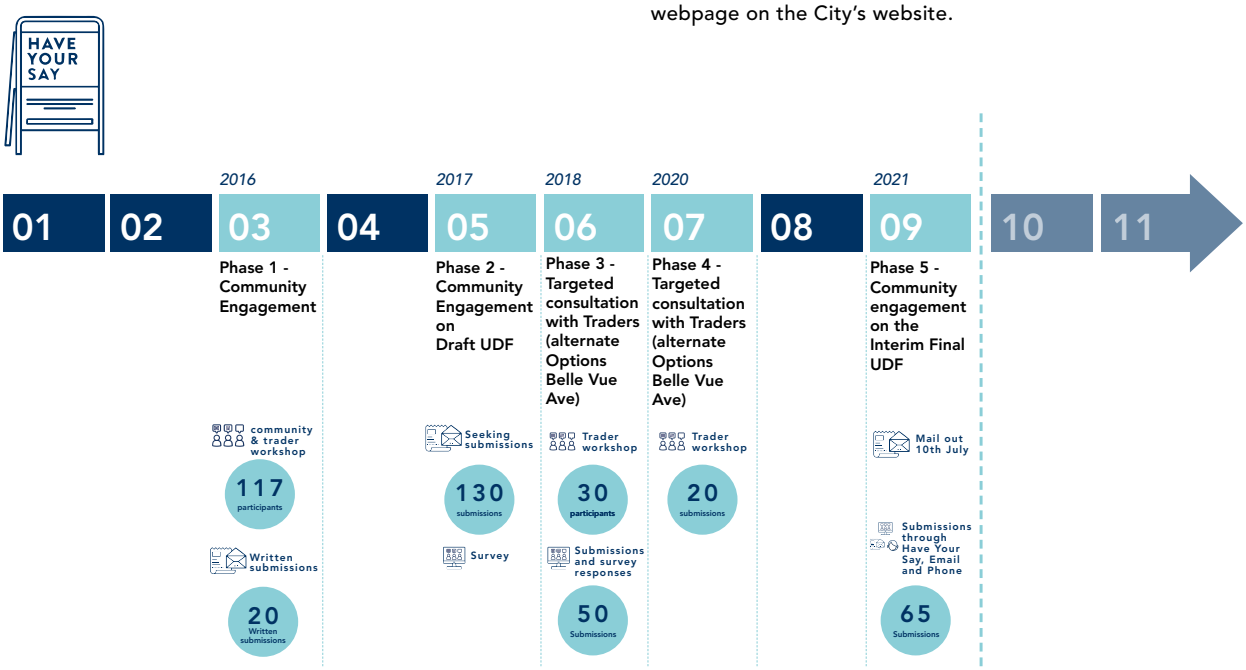


Figure 07. Consultation Snapshot

What we heard

The consistent themes that were identified from the recording of the discussion and written comments are:

Parking	Parking was the most frequently mentioned topic. More is needed - this could be provided within the Reserve, southern part of Bell Vue Avenue in the drainage reserve or in a multi deck car park. There is a need to encourage workers to park out of the centre to free up spaces for shoppers. Angle parking in the shopping area of Belle Vue will impact on traffic flow and safety.
Traffic improvements	Traffic improvements to Barrabool Road traffic signals to improve traffic flow is supported. Need to consider where right hand turns are appropriate within the Village centre to improve traffic flow and safety. Removing or altering the non-roundabout roundabout is necessary to improve safety.
Rear Laneway	Rear laneway behind Woolworths should be closed or the appearance improved. Support from many participants to relocate the Woolworths loading bay and create an alternative access road between Barrabool Road and Roslyn Road.
Safety	Safety of walkers and cyclists is very important and needs improvement.
Residential Apartments	Residential apartments in the centre will impact on the Village character.
Council Car Park Site	Redevelopment of Council car park site with retail, commercial, apartments and multi-deck car parking is supported by many participants.
Public Spaces	Public spaces, play areas, meeting spaces and spaces for young people are limited and should be increased. The library service should be retained but not necessarily in the existing building.
Central Median	Central median space in Belle Vue Avenue should be better utilised. Alfresco dining and after hours trading should be encouraged. Pop-up activities such as retail, events, markets and food trucks to create activity in public spaces are an opportunity for the Village.
Uniformed Pavement Surface	Uniformed pavement surface and removal of tripping hazards was strongly supported. Warm and natural materials should be used for pavements.
Village Walk	Pedestrian areas should be upgraded. A covered walkway was a popular suggestion.
Lighting	Lighting upgrades for functional and decorative purposes are needed. Seating, bins, toilets and water fountains should be expanded and upgraded.
Trees	Trees and greenery are important to the existing character and should be retained and enhanced.
Public art	Public art and local history references in the streetscape upgrades are important.

Vision

Highton Village is and will be the heart of the community with a unique, vibrant, leafy feel. High quality public spaces will encourage visitors to linger longer and promote community interaction. The movement network and design of buildings will provide for a range of activities and prioritise the pedestrian experience.

Urban Design Principles

The vision statement is supported by the following overarching principles which underpin the design responses set out later in this document.



1

Retain and enhance the tree canopy and greenery of the Village



2

Create new public spaces in the Village that are flexible and suit different uses, ages and seasons.



3

Celebrate the valued local village character that makes the Highton Village as a special place to live and visit.



4

Enhance Highton Village as a unique destination for local shopping and recreation.



5

Improve pedestrian and cyclist safety and amenity when designing new streets and buildings.



6

Encourage Environmentally Sustainable Design (ESD) in the architecture and design of buildings and public spaces.



Figure 08. Artist Impression - Belle Vue Avenue

04

URBAN DESIGN FRAMEWORK

Framework	28
Concept Plan	30
Streetscape Projects	32
Design Guidelines	54
Development Sites	58

Framework

The primary recommendations and projects identified in the Urban Design Framework are:

1

Consolidate commercial land uses within the retail core to promote a compact village centre.

2

Promote high quality mixed use development up to four storeys that respects the low scale built form of the Village.

3

In the long term, redevelop the northern portion of the Council car park for a mixed use development.

4

Redesign the junction of Belle Vue Avenue and Barrabool Road to reduce vehicle conflicts.

5

Undertake streetscape upgrade works in Barrabool Road service lane, Village Walk, Belle Vue Arcade, the rear laneway and Belle Vue Avenue to emphasise pedestrian routes and create a unified material palette throughout the village.



Figure 09. Framework Plan

KEY

- Landmark corner point
- The existing Highton Library retained and its long term future options reviewed in 5 years.
- Intersection upgrade
- Expanded public median space
- Potential development sites
- Potential ground floor retail
- Active frontages
- Vehicle movements
- Rear access & loading
- Key Pedestrian Routes
- Secondary pedestrian routes
- Secondary pedestrian routes through future development site - flexible location
- Residential interface

Concept Plan

KEY

1. Existing field
2. Belle Vue Avenue reconfiguration - refer to following detail concept
3. Laneway upgrade - refer to following detail concept
4. Service lane upgrade
5. Barrabool Service Rd car park reconfiguration
6. Potential development site to include retail, office, residential, possible community uses.
7. Potential for longer term on street parking
8. Improve pedestrian connections
9. Barrabool Rd bike lanes
10. Intersection upgrade
*Configuration to be determined with Council & Regional Roads Victoria
11. The existing Highton Library retained and its long term future options reviewed in 5 years

Existing trees (dotted centre)

Proposed trees (crossed centre)

Garden bed

New pavement - e.g. concrete with saw cuts to help differentiate space

New furniture and fixtures -e.g. lighting, bollards, bins, incorporated seating, benches and bike racks

Pedestrian crossings

Potential development site subject to feasibility study

Opportunities for local artists engagement

- murals for blank building facades - art piece, history or aid in wayfinding
- wayfinding signage
- pavement 'tapestry' within laneways and in areas of belle vue avenue
- childrens play elements weaved into the public realm

Note:

- All potential building modifications or redevelopments are subject to coordination with owners.
- Highton Flood Study identifies areas of high hazard flooding within the precinct. Public realm works offer opportunities to improve the situation, particularily for the car park adjacent to Barrabool Road/Highton Researve, and Taylor Court.

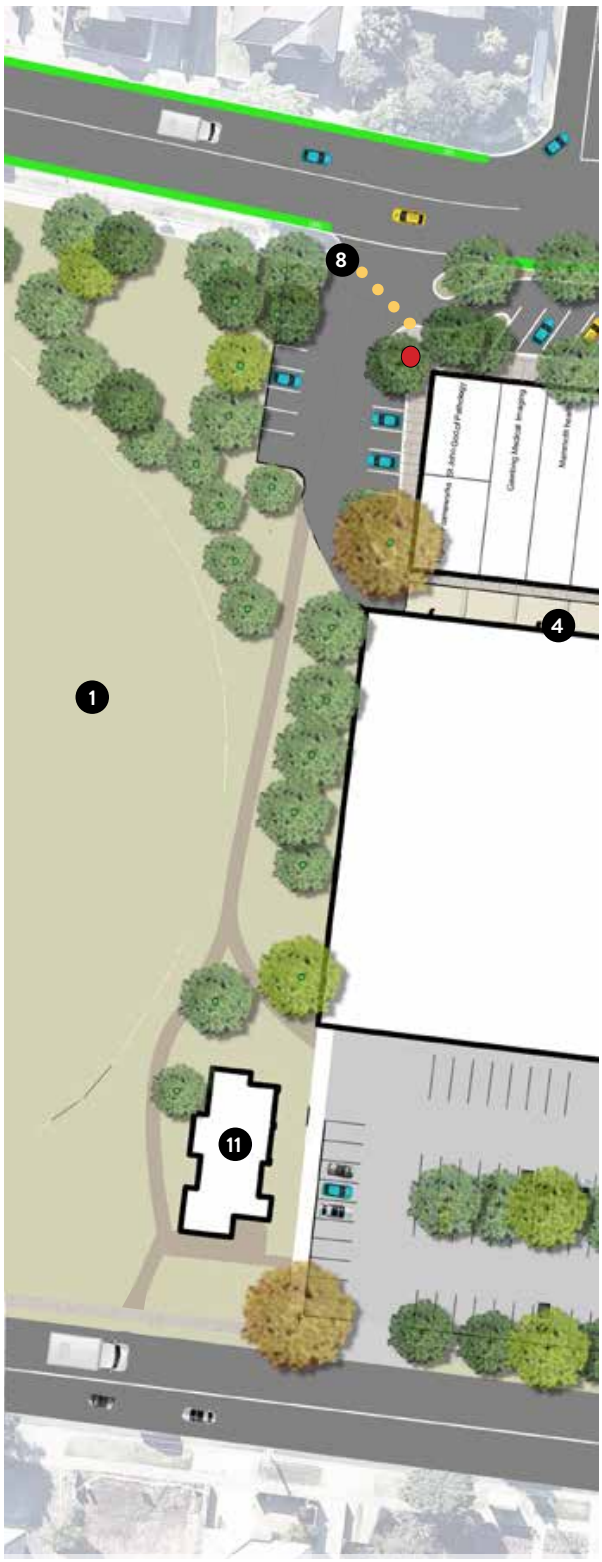


Figure 10. Highton Village Streetscape Concept Plan


10
9
5
8
8
2
3
8
8
6
7
0
20
40m

Streetscape Projects

There are four strategic streetscape projects identified that can be implemented in a staged manner to manage impact on traders and meet the City's budget cycles.

1 Belle Vue Avenue

2A Belle Vue Arcade and Village Walk

2B Service Lane

3 Barrabool Road

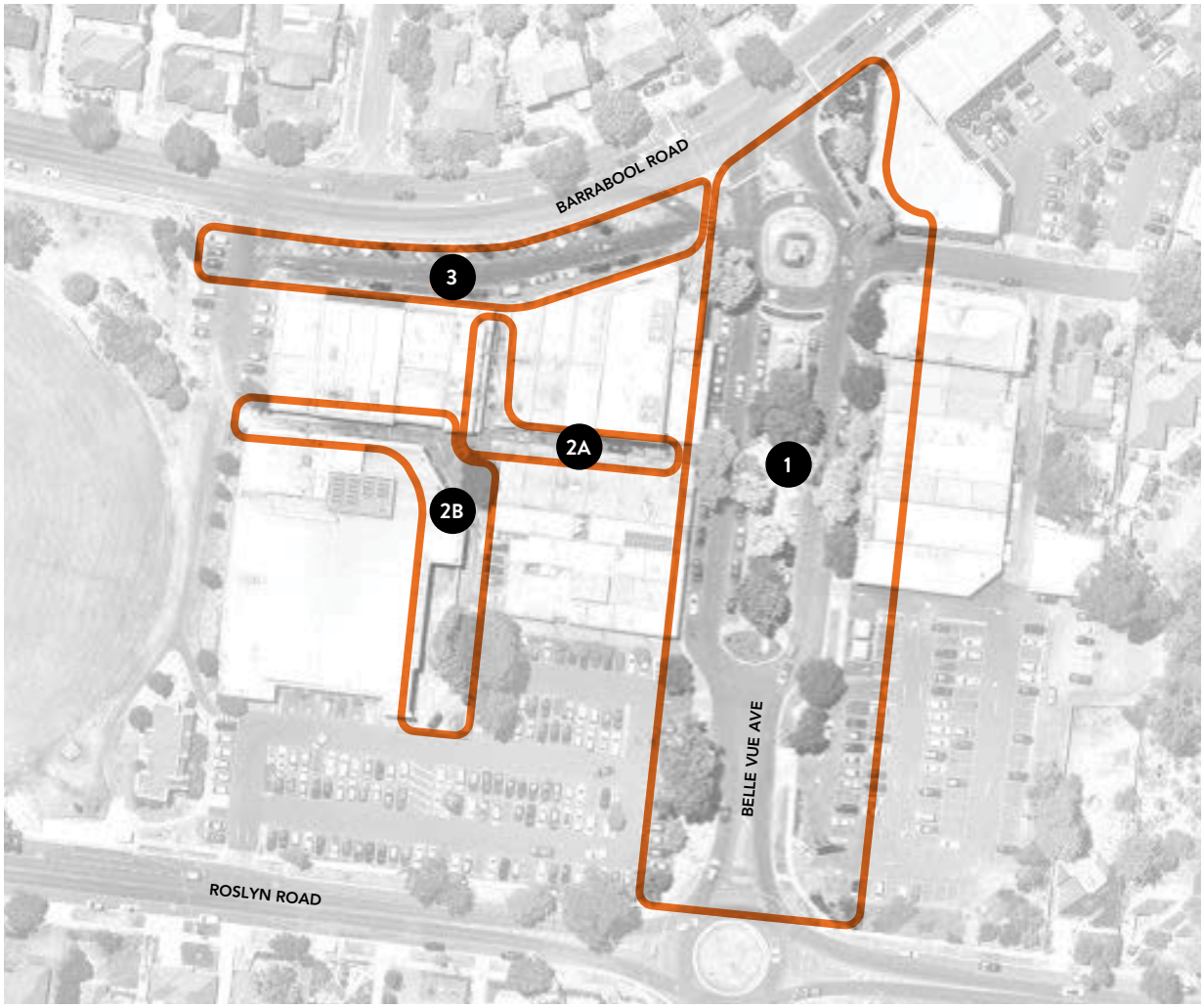


Figure 11. Staging Plan

Project 1. Belle Vue Avenue

Belle Vue Avenue streetscape plan maintains the capacity of the road network (one lane each way), low impact of car parking supply (4 less spaces) and retains existing robina pseudocacia canopy trees in raised planters with inbuilt seating.

The design allows for more planting, seating, cycle parking and alfresco dining. The pedestrian linkage from Belle Vue Arcade to Belle Vue Avenue is maintained and enhanced. Two additional pedestrian crossings are proposed at Taylor Court and Barrabool Road service lane. A 30km/ h speed limit will further enhance pedestrian amenity and cyclist safety.

Over the course of the urban design framework development four options were developed and tested with the community and Trader Group.

- Cross section 1 - Retain the existing conditions
- Cross section 2 - Locates vehicular traffic to the western side creating a large public space
- Cross section 3 - Maintain a median and divided carriageways and provide angle parking
- Cross section 4 - Maintain a median and divided carriageways and reduce carriageway widths to create a larger median public space

All upgrade options provide a traffic lane in each direction and a parking lane in each direction. They therefore do not represent a major change to the vehicular through carrying function of the roadway.

Each option was considered against the objectives identified earlier.

Table 2. Belle Vue Avenue Options Assessment

CRITERIA	CROSS SECTION 1	CROSS SECTION 2	CROSS SECTION 3	CROSS SECTION 4
Increase in Useable Public Space	X	✓	X	✓
Prioritise the Needs of Pedestrians Over Cars	X	✓	X	✓
Increases Parking Supply	–	X	✓	X
Improve Cyclist Safety	–	X	X	✓
Activation Of Adjoining uses Through Street Trading and Alfresco Dining	–	✓	X	X
Retention of Existing Vegetation	✓	✓	✓	✓

The option that best achieves the community objectives and delivers the most benefit from a substantial investment by the City is the creation of an exciting new public plaza on one side of the road way – Option 2.

This layout maintains the capacity of the road network (still one lane each way), moderate impact on parking supply (11 less spaces) and retains most of the existing Robinia pseudoacacia canopy in raised planters with inbuilt seating.

The design allows for more planting, seating, cycle parking, children's play areas and alfresco dining. The public space is proposed on the east side of the road as this allows the most opportunity for interaction with the existing businesses through street trading and alfresco dining and good solar orientation for afternoon sun.

The Trader Group however had significant concerns with the proposal to reduce car parking within the Village, particularly on Belle Vue Ave (Option 2).

Following a series of workshops with the Trader Group it was agreed that Option 1, which utilises the existing cross section would be further developed.

The concept design shown in Figure 7 represents the compromise reached between minimal loss of car parking (4 less spaces on Belle Vue Ave), limited changes to traffic flow and provides public realm improvements, such as new pavements, planting and furniture.



Figure 12. Artist Impression - Belle Vue Avenue


LIBRA
CAFE
CRAIG PERRY

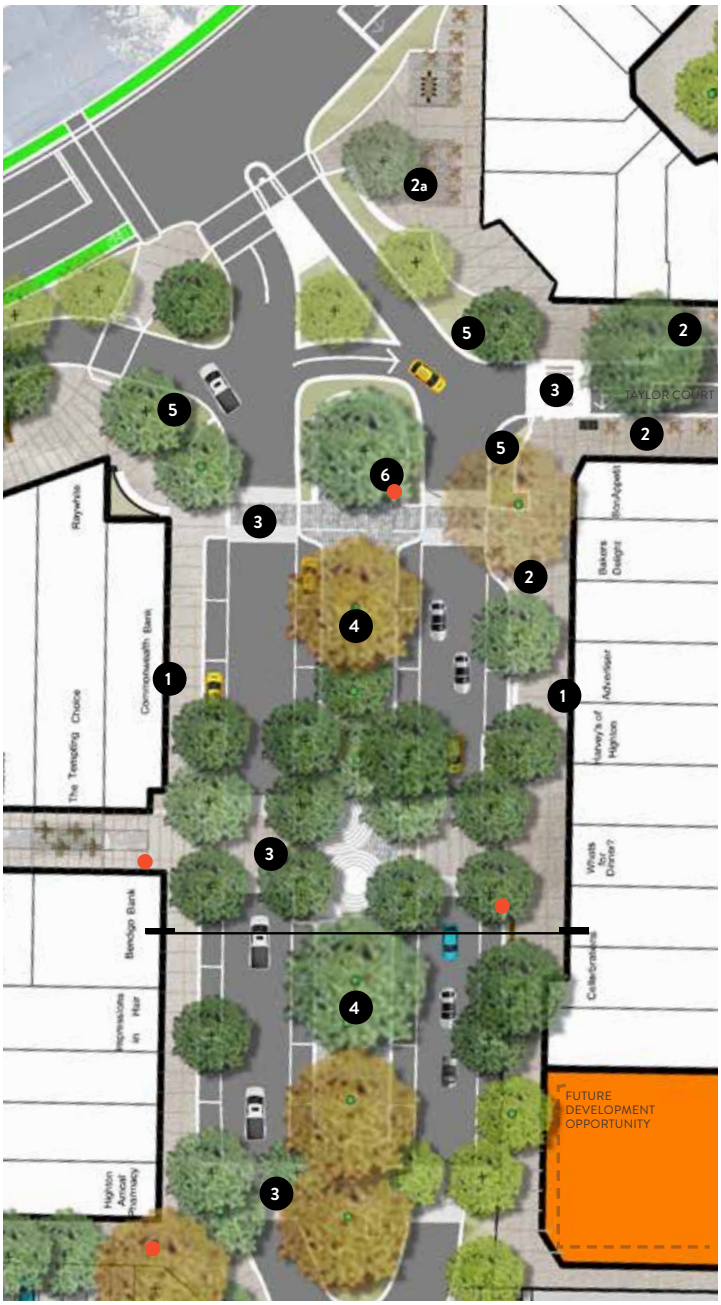


Figure 13. Belle Vue Avenue Streetscape Plan

KEY

- Existing trees (dotted centre)
- Proposed trees (crossed centre)
- Garden bed
- New pavement - e.g. concrete with saw cuts to help differentiate space
- New furniture and fixtures -e.g. lighting, bollards, bins, incorporated seating, benches and bike racks
- Pedestrian crossings
- Potential development site subject to feasibility study
- Opportunities for local artists engagement
  - murals for blank building facades - art piece, history or aid in wayfinding
  - wayfinding signage
  - pavement 'tapestry' within laneways and in areas of belle vue avenue
  - childrens play elements weaved into the public realm

KEY DESIGN PRINCIPLES:

- Consistency of materials
- Prioritise pedestrian movement through pavement hierarchy
- Adaptable and dynamic spaces for a variety of uses to suit the needs of the community, events, trading and alfresco dining opportunities
- Improve Barrabool Road/Belle Vue Road intersection for all users

INDIVIDUAL AREAS

1. Clear pedestrian access for shop frontages defined by sawcuts
2. Street trading area
2a. Pergola structures with climbers and small garden beds. Creates green cover and can be adapted to suit shop needs e.g. lighting, heaters etc.
3. Raised pedestrian crossings
4. Raised lawn with concrete/timber seating edge
5. Garden beds around existing and proposed trees to green pedestrian zone and soften road edge
6. Clock removed and alternative civic monument or art installed in public space



Figure 14 . Belle Vue Avenue Indicative Streetscape Section

Project 2a.
Belle Vue Arcade and Village Walk

The existing materials and tired conditions of Belle Vue Arcade and Village Walk do not do justice to the high quality mix of businesses and pedestrian quality in the laneways

To rectify this situation the fine grain character of the laneways will be retained. The pavement will be replaced to match the new materials in Belle Vue Avenue.

The existing steel beams will be integrated into a pergola structure that can be adapted to suit each of the different shops i.e. lighting, weather protection and on street dining.

The pergolas provide opportunities for garden beds, climbing plants and unique paving created by a local artist to brighten the laneway and soften the feel of the space.

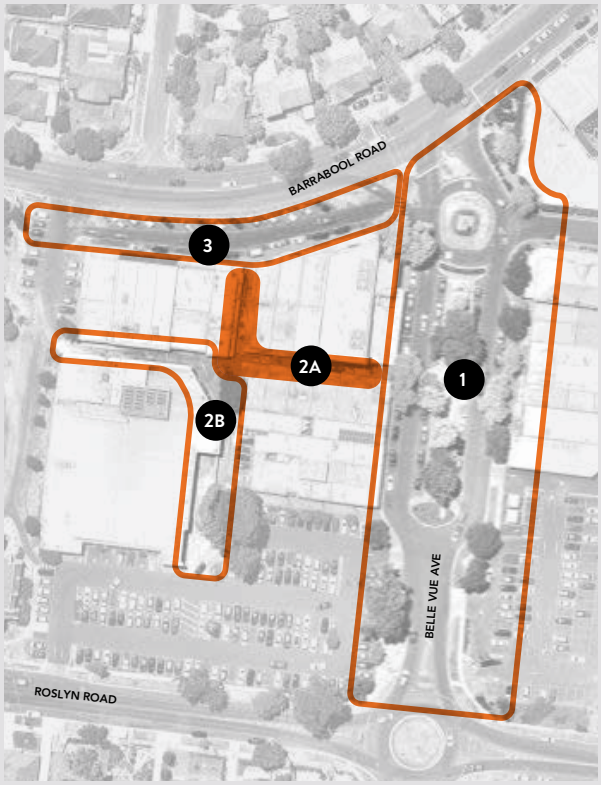


Figure 15. Belle Vue Avenue Arcade & Village Walkproject Location

KEY

- 1 Belle Vue Avenue
- 2A Belle Vue Arcade and Village Walk
- 2B Service Lane
- 3 Barrabool Road



Figure 16. Artist improession Belle Vue Arcade and Village Walk



Figure 17. Belle Vue Arcade and Village Walk Concept Plan

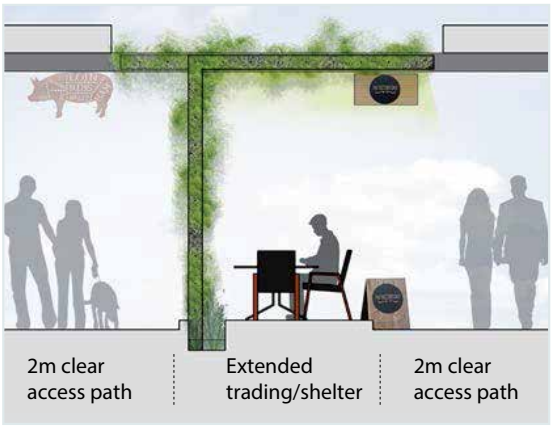


Figure 18. Concept Section B-B

KEY


Proposed Trees (Crossed Centre)


Pergola and Vine Planting


New Pavement - e.g. Concrete With Saw Cuts to Help Differentiate Space


New Furniture And Fixtures - e.g. Lighting, Bollards, Bins, Incorporated Seating, Benches and Bike Racks


'Tapestry' Pavement

Opportunities for Local Artists Engagement

KEY DESIGN PRINCIPLES:

- Source of enclosure with adaptable pergola structure. Opportunity for heating, lighting, planting, signage, shade and rain shelter
- Brighten laneway with vegetation to pergola structure and garden beds to soften space
- Consistency of materials to match village centre but with fine grained character

INDIVIDUAL AREAS

1. Clear pedestrian shop frontages defined by frequency of sawcuts
2. Plaza space with furnishings and fixtures to create a link between village lanes to promote pedestrian movements
3. 'Tapestry' pavement design to be developed with local artists for extended trading area and to bring colour and interest to the lane
4. Pergola structures to integrate into existing steel beams with climbers and small garden beds. Creates cover and can be adapted to suit shop fronts e.g. lighting, heaters etc.

Project 2b. Service Lane

The service lane is a key pedestrian route but the current environment offers extremely low amenity for pedestrians.

The existing pavement will be replaced with a single grade pavement that clearly identifies pedestrian and vehicle spaces through the use of unique saw cuts in the pavement. A best practice 10km/h shared zone will be implemented.

The existing unused bin structure will be removed and an attractive screen installed on the north east wall where the bins are currently stored.

The wall on the north side of the supermarket offers the opportunity to create a vertical garden to soften the blank wall and further enhance pedestrian amenity.

Vehicle access will be maintained through the area and access to existing car parking areas retained.

Best practice design elements for shared laneways include a surface treatment which has the look of a pedestrian path, being at the same level as adjacent footpaths.

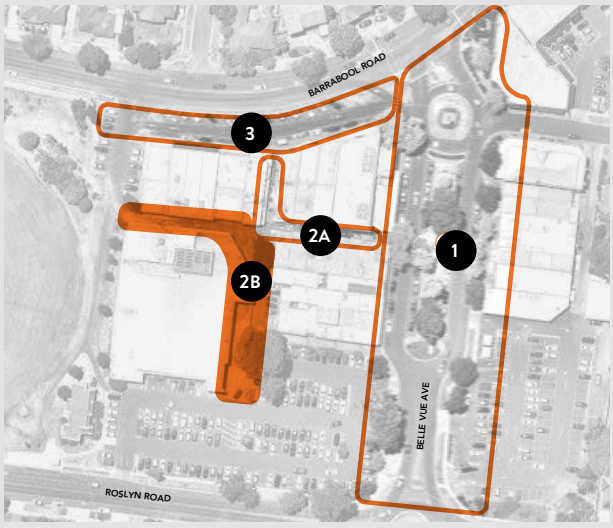


Figure 19. Service Lane Project Location

DESIGN PRINCIPLES:

- Consistency of materials to match Village centre but with fine grained character
- Prioritise pedestrian movement through increased safety, encourage/inviting laneway character and movement with at grade, trip free pavement giving hierarchy through increased concrete saw cuts for pedestrian movement
- Vertical treatment to soften Woolworths rear wall and screen bin storage with green wall and timber cladding

INDIVIDUAL AREAS:

1. Clear pedestrian shop frontages - defined by frequency of saw cuts
2. Green wall and timber cladding to soften facade
3. Plaza space with furnishings and fixtures to create a link between village lanes to promote pedestrian movements
4. Bin storage screened with timber cladding
5. Exsiting loading bay
6. Private parking

KEY:

- Proposed trees
- Garden bed
- New pavement - e.g. concrete with saw cuts to help differentiate space
- New furniture and fixtures e.g. lighting, bollards, bins, incorporated seating, benches and bike racks

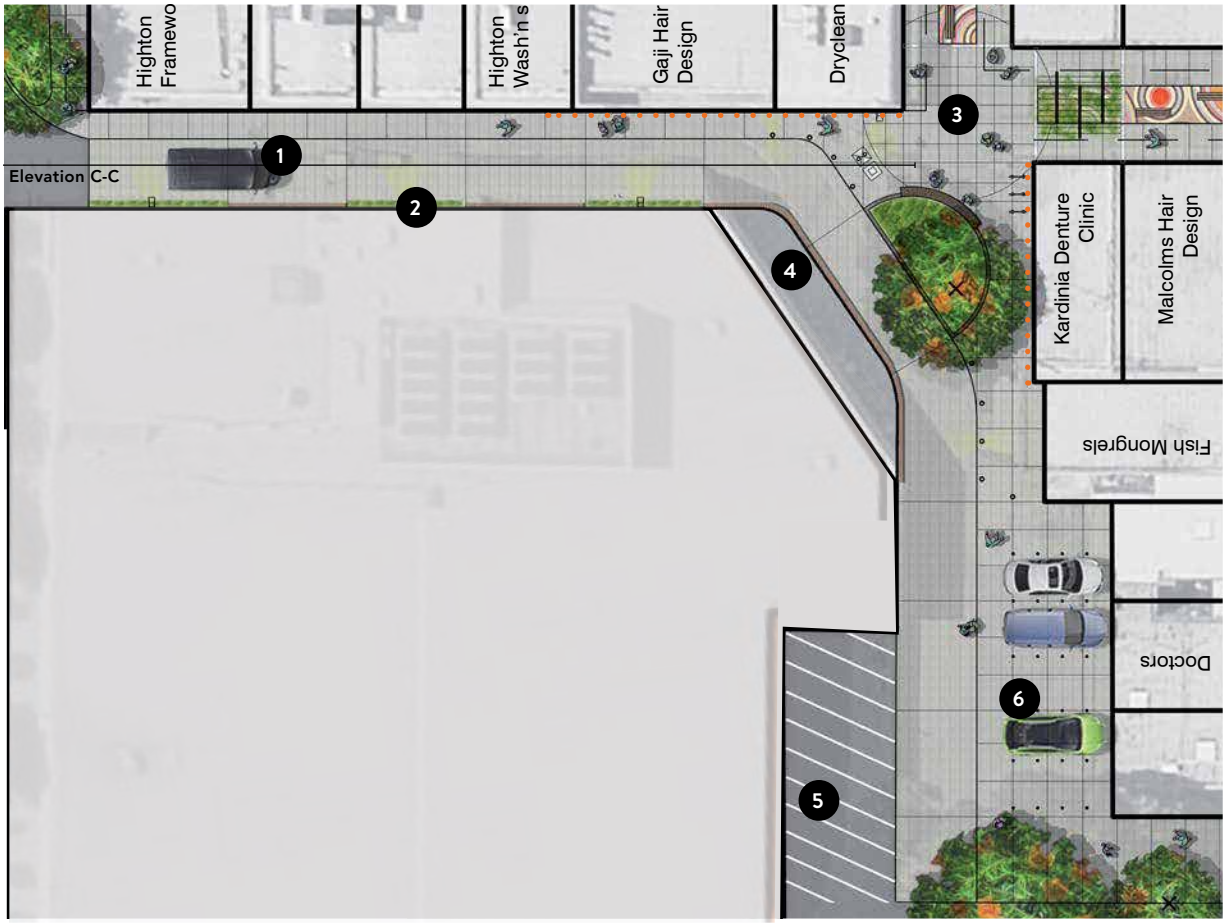


Figure 20. Service Lane Concept Plan



Figure 21. Green Wall Elevation C-C

The supermarket rear facade softened/broken through the use of a green wall installation and integrating timber cladding to add variety and texture while wrapping corner to screen the bin storage area.

Note - elevation design indicative, scale, arrangement and proportions to be developed further and can be adapted to suit other blank walls within the Village.

Project 3. Barrabool Road

It is proposed to reconfigure the Barrabool Road service lane to provide a single row of angle parking spaces adjoining the footpath. In doing so, the footpath can be widened to allow for on-street dining, street tree planting and more seating.

This new parking arrangement will mean pedestrians will not have to cross the road to access their vehicles.

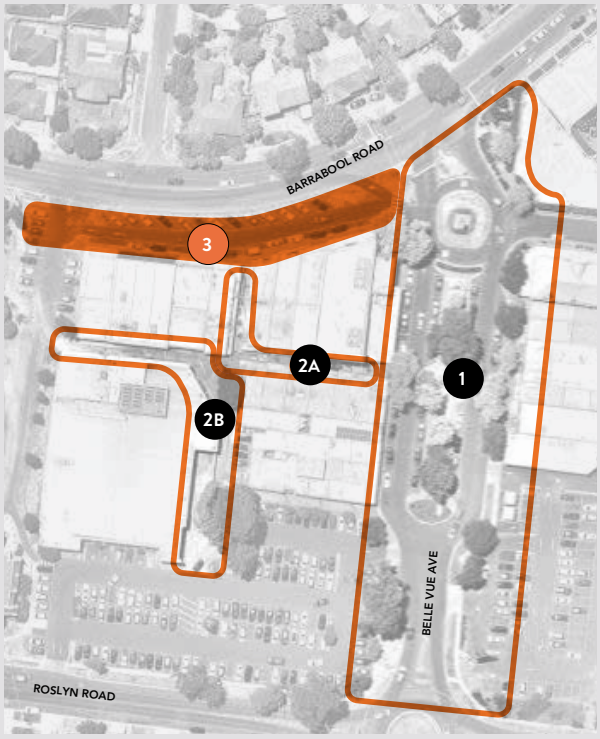


Figure 22. Service Lane Project Location

KEY

- 1 Belle Vue Avenue
- 2A Belle Vue Arcade and Village Walk
- 2B Service Lane
- 3 Barrabool Road



Figure 23. Artist's Impression – Barrabool Road and Carpark



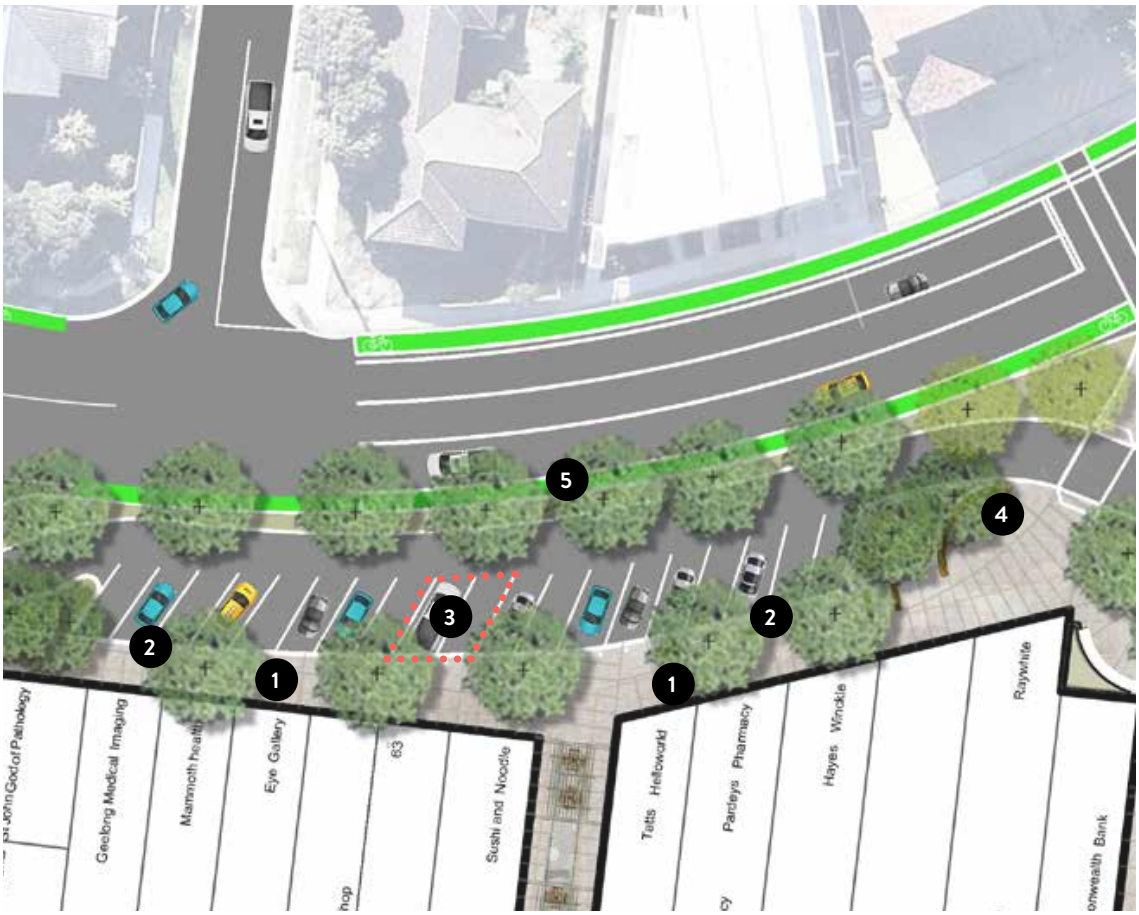


Figure 24. Barrabool Road Service Lane Concept Plan

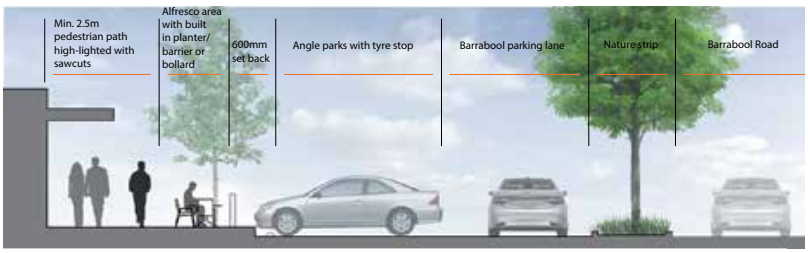


Figure 25. Barrabool Serive Road Section DD

KEY


Proposed Trees (Crossed Centre)


Garden Bed


New concrete pavement with decorative saw cuts


New Furniture And Fixtures - e.g. Lighting, Bollards, Bins, Incorporated Seating, Benches and Bike Racks

KEY DESIGN PRINCIPLES:

The proposed reconfiguration of Barrabool Rd carpark removes the existing parallel and angle spaces and replaces them with one row of angle spaces along the footpath edge.

This allows footpath widening for extended trading, alfresco dining, street tree planting, seating and other furnishings. Pedestrians are also no longer required to cross the road to access their vehicles.

- Provide opportunities for on street trading
- Consistency of materials to match village centre
- Introduce low planting and trees to break the scale of Barrabool Rd pavement giving hierarchy through increased concrete saw cuts for pedestrian movement
- Vertical treatment to soften woolworths rear wall and screen bin storage with green wall and timber cladding

INDIVIDUAL AREAS

1. Pedestrian path emphasised with decorative saw cuts
2. Extended alfresco dining, bike storage, planting and seating space
3. Potential parklet location (dependent on council and trader needs)
4. Meeting/resting place with seating and garden beds
5. Street trees and low shrub planting to nature strip behind vehicle barrier

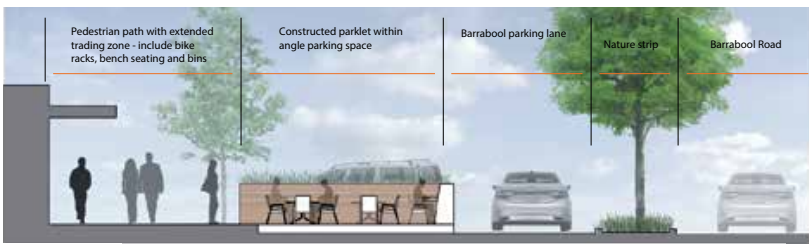


Figure 26. Barrabool Service Road Section DD - Parklet Option



Parklet Precedent

Materials

The above shows an indicative material palette for the overall concept of Highton Village.

The simple use of minimal pavements such as in situ concrete and bluestone highlights, compliment but contrast with the vehicular asphalt road highlighting pedestrian priority.

Through the introduction of stainless steel, blackened steel, colour highlights and timber in street furniture and fixtures, a new character of the Village will emerge.

Using local artists to help create a new identity will meld continuity and diversity. This will bring interest and vitality and a renewed sense of place.





Figure 27. Overall Material Palette ***(image source: Outlines Landscape Architecture)***

Furniture

Incorporated Furniture

Incorporate simple yet sophisticated timber elements into the built structure of the village centre. Grounds and integrate within the larger hard elements. The contrasting materials of timber, concrete and steel compliment and highlight key moments.

Free Standing Furniture

Simple, sophisticated and contemporary style. Some flexibility in form to create subtle variation - coupled with groupings and placement to work with the specific arrangement of spaces.

Feature Colour

Opportunity to use childrens' play, artist installations and customising off the shelf and/or inbuilt items as vehicles to introduce colour into the village. Colour can be localised to differentiate the main street and provide variation to key spaces, or alternatively pulled through the village centre to give a consistency throughout.



Figure 28. Overall Furniture Palette ***(image source: Outlines Landscape Architecture)***

Plantings

Key Principles

- Strong boulevards and striking features.
- Increased greening across village centre providing colour and textural interest.

Suggested species

Trees

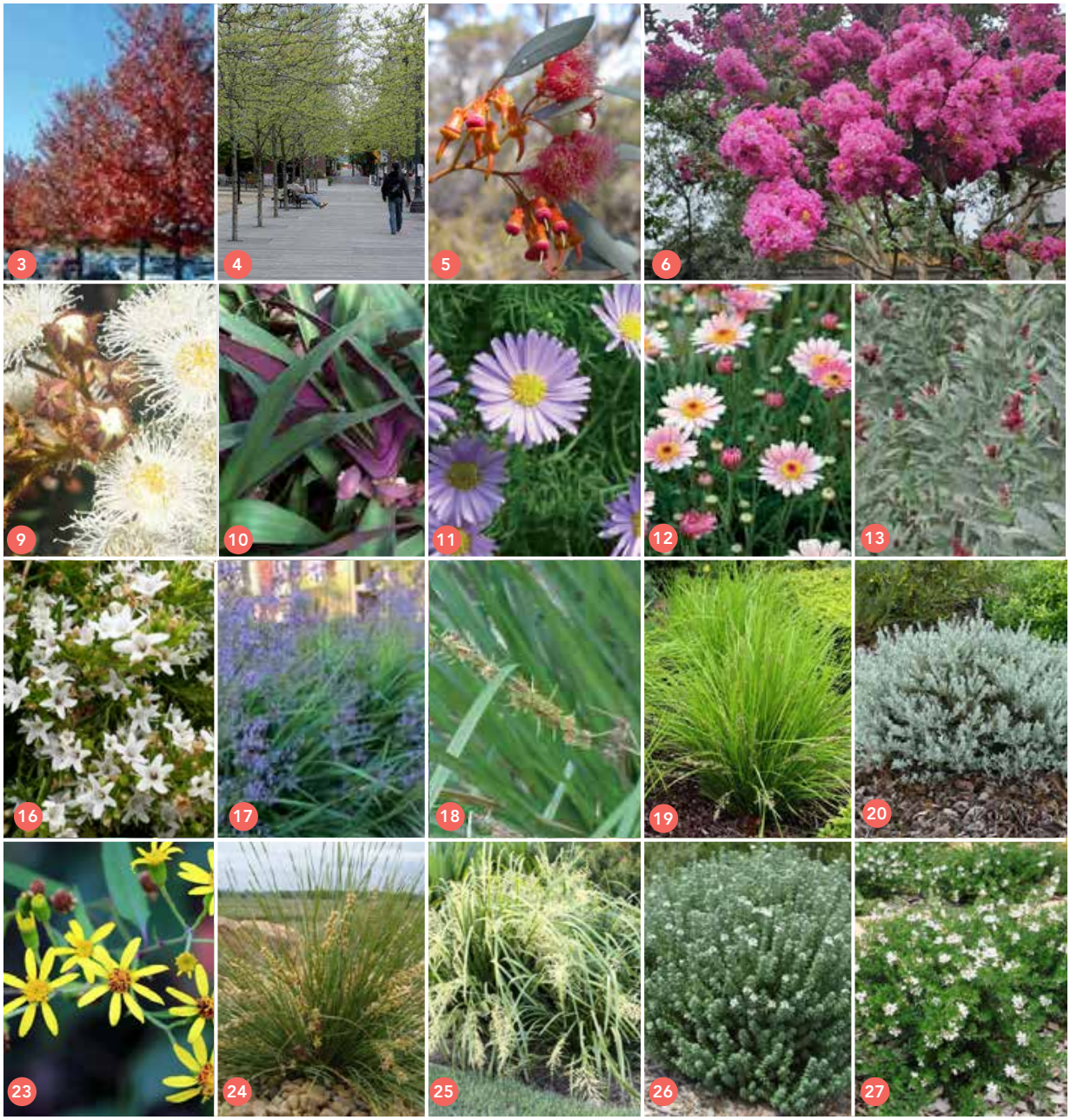
1. Robinia pseudoacacia
2. Gleditsia triacanthos 'Sunburst'
3. Ulmus parvifolia
4. Fraxinus grifithii
5. Eucalyptus torquata
6. Lagerstroemia indica
7. Eucalyptus 'Little Spotty'
8. Tristaniopsis laurina
9. Angophora hispida

Shrubs and grasses

10. Rhoeo spathacea 'Nana'
11. Brachyscome multifida
12. Argyranthemum sp.
13. Atriplex cinerea
14. Correa glabra
15. Lomandra 'Lime Tuff'
16. Myoporum parvifolium
17. Dianella 'Little Jess'
18. Lomandra filiformis
19. Lomandra 'Tanika'
20. Eremophila 'Silver Ball'
21. Dietes grandiflora
22. Hibbertia scandens
23. Senecio scandens
24. Lomandra fluviatilis 'Shara'
25. Lomandra hystrix 'Tropic Cascade'
26. Westringia fruticosa 'Grey Box'
27. Westringia fruticosa 'Mundi'



Figure 29. Overall Planting Palette


3
4
5
6
9
10
11
12
13
16
17
18
19
20
23
24
25
26
27

Design Guidelines

Principles

In developing the design guidelines key considerations include:

- Maintaining the low scale character of the Village
- Maintaining the intimate character of the laneways
- Minimising overshadowing of new and existing public open spaces.

Objectives

Public and private sector investment should deliver the following objectives and meet design guidelines:

- To ensure the height and setbacks of development maintain and enhance the established streetscape and traditional, low-rise, high street character of Belle Vue Avenue and the compact intimate character of the laneways.
- To achieve excellence in design and high quality, contemporary architecture that efficiently utilises the site, enhances the character of the Village and enhances the public realm.
- To ensure active uses are provided at ground level and contribute to vibrant street activity
- To ensure building design embodies the highest environmental standards, adopts innovative ways to achieve ecologically sustainable outcomes, and achieves the highest level of durability, robustness and adaptability throughout the building life cycle.

Guidelines

Building Design

- Provide active uses on frontages identified in the overall framework plan.
- Blank walls are discouraged on facades fronting public areas. Where blanks walls cannot be avoided, windows or openings should be provided to promote interaction with the street. If windows or openings are not appropriate other design treatments may be considered to break up the surface and provide visual interest and amenity such as mural painting or vertical gardens.
- Encourage a high level of facade articulation and design treatments that:
    - Maintain the fine grain shop front patterns and consistent vertical proportions;
    - Distinguish recessed upper level built form from the main building facade;
    - Provide variation to surface alignment and materials.
- Encourage architectural detailing that accentuates the prominent corners at key intersections.
- Ensure that the built form minimises impacts on solar access to balconies of adjoining buildings and sites.
- Utilise construction materials and products that incorporate low-embodied energy, are robust and weather resilient and are low maintenance to maximise their life cycle.
- Maximise passive opportunities for energy efficiency in building siting and design.
- Balconies and upper floor setbacks should be provided to reduce the visual bulk and dominance of development.
- Direct connection should be established at grade to usable spaces within ground level tenancies, with level transitions contained within the building envelope. A variety of opportunities exist to ensure good activation in SBO areas. These include internal transitions in floor levels to building entries, as well as some elevated active edges against the street boundary with softening vegetation at the public realm interface.
- Ensure continuity of ground floor activity along streets and laneways.
- Encourage new buildings to provide direct pedestrian access from both the street and from on-site car parking areas.
- Encourage the incorporation of weather protection for pedestrians along street frontages in the form of verandas, awnings or canopies over the footpath, maintaining a minimum clearance of 3.5m above the footpath level.
- Encourage residential premises at the upper levels to address the street.
- Encourage residential premises at the upper levels to address the public open space with recessed balconies, where west facing.
- Encourage lot consolidation to reduce the impact of potential vehicle crossings on Belle Vue Arcade west and Village Walk -south.
- Upper level development where no vehcile access is possible (such as the block on the south western corner of Belle Vue Ave and Barrabool Rd) could be considered for non residential uses. Encourage shared car schemes with appropriate car parking set aside.

Building Height and Setbacks

- Buildings should be constructed to the property boundary unless the setback is:
  - Designed as part of the public domain; and
  - fully accessible to the public.
- Development above the street wall height should comply with the preferred minimum upper storey setbacks identified in the Setback plan (fig 31).
- The setback for development above the street wall height is measured from the face of the building along the primary street frontage (fig 30).
- A preferred maximum development of up to three storeys is suggested on development fronting main streets, as shown in Figure 30 and 31.
- A preferred maximum development of up to two storeys is suggested on development fronting laneways, as shown in Figure 30 and 31.
- A preferred maximum developments of up to four storeys is suggested on development fronting public open space, as shown in Figure 30 and 31.

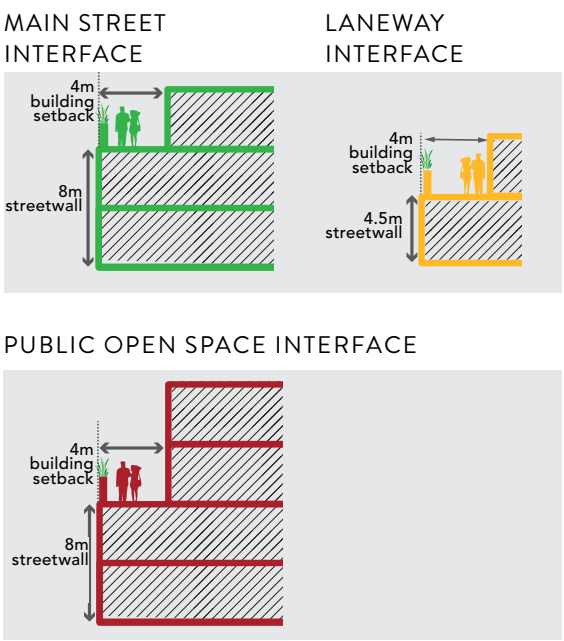


Figure 30. Building height and setbacks

Street/Open Space Setbacks

- At the property boundary fronting Belle Vue Avenue, Barrabool Road, Taylor Court, Highton Reserve and Roslyn Road a building can be constructed to a maximum street wall height of 8m (two storeys).
- Buildings should be setback 4m above a height of 8m.
- The setback for development above the street wall height is measured from the face of the building along the side street frontage.
- An application to reduce the preferred upper storey setbacks must demonstrate how the relevant design objectives have been met.
- Balconies within an upper level setback must not house airconditioning or plant equipment.



Figure 31. Street wall, building heights and sebacks plan

KEY

- **Main street interface**: 8m street wall height, with 4m building setback of upper level. (3 storey preferred maximum height). No vehicle crossovers.
- Possible vehicle crossover. Lot consolidation may be required.
- **Laneway interface**: 4.5m street wall height, with 4m building setback of upper level. (2 storey preferred maximum height). No vehicle crossovers.
- Possible vehicle crossover with lot consolidation
- **Public open space interface**: 8m street wall height, with 4m building setback of upper two level. (4 storey preferred maximum height)
- Future development of this site is dependent on the outcome of Library review.

Amenity

- Encourage development that minimise the impacts of overshadowing and overlooking on the amenity of adjoining residential properties and habitable room windows.
- Ensure building layout and design respect the privacy of adjacent dwellings. Ensure internal amenity such as cross ventilation and solar access are not compromised for both the proposed development as well as adjacent properties.

Public Realm

- New parking areas, drainage and streetscape upgrades should include water sensitive urban design treatments for storm water.
- Parking associated with residential development should be integrated with the development.
- Landscaping that contributes to the greenery of the Village should be provided in new developments.
- Soft landscaping should be provided on balconies and roof tops to limit overlooking and soften built form.
- Streetscape upgrades should incorporate art and cultural references that reflect the history of the local area.

Advertising Signage

- New signage should not dominate the streetscape and detract from the local village character.
- Signage should be located below verandahs or incorporated into the building facade in an innovate way.
- Signage on the back or side walls of buildings is discouraged, particularly at upper levels.
- The design and colours of signage should respect the local character of the Village. Animated and electronic signage should be avoided.

Development Sites

1 19 Belle Vue Avenue

The Council car park site on Belle Vue Avenue offers a long-term opportunity to provide a 'book end' development to the existing shops. New development should address both Belle Vue Avenue and the car park and house a mix of uses such as community uses, retail, office and residential above.

A larger proposal was initially discussed with the community. This included a mixed-use development which sleaved a multi-level car park. This proposal aimed to increase car parking within the centre and provide new opportunities for retail development as identified in the Geelong Retail Strategy. This proposal was not supported by the community or Trader group due to concern over the perceived impact on the character of the Village. The final concept shows a compromise smaller scale development.

2 12 Belle Vue Avenue

This site is a substantial holding within the Village, however it isn't well integrated with the centre and does not reflect the fine grain character of the rest of the Village. If the existing supermarket is redeveloped at any time in the future it offers the opportunity to better integrate with rest of the centre and provide residential development at the upper floors that will not impact on the low scale character of Belle Vue Avenue. Redevelopment of the car park site is dependent on the Library review in 5 years time.

The redevelopment of the supermarket site must consider the following design requirements:

- Respect the low scale character of the Village by providing development up to four storeys with recessed upper floor levels
- Provide an active frontage on any development fronting Belle Vue Avenue
- Provide an active frontage on key pedestrian desire lines such as major car parking areas to Village Walk
- Sleeve car parking with active uses to provide an attractive interface to public spaces
- Upper floors should be oriented to provide passive surveillance of surrounding public spaces
- Avoid vehicle crossing on to Belle Vue Avenue



Figure 32. Key Redevelopment Sites

05

MOVEMENT AND ACCESS

Objectives 62
Road Network 63
Parking 64
Other 67

Objectives

Objectives

The following have been identified as important movement and access objectives for the Village:

- Ensure high pedestrian amenity within the commercial core.
- Increase the attractiveness and safety of key pedestrian thoroughfares.
- Ensure parking supply increases commensurate with demand.
- Provide short term parking for customers and long term parking for staff within a short, safe walk.
- Continue to recognise the arterial functionality of Barrabool Road and Roslyn Road and maintain efficient movement of vehicular traffic along these roads.
- Maintain capacity for moderate traffic volumes along Belle Vue Avenue but with low vehicle speeds and pedestrian priority crossing opportunities.
- Ensure service vehicle access and parking needs are accommodated for local businesses.
- Manage car parking intrusion into residential areas.
- Promote sustainable transport choices through high quality infrastructure provision.
- Maximise the convenience and safety of public transport services.
- Provide highest level cycle facilities on the Principle Bike Network corridors (Barrabool Road, Roslyn Road).
- Improve cyclist amenity with improved on-road cycle routes, bicycle treatments at intersections and parking opportunities.
- Encourage the redevelopment / reuse of existing buildings and waiver car parking in appropriate instances with respect to proximity to amenities.
- Redevelopment of public parking facilities should provide replacement spaces within the development or nearby within a short walk.

Road Network

Barrabool Road/Belle Vue Avenue Intersection

An intersection upgrade at Barrabool Road is proposed to maintain through traffic capacity and increase safety performance for all road users.

The overall streetscape concept plan defines a more conventional intersection geometry, with key aspects as follows:

- Line marking for one through lane and one right turn lane on the west approach, enabling the right turn to be partially or fully controlled (right turn arrow signal phase).
- On-road cycle lanes.
- Providing stop line marking on the Barrabool Road west approach to cater for right turn into the Service Road.
- Restrict Taylor Court movements to left in / left out.
- Restrict south bound entry to Belle Vue Ave to one lane.

Note: The final intersection design, as shown in the Streetscape Concept Plan was developed in conjunction with Movement and Place following Trader engagement in 2021. Movement and Place reviewed 4 options which included right/ left turn or left turn only out of Taylor Court, retention or removal of the service lane access from Belle Vue Ave and alternatives for one or two south bound lanes into Belle Vue Ave from Barrabool Road. It was concluded that the option shown in the final Streetscape Concept Plan was the highest performing of the options and safest outcome for all road users.

Barrabool Road Service Road

- Line marking the Service Road with an alternative cross section that places 60 degree angle parking along the southern kerb would increase pedestrian safety by negating the need for any pedestrian movements across the Service Road. It also provides an opportunity to relocate the southern kerb to increase the footpath width in some sections.
- Minimal loss of parking spaces (from the Barrabool Road signalised intersection upgrade).
- At the end of the Service Road, an improved pedestrian connection across Belle Vue Arcade should be provided.

Parking

Capacity

Within Highton Village there is a total of 604 car parking spaces incorporating:

- 355 off-street spaces
- 114 on-street spaces (adjacent commercial land use)
- 135 on-street spaces (adjacent residential land use)

Restrictions

Parking restrictions are consistent with best practice for short term (high turnover) parking within the core of an activity centre and longer term parking around the periphery. The parking restrictions are shown in Figure 29.

Occupancy

Parking areas within the core of Highton Village are currently experiencing high occupancy at peak times. Detailed surveys have been undertaken of parking occupancy (June 2016). The peak occupancy of over 90% was observed at 10am on the surveyed Friday and 11am on the Saturday.

There are also currently relatively low parking occupancies in areas south of the retail core.

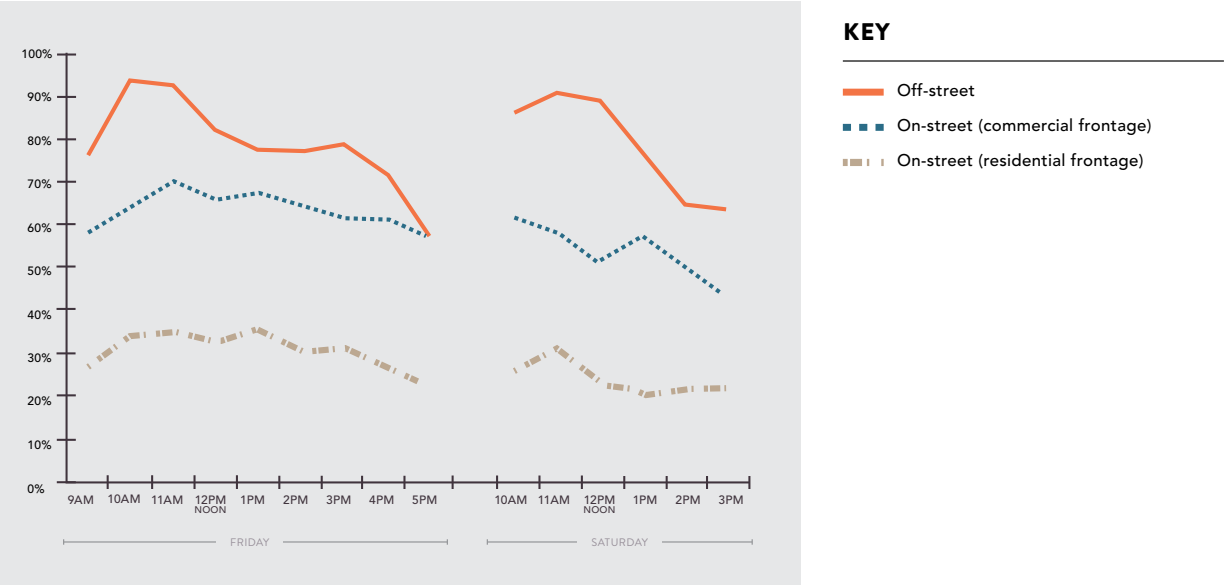


Figure 33. Car Parking Occupancy by Time of the Day



Figure 34. Car parking occupancy by time of the day

KEY

- All Day
- 1 Hour
- 2 Hour
- Restricted Zone
- Disabled Parking

Notes:

1-Hour (area) restrictions typically applicable 9am-5pm Mon-Sat.

2-Hour (area) restrictions typically applicable 9am-5pm Mon-Fri and 9am-12noon Sat.

Parking

Future Supply

South of the Roslyn Road roundabout, Belle Vue Avenue has a drainage pipe easement along its east side, which provides an opportunity to install additional on-street parking spaces, increasing parking provision in this area. These parking spaces would be suitable for long term (staff) parking. Increased staff parking here would free up capacity within the more convenient short term parking facilities. The design could incorporate a bike lane, separation lane and 90 degree spaces within the existing road reserve. An abutting footpath would be within the drainage easement. There is a mature stand of trees within this area which must be protected. A full tree impact assessment must be undertaken at the conceptual stage to ensure protection of trees.

The Council Car Park currently provides 91 formal and 10 informal (gravel area) spaces. The parking configuration efficiently uses available space so opportunities to increase supply within the available area are unlikely. The potential development site shown in the concept plan will result in a loss of approximately 22 car spaces. Long term reconfiguration of the car park is recommended to allow continued access for delivery vehicles if the development site is realised.

Parking Management

Village parking should continue to be managed with short term time restrictions in areas of highest need to increase space turnover. Opportunities include:

- Converting the Barrabool Road Service Road to 1- hour parking.
- Providing some 15/30 minute spaces within Belle Vue Avenue.
- Increasing the extents of timed restrictions with 2-hour parking along Roslyn Road and/or Barrabool Road.
- Limit the provision of free all day parking to locations around the periphery, to balance the needs of workers and residents.
- Increase enforcement activities to discourage misuse of public parking facilities.

It is recommended that a Parking Plan is developed for Highton Village to maximise utilisation of existing parking provision by ensuring that parking controls are tailored to the needs of local businesses and their customers.

Other

Road Safety

- Implement a 30kph speed limit within the Village core to enhance pedestrian and cyclist amenity and safety (Belle Vue Avenue, Taylor Court, Barrabool Road Service Road). Noting that vehicular travel times will not be significantly impacted in these small road lengths.
- Review speed limits along Roslyn Road with a desire to reduce speeds in the Village (eg. 50kph /40kph). Given its sub-arterial function, such a review consider its entire length in collaboration with VicRoads.

Wayfinding

- Review existing pedestrian / cyclist wayfinding signage to determine any need for a new network of wayfinding signage.
- Ensure safe design principles (crime prevention) are incorporated into streetscape projects (particularly Village Walk and Belle Vue Arcade), new car parks and developments.

Public Transport

- Ensure bus stops provide a high standard of amenity (ie. seating, shelter, lighting, flat surfaces).
- Retain bus stops on Roslyn Road. The relocation of stops into Belle Vue Avenue is not recommended given the walk distance benefits are relatively minor and unlikely to outweigh the travel time disadvantages to the bus route.

Taxis

- Provide shelter for the Taxi Zone as part of the streetscape upgrade.


06

IMPLEMENTATION

Implementation

This section identifies the actions to be undertaken to implement the policies and projects established in the UDF.

The following table outlines short, medium and long term implementation milestones to be achieved over the next 10+ years. It is important to note that various council departments and government agencies will influence each of the initiatives. However the principles outlined in the UDF will be used as the overarching guide with a focus on high pedestrian amenity within the commercial core.

Table 3. Implementation Actions

PLANNING	PRIORITY Short Term: 1-5yrs Medium Term 5-10yrs Long Term 10+yrs	RESPONSIBILITY	FUNDING SOURCE
Council adopts UDF	Short Term	Urban Design and Heritage	Not applicable
Prepare an amendment to the Greater Geelong Planning Scheme to apply a new Design and Development Overlay Schedule to implement the built form objectives of the UDF	Short Term	Strategic Implementation	Existing budget
Prepare detailed streetscape design plans for: - Belle Vue Avenue - Village Walk and Belle Vue Arcade - Service Lane - Barrabool Road parking	Short Term	Capital projects/ Engineering Services/ Urban Design and Heritage	Council budget bid
Parking Precinct Plan	Short Term	Capital projects/ Engineering Services/ Urban Design and Heritage	Council budget bid
Work with Regional Roads Victoria to prepare detailed design for Barrabool Road intersection upgrade, including a dedicated right turn from Barrabool into Belle Vue	Short Term	Capital projects/ Engineering Services/ Urban Design and Heritage/ Regional Roads Victoria	Council budget bid Regional Roads Victoria
Develop wayfinding and public art opportunities	Short Term	Capital projects/Arts and Culture	Council budget bid & Grant Applications
Work with the Highton Village Traders Association to promote the Village as a unique destination and host events	Ongoing	Economy, Place & Events Traders Association	N/A
Undertake feasibility study on mixed use development on council car park site	Medium Term	Planning Delivery	Council budget bid

Table 4. Infrastructure Actions

INFRASTRUCTURE	PRIORITY Short Term: 1-5yrs Medium Term 5-10yrs Long Term 10+yrs	RESPONSIBILITY	FUNDING SOURCE
1. Streetscape works – Belle Vue Avenue	Short term	Capital projects/ Engineering Services	Capital funding bid
2a. Streetscape works - Laneways	Short term	Capital projects/ Engineering Services	Budgeted
2b. Streetscape works – Service Lane	Short term	Capital projects/ Engineering Services	Budgeted
3. Streetscape works – Barrabool Road parking	Short term	Capital projects/ Engineering Services	Capital funding bid
Belle Vue Avenue South additional parking	Medium term	Capital projects/ Engineering Services	Capital funding bid
Install public Wi-Fi in the Village	Short term	Engineering Services	Capital funding bid

CITY OF GREATER GEELONG
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
Wurriki Nyal
137-149 Mercer St
Geelong VIC 3220
8.00am – 5.00pm

© City of Greater Geelong 2022

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

Highton Interim Final Urban Design Framework

Consultation Summary Report

Introduction

The City of Greater Geelong (The City) released the Interim Final Highton UDF for public comment on the 12th of July 2021. Following this the Highton community was given a six week period to provide feedback if desired. The City has since assessed the feedback received and determined areas of concerns and support for the UDF. This report outlines the findings from the public consultation which will inform the final Highton UDF.

As part of the Highton UDF the Concept Plan was available on the Have your Say Page during the consultation period (12th of July to 20th of August 2021) for public comment.

KEY

1. Existing Field
2. Belle Vue Ave. Reconfiguration - Refer to Following Detail Concept
3. Laneway Upgrade - Refer to Following Detail Concept
4. Service Lane Upgrade
5. Barrabool Service Rd Car Park Reconfiguration
6. Proposed Relocation of Supermarket Loading Bay
7. Proposed Long Term Removal of Existing Library
8. Development Site To Include Retail, Office, Residential, Community Uses
9. Supermarket Extension
10. Potential For Longer Term on Street Parking
11. Improve Pedestrian Connections
12. Additional Parking. *Access Point to Rosalyn Rd to be Resolved
13. Improved Pedestrian Connection and Feature Fence
14. Barrabool Rd Bike Lanes & Intersection Upgrade

NOTE: All potential building modifications or redevelopments are subject to coordination with owners

- Existing trees (dotted centre)
- Proposed trees (crossed centre)
- Garden bed
- New pavement - e.g. concrete with saw cuts to help differentiate space
- New furniture and fixtures -e.g. lighting, bollards, bins, incorporated seating, benches and bike racks
- Pedestrian crossings
- Future opportunity for building modifications/ additions
- Loading bay
- Opportunities for local artists engagement
  - murals for blank building facades - art piece, history or aid in wayfinding
  - wayfinding signage
  - pavement 'tapestry' within laneways and in areas of belle vue avenue
  - childrens play elements weaved into the public



Highton Village Streetscape Concepts Plan

Highton Interim Final Urban Design Framework

Consultation Summary Report

Previous community and stakeholder engagements

The development of Highton's Urban design Framework has been ongoing since 2016. Throughout the process there has been multiple opportunities for community engagement. We have now completed the final phase of community and stakeholder engagement.

01	Project set up and scope	- *Commences 2016*
02	Technical reports and referrals	- *2016*
03	Phase 1 - Community engagement	- *2016*
04	Draft Highton Urban Design Framework	- *2017*
05	Phase 2 - Community engagement on Draft UDF	- *2017*
06	Phase 3 - Targeted consultation with Traders	- *2018*
07	Phase 4 - Targeted consultation with Traders	- *2021*
08	Interim Final Highton UDF Plan	- *2021*
09	Phase 5 - Community engagement on the Interim Final UDF	- *12 Jul to 20 Aug 2021*
We are here → 10	Council to consider endorsing the Final Highton UDF	- *Oct 2022*
11	If endorsed work will commence for Streetscape and laneway upgrades	- *2023 onwards*

Community Engagement and Consultation



Community Workshops, November 2016



Trader Group Workshops, May 2021

Highton Interim Final Urban Design Framework

Consultation Summary Report

Phase 5: Community Engagement Process

A mailout was sent to every property and trader in the study area on 10 July 2021. It explained how to read the current Urban Design Framework and the ways in which the community could provide feedback. A period of six weeks was given for those wishing to provide comment on the UDF.



What we heard: Elements of the UDF that have community support

35	Support pavement renewal, minor upgrades to Belle Vue Ave and upgrades to laneways.	**Local Trader:** *"beautification of the walkway, retention of trees and pavement works would greatly improve the look and safety of pedestrians"*
10	Support Mixed-use development which includes community uses, such as library.	**Community Member:** *"The center is becoming 'run down' and needs to be upgraded."*
12	Support traffic and pedestrian changes.	**Community Member:** *"Changes to improve traffic flow would be very welcome and it's great to see planned upgrades to footpaths, lighting and the library."*
4	Support four storey development within the village.	**Highton Property Owner:** *"There is so much potential in the Highton Village and I look forward to the developments."*
3	Support reduction in car parking and focus on public transport	**Highton Property Owner:** *"We need to make it more welcoming for pedestrians & bikes."*
3	Support Flashing Pelican crossing	**Highton Property Owner:** *"The suggestion of flashing pedestrian lights is welcomed, acknowledging that this will reduce vehicle flow in the area."*

Highton Interim Final Urban Design Framework

Consultation Summary Report

What we heard: Elements of the UDF that needs improvement

52	Do not support removal of service lane to Barrabool Road to carpark.	**Community Member:** *"Please don't remove the left slip road from Bellevue to Barrabool. No one will use that space. Better for the traders and vehicle movements."*
42	Do not support roundabout changes, Taylor Court intersection changes. Changes to Taylor Court.	**Local Trader:** *"The new plan to change the roads would be a blow to our community and would be an unnecessary cost"*
34	Do not support the multi-use development due to the removal of car parking.	**Community Member:** *"The proposed development at the Council Car Park should be taken off the books, full stop."*
33	Do not support two additional pedestrian crossings.	**Community Member:** *"Increasing pedestrian crossings will not only contribute to the above traffic concerns, but also poses a number of safety concerns."*
9	Do not support alfresco dining.	**Local Trader:** *"I have never had a customer complain that they had to go elsewhere because of lack of parking, lack of alfresco dining,or poor traffic flow."*
8	Do not support high-rise development in Highton village.	**Community Member:** *"We do not want a huge mess of retail high rise buildings."*
8	Do not support works which will close / impact businesses.	**Local Trader:** *"Businesses have brutally suffered enough due to Covid-19, we need to be supporting the best interests of the community."*
4	Do not support library building being removed.	**Community Member:** *"The library should not be removed, even with some features transferred to the Senior Citizens Centre as suggested."*
3	Do not support loading dock, particularly the intersection with Barrabool Road.	**Community Member:** *"Woolworth Trucks entering or exiting Barrabool Road is very questionable."*
3	Do not support removal of the clock tower.	**Local Trader:** *"The clock tower needs to be restored and maintained."*

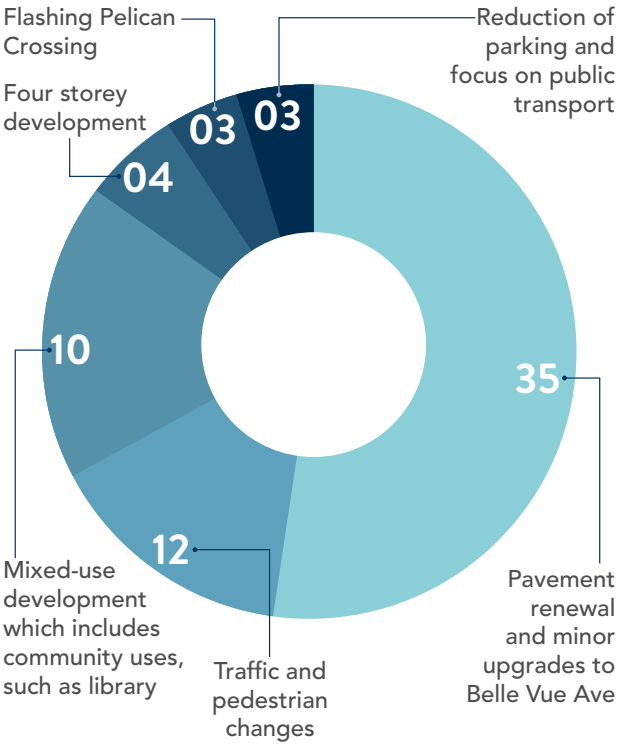
Highton Interim Final Urban Design Framework

Consultation Summary Report

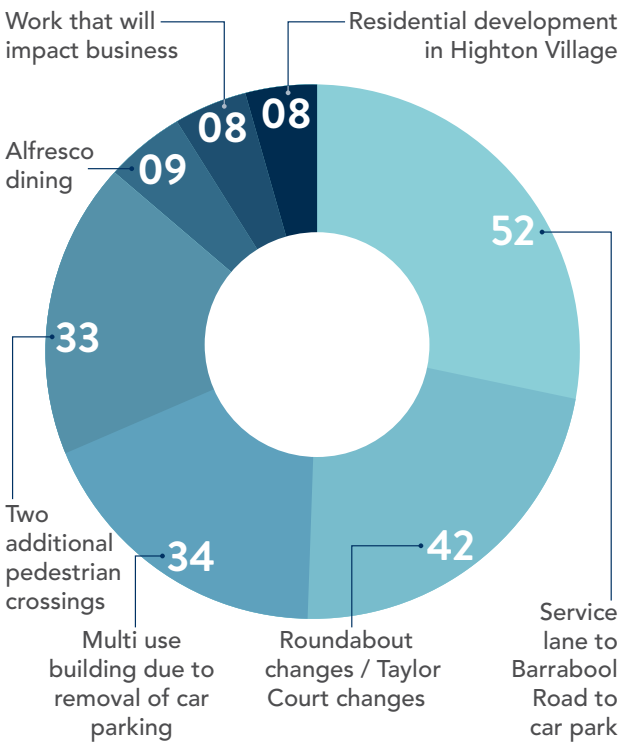
Summary of Public Feedback...

In general there was support for improvements to the Highton streetscape and public realm but concerns over changes to road layouts and car parking.

Support for:



Lack of support for:



Highton Interim Final Urban Design Framework

Consultation Summary Report

Response to Public Concerns

Service lane to Barrabool Road to car park
This concern has been addressed by retaining the existing service lane access from Belle Vue Road in the plan.

Roundabout changes / Taylor Court changes
As a result of concerns regarding the design of this intersection, we engaged Movement and Place Consulting to review and evaluate the intersection design. Movement and Place Consultants found that the proximities of existing intersections and their configuration creates a concentration of vehicle crossing and merging points in a relatively small area. The existing design leads to high vehicle speeds, and is an unsafe environment for pedestrians. Various intersection concepts were tested by Movement and Place. It was determined that the option presented in the UDF was preferred as it encourages appropriate vehicle speed, pedestrian and vehicle safety, ease of movement for both pedestrians and vehicles, has limited impact on travel times for all road users and improves public realm and amenity.

Multi use building due to removal of car parking
A feasibility study for this proposal is recommended in the UDF. From an urban design perspective, the suggested multi-use development bookends existing development and provides an active frontage to the carpark. The development would result in a loss of approximately 22 spaces.

Two additional pedestrian crossings
After consideration it was determined that additional crossings promote pedestrian activity on the street, encourage visitors to shop at various destinations and reduce vehicle speeds which makes the street safer for all road users. This aligns with the vision developed by community at the outset of the UDF process.

Alfresco dining
The concerns raised over provision of alfresco dining in the village were analysed in detail. It was derived that no further additions be made, but instead only proposed an increase in capacities of existing alfresco dining. This is deemed appropriate to balance the needs of business and promote an active village feel.

High-rise development
To cater to exponentially increasing demands of density and use, building heights of 3 storeys on main streets, 2 storeys on laneways, and 4 storeys on public open space/ car parking are not considered high rise. The building heights and setbacks identified in the UDF respect the existing low scale-built form of the village and public realm interfaces.

Works which impact businesses
It is acknowledged that construction works may impact businesses in the short term. The long-term benefits of public realm improvements and potential extra visitation to the center weighs towards a higher benefit.

Library moved
This concern has been addressed by retaining the library in its current position and reviewing its long-term future options in 5 years.

Highton Interim Final Urban Design Framework

Consultation Summary Report

Summary of changes to the UDF following consultation

Changes to the UDF have been made after careful consideration of community feedback, further consultation with Department of Transport and an additional Movement and Place traffic assessment.

Changes from the Interim Final to Final Urban Design Framework include

- The retention of the service lane access from Belle Vue Avenue as a result of the community consultation.
- The removal of proposed loading dock off Barrabool Road as a result of consultation with Department of Transport.
- The addition of strategic cycle corridors along Barrabool Road incorporated as result of consultation with Department of Transport.
- A new pedestrian crossing design and a redesign of the entrance/ exit to the carpark east of Belle Vue Avenue has been incorporated following traffic assessment.
- The library has been retained next to Woolworths car park in response to community feedback.

The changes made to the Urban Design Framework remain in keeping with the vision where-by Highton Village is and will be the heart of the community with a unique, vibrant, leafy feel. High quality public spaces will encourage visitors to linger longer and promote community interaction. The movement network and design of buildings will provide for a range of activities and prioritise the pedestrian experience.

2.3. Bluestone Cottage Relocation Feasibility Study - 375 Barwon Heads Road

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To report the outcomes of the feasibility study into the relocation of McAteer's Bluestone Cottage, 375 Barwon Heads Road, as requested in the council resolution of 22 June 2021, and determine how to proceed.

Background

2. McAteer's Bluestone Cottage was of local heritage significance in (i) demonstrating the location of the Marshalltown, an estate of farms, industrial sites, and worker housing now all but lost, and (ii) demonstrating the unusual application of bluestone in a detached workers house.

3. Duplication of the Barwon Heads Road has necessitated removal of the cottage, which was recorded, dismantled, and stored by Major Road Projects Victoria (MRPV).

4. In response to the removal of the cottage, the Marshall Bluestone Cottage Community Group (MBCCG) formed and put forward a proposal to relocate the cottage to the JF Field Memorial Park opposite its original location, where the City would maintain it as a community-run 'History House.'

5. Council resolved on 21 June 2021, that the Chief Executive Officer seek MRPV's support to dismantle and store the cottage and consider options by which the cottage may be restored for public use within the Marshall and Charlemont areas.

6. Consultants were engaged to prepare a feasibility study in consultation with the MBCCG.

Key Matters

7. The Feasibility Study **(Attachment 1)** examines five options including proposals from the community group (MBCCG) and MRPV, along with three options that had the potential to provide for enhanced access and community use, greater sustainability, and cost effectiveness.

8. The community group's proposal ranked lower due to construction costs and siting issues, but the study emphasises that with some compromise to use flexibility and rebuild costs, usage, and siting limitations, that the proposal could score more highly.

9. The highest scoring option (3) is a variation of the community's proposal located on a more suitable site and with a more flexible layout.

10. Based on the study findings, more detailed investigations on the design and operation of option 3 are recommended along with seeking State Government funding support if option 3 was to be implemented.

RESOLUTION - Item 2.3

Cr Moloney moved, Cr Nelson seconded -

That Council:

1. **Note the findings of the independent Bluestone Cottage Relocation Feasibility Study – 375 Barwon Heads Road;**
2. **Support further work on option 3 to detail design, use and costings in preparation for planning approval; and**
3. **Request the Chief Executive Officer to seek full funding for all costs from the State Government to deliver option 3.**

Cr Nelson left the meeting room at 8.29pm

Cr Nelson re-entered the meeting room at 8.31pm

Carried

Financial Sustainability

11. The relocation and reconstruction of the Bluestone Cottage is not aligned with Council's 10-Year Financial Plan.

12. Capital: The indicative construction costs for the five options (excl. GST) are as follows:

    12.1. Option 1 - $848,000
    12.2. Option 2 - $128,000
    12.3. Option 3 - $688,000
    12.4. Option 4 - $599,000
    12.5. Option 5 - $599,000

13. Recurrent: ongoing operational and maintenance costs are additional and from the analysis these have the potential to be partially offset by future community use, dependent on the nature of use and charge model imposed by the City.

14. Should Council decide to proceed with further investigating option 3, the costs for all works to prepare for a planning permit will be $25,000, which can be obtained within the existing 2022-23 budget.

15. Should Council decide to proceed to construction following planning approval, the preliminary cost for associated works will be in the order of $60,000, which would require a business case in the 2023-24 budget.

16. Should Council proceed to construction, funding of $700,000 to $1,000,000 will be required, which would be subject to a business case in the 2024-25 budget if the Council was to fund works.

17. Given the need to relocate the Bluestone Cottage has arisen because of the Barwon Heads Road duplication works, it is recommended that Council requests the Chief Executive Officer to seek full funding from the State Government.

Community Engagement

18. The Feasibility Study has been prepared with detailed input from the MBCCG, MRPV and various City departments.

19. The Feasibility Study was presented to delegates of the MBCCG in June 2021 and they have made a detailed submission in response – refer **Attachment 2**.

20. MRPV was provided an early draft of the study and invited to comment but has not yet responded.

21. To date, the wider community has not been consulted or engaged on this matter and may or may not support the MBCCG's preferred option, or one of the alternate options considered in the feasibility study.

Social Equity and Sustainability

22. Relocation and rebuilding of the cottage close to its original location (options 1 & 3) will retain the cottage as a symbolic landmark of the hamlet of Marshalltown.

23. Relocation and rebuilding of the cottage will provide the opportunity for a limited use community facility in an area where there are few presently.

24. Relocation and rebuilding of the cottage will require a substantial outlay totalling $700,000-$1,000,000 in the 2024 and 2025 budgets (depending on the option approved) for a modest heritage and community facility outcome.

25. The community group perceives this cost as justifiable for the benefit of the local Marshall community, but given the heritage and facility needs across the region, the wider community may not share that perception. It is therefore recommended the City seek funding from the State Government.

26. Relocation and rebuilding of the cottage, nor the provision of additional community facilities in the JF Field Reserve or immediate area, are not included in Council's Social Infrastructure Plan or the Community Plan. If the City was to fund these works other priorities in these plans would need to be amended by Council.

Relevant Law/Policy/Legal Implications

27. Any rebuilding of the cottage will trigger the need for compliance with the building code and equal access legislation. This will necessitate minor changes to the original design including such things as ramped/on-grade access, increased doorway widths, exit signs, etc.

Alignment to Community Plan and Vision

28. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring, and inclusive community.
Sustainable growth and environment.

29. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
An inclusive, diverse, healthy, and socially connected community.

Conflict of Interest

30. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

31. Option 1: MBCCG proposal and their preferred option.
Heritage-wise, this is a good outcome with high visibility and proximity to the original location, noting the replication of the building is not necessarily a superior outcome to Options 3-5; there is added complexity and is the highest cost; use and accessibility is more limited than the other options. Modest heritage/use outcome.

32. Option 2: MRPV interpretive footprint.
This option has the most limited heritage outcome providing the interpretation and limited recycling of stone. There's integration within the park but limited enhancement of its use, it has the cheapest implementation cost and potential funding by MRPV who previously committed to spending $200,000 on this option, but as yet has not committed funding towards the relocation of the cottage. Minor heritage/use outcome.

33. Option 3: Relocation to reserve adjoining park and potential community garden.
The community garden is not critical to assessment outcomes for option 3. It should be considered an additional potential benefit due to the available land at this site, which is

not possible for the other four options. Heritage-wise, this is a good outcome with high visibility and proximity to the original location; it has the greatest future community use options; potential to integrate additional aspects of option 1; has the second highest cost; is the only option other than option 1 that MBCCG have indicated any willingness to support, subject to qualifications that will compromise use and cost. Highest heritage/use outcome.

34. Option 4. Marshall Station Reserve.
Heritage-wise, this retains the building but at a distance from the original context; it has good community use options and joint lowest cost but cannot guarantee this outcome as the land is owned by VicTrack who may not support including the cottage in the proposed reserve. Modest heritage/use outcome compromised by land ownership uncertainty.

35. Option 5. Cobbin Farm with St Cuthberts.
Heritage-wise this option retains the building alongside St Cuthberts Church (previously relocated from Marshall Reserve) and has particularly good community use options and joint lowest cost. Modest heritage/use outcome. This option emerged during the feasibility study and was considered worth investigating given its relationship with the current site of the Bluestone Cottage, however, it is outside the area specified in the Council resolution.

36. The cost of construction projects within the current economic climate is highly variable, with contingencies upwards of 40 per cent being indicated as necessary by Victorian Local Government Areas (LGAs).

37. Given the uncertainty associated with the capacity of community groups to manage such facilities on an ongoing basis, there is a risk that the City will have to undertake this role and the costs involved.

Environmental Sustainability

38. Relocation and rebuilding of the cottage has the benefit of recycling of some material (bluestone), but as a total rebuild it will consume more energy than the repair and adaptation of an existing building, like any new build.

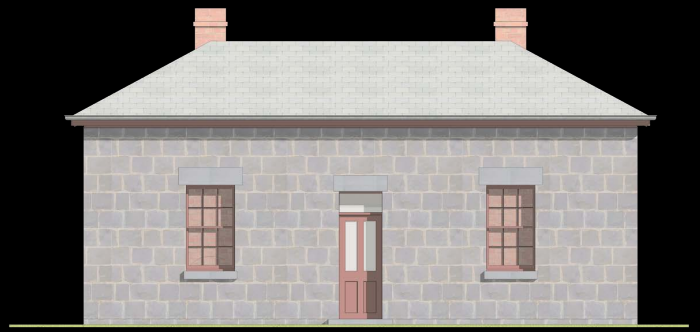
39. Any rebuild of the cottage can incorporate several unseen environmental enhancements such as ceiling and floor insulation, double glazing, energy efficient lights, etc.

Attachments

1. Bluestone Cottage Relocation Feasibility Study [**2.3.1** - 30 pages]
2. MBCCG Response [**2.3.2** - 17 pages]

Bluestone Cottage Relocation Feasibility Study

Final Draft Report For
City of Greater Geelong
July 2022



Consultant Team:

theocd.com.au SBP Advisory WT PARTNERSHIP

Acknowledgment of Country

WE ACKNOWLEDGE THE WADAWURRUNG PEOPLE AS THE TRADITIONAL OWNERS OF THE LAND, WATERWAYS AND SKIES. WE PAY OUR RESPECTS TO THEIR ELDERS, PAST AND PRESENT. WE ACKNOWLEDGE ALL ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE WHO ARE PART OF OUR GREATER GEELONG COMMUNITY TODAY.

Contents

Draft for review.

Version: 07

Date: **July 2022**

Prepared for:

CITY OF GREATER GEELONG

Consultant Team:

theocd.com.au

THE OCD

theocd.com.au
Level 1, 323 Clarendon Street
South Melbourne 3205
Victoria, Australia.

SBP Advisory

SBP Advisory

www.sbpadvisory.com.au

Unit 3, 456 High Street,
Prahran VIC 3181

WT PARTNERSHIP

WT Partnership

3/240 Pakington Street,
Geelong VIC 3218
Australia

Disclaimer:

The information and concepts contained within this report are exploration concepts and intended for informative and illustrative purposes only. Further development of the preferred concepts would be required to confirm the overall feasibility and scope of any options moving forward.

01 Executive Summary

01.01 Summary
01.02 Reconstruction concepts
01.03 Evaluation criteria
01.04 Evaluation results

02 Introduction

02.01 Introduction to this report
02.02 Background
02.03 Scope
02.04 Purpose of the feasibility
02.05 Glossary of abbreviations
02.06 Methodology
02.07 Project responsibility
02.08 Project associated risks
02.09 Consideration given to works undertaken to date.

03 Bluestone Cottage

03.01 History and heritage significance
03.02 Cottage description
03.03 MRPV road alignment project
03.04 Campaign to save the cottage
03.05 Marshall Bluestone Cottage Community Group
03.06 Cottage dismantling and storage
03.07 Marshall Bluestone Cottage Community Group concept
03.08 Marshall Reserve (JF Field Memorial Park) site
03.09 Existing drawings
03.10 Digital reconstruction and 3D

04 Document Review Summary

04.01 Document review summary
04.02 Document review list
04.03 The Burra Charter
04.04 Schramms Cottage, Doncaster

05 Consultation Summary

05.01 Stakeholder consultation overview
05.02 Potential benefits and opportunities
05.03 Key barriers to overcome
05.04 Additional considerations

06 Feasibility Options

06.01 MBCCG- Marshalltown History House
06.02 MRPV interpretation footprint
06.03 Mixed use & community garden
06.04 Marshall Station Precinct
06.05 Relocation to Cobbin Chapel & Homestead

07 Feasibility Assessment

07.01 Assessment criteria table
07.02 Indicative reconstruction costs
07.03 Benchmark operating financials - Marshalll Town History House
07.04 Mixed Use, Potential Community Garden & Discussion of Models
07.05 Evaluation results

02 Executive Summary

01.01 Summary overview

City of Greater Geelong engaged the OCD, SBP Advisory and WT Partnership in late 2021 to undertake a high level feasibility analysis of Bluestone Cottage.

The purpose of this feasibility report is to explore future options and opportunities to reconstruct the now dismantled Bluestone Cottage, formerly located at 375 Barwon Heads Road Charlemont, Geelong.

The team were requested to explore the community proposal to accurately reconstruct the cottage and locate it on public land at Marshall Reserve, also known as JF Field Memorial Park, as a history house and tourist information centre.

In addition, the team developed 4 alternative options for comparison and discussion as outline in 01.02.

01.02 Reconstruction concepts.

Four alternative options for the reconstruction and adaptive re-use of Bluestone Cottage have been developed in conjunction with the City.

The concept options are presented in section 6 of this report and are not listed in any order of preference. However the concept options do vary in reconstruction complexity and associated costs.

It is noted that concept 1 has been provided by MBCCG and concept 2 provided by MRPV. The remaining concepts are developed by The OCD/ SBP with input from the CIty.

The options listed below are not exhaustive or the "only possible solutions" and are not listed in any order of priority. They have been developed as potential variations or alternatives to the MBCCG concept.

The concept options are:

1. **MBCCG - Marshall Town History House.** *(The building to be used as a tourist information centre, history house or for community purpose.)*
2. **MRPV Interpretation footprint.** (*Interpretation concept provided by RBA Architects.)*
3. **Mixed Use & Community Garden.** *(A hybrid community purpose option derived from MBCCG concept and developed by The OCD/SBP.)*
4. **Marshall Station Precinct.** *(Alternative site relocation and reconstruction option for community purpose to the Marshall Train Station Precinct.)*
5. **Cobbin Chapel & Homestead, Grovedale.** (*Relocation and adaptive re-use for a City operated venue for hire. Co-located with St Cuthberts Church)*

01.03 Evaluation criteria

In order to fairly and evenly asses the different options we have developed a series of criteria in conjunction with the City.

Each option has been evaluated against the criteria to give an overall score. The criteria allowed the team to make a fair assessment between all the options.

The scoring was conducted by 3 contractors from the OCD and SBP independently and then averaged out.

The criteria are:

1. Community benefit
2. Fit for purpose design and flexibility of usage options.
3. Retention and reinstatement of original design.
4. Impact on open space.
5. Impact on proposed option to site and surrounds.
6. Impact on public amenity.
7. Industry standards and Council Policy alignment (Sustainability, CPTED, Accessibility & universal design, COGG design objectives and guidelines).
8. Traffic (proximity to road, access to building, parking availability, DDA parking, impact on existing parking) considerations of proposal.
9. Indicative/estimated construction costs.
10. Project establishment, delivery risk and associated timeframes risk.

01.04 Evaluation results

The detailed scoring of the options can be found in section 7, page 26.

The scoring results are as follows:

- **Option 1: 15.9**
- **Option 2: 18.0**
- **Option 3: 25.5**
- **Option 4: 18.7**
- **Option 5: 22.7**

Given that the demonstrable heritage value of the cottage previously lay in it being a landmark than a period home; ie the significance was derived primarily from its visible external envelope and ability to demonstrate size, architectural style and materials, rather than interior aspects, there is negligible difference in the heritage conservation benefits of options 1, 3, 4 & 5.

The evaluation results show that concept options 3 (mixed use & community garden) and 5 (relocation to Cobbin Chapel & Homestead) would likely deliver both better value for money and a higher level and diversity of community patronage.

Option 5 has the added benefit of complementary relocation to an existing heritage precinct and the adjacency of St Cuthberts, formerly located within Marshall Reserve. It is noted that both buildings were historically located within approximately 120 metres of each other.

The preferred option of the MBCCG, (Marshalltown history house) scored lower due to its higher implementation costs and reduced community benefit/flexibility.

Whilst all options can be value managed and improved, we suggest that options 3 and 5 merit further investigation if COGG decide to progress with a more detailed concept design and functional operating model.

02 Introduction



File image of Bluestone Cottage

02.01 Introduction to this report

Information for this report has been sourced from multiple organisations and the key stakeholders outlined below. We recognise the following sources and provide a general acknowledgment for the content within this report.

1. City of Greater Geelong.
2. Marshall Bluestone Cottage Community Group.
3. Major Roads Projects Victoria
4. Schramms Cottage, Doncaster.
5. Original cottage site location. (MBCCG)
6. Marshall Reserve. (MBCCG)
7. Retained materials storage site. (MRPV)

02 Introduction

02.02 Background

The Bluestone Cottage at 375 Barwon Heads Road was removed in 2021 due to the duplication of the Barwon Heads Road. Works are currently being undertaken by State agency Major Road Projects Victoria (MRPV). MRPV have also facilitated the deconstruction and storage of the retained building materials.

The Cottage possessed historical values associated with the development of farming and tanning in the Marshalltown area during the 19th Century, and aesthetic value through its bluestone and slate roofed construction.

The preference of local community groups is for the Cottage to be relocated to the Marshall Reserve and operated as a community facility.

Cr Murrihy moved, Cr Asher seconded –

That Council request the Chief Executive Officer to:

1. Write to Major Roads Project Victoria to seek agreement to appropriately dismantle and store the cottage, and consider options that facilitate the cottage to be restored for use within the local area; and

2. Investigate sustainable options for the cottage to be restored for public purposes in the Marshall and Charlemont areas and report to Council by December 2021.

This has the benefit of retaining it within the historical context of 'Marshalltown', however there are a number of consideration to take into account, including the Park's existing values and amenity; short-term capital resourcing, and recurrent resourcing and management consequences in operating the Cottage as an ongoing public facility.

02.03 Scope

The City of Greater Geelong (COGG) is investigating the feasibility of relocating and reconstructing the Cottage on an alternative site as a means to ensuring its survival.

A high level scope of the feasibility analysis is outlined below, as per the COGG brief to the project team.

1. Gather critical and contextual information relating to the site, cottage, history, proposed use and surrounding sites to inform the analysis. Review reports, and relative documentation.
2. Undertake key stakeholder consultations, materials investigation and undertake site investigations.
3. Investigate and analyse potential options for the relocation and reconstruction of the cottage.
4. Provide high level scope costings for the options that include capital costs, site works, fit-outs and historical interpretations.
5. Benchmark facility operational models.
6. Provide a preferred option outcome and summary of recommendation.
7. Provide cost plans by a suitably qaulified cost planning consultant.

02.04 Purpose of this feasibility

The purpose of the Feasibility Study is to inform COGG as to the implications of the relocation and future use for public purposes of the Bluestone Cottage from 375 Barwon Heads Road to within Marshall Reserve, consistent with the preference of local community groups.

This Feasibility Study aims to assess and inform COGG of these considerations.

The City wished that a range of alternative options including the interpretation strategy developed by RBA Architects on behalf of MRPV be explored for comparative purposes. .

The authors of this report acknowledge that the options included are by no means exhaustive and are listed as possible solutions.

The scope of the study does not include a detailed heritage assessment, critique of background works or interpretation of heritage planning principles.

This report presents a series of high level options to assist the City in making an informed decision that leads to successful outcomes for the greater community of Geelong. The options are not exhaustive but cover a broad range of physical adaptions and uses for comparative purposes.

Detailed development of any preferred option(s), the preparation of working drawings and specifications and the obtaining of regulatory approvals would need to occur before any relocation can be implemented.

02.05 Glossary of abbreviations

COGG/ the City	City of Greater Geelong
MBCCG	Marshall Bluestone Cottage Community Group
MRPV	Major Roads projects Victoria
PSP	Precinct Structure Plan
CHMP	Cultural Heritage Management Plan
RBA	Roger Beeston Architects
The OCD	The Office for Collective Design
SBP	Sports Business Partnership Advisory
WTP	WT Partnership

02.06 Methodology

The below outlines the general methodology undertaken for the feasibility. Due to the high level nature of the project and the fact that the cottage was already demolished at the time of the creation of this report, our team were unable to inspect the original building. However, MRPV provided access to the retained materials.

The process undertaken to create the report was:

- Information gathering.
- Stakeholder meetings and consultations.
- Developing base drawings and 3D model.
- Site investigations.
- Document review.
- Schramms cottage site visit.
- Retained materials inspection.
- Develop a detailed plan that represents the community group preferred option, known here as option 1.
- Develop additional feasibility options and agree with key stakeholders.
- Develop initial sketch plans for the options for confirmation and approval from stakeholder groups.
- Develop detailed site plans reflecting proposals.
- Benchmark operating models of comparable community buildings.
- Undertake high level costings of the options. (WSP)
- Review options against an agreed criteria table.
- Develop a draft report for the City and Councilors to review.
- Present a high level series of options to the community for comment.
- Finalise the report and recommendations.

02.07 Project responsibility

To date, MRPV have undertaken all preliminary site investigations, demolished the building and have currently made a commitment to funding the interpretation concept known in this report as option 2.

Given that MRPV had agreed to funding and delivering an interpretation scheme, only the general levels of documentation required to deliver this were completed and also reflected within the deconstruction methodology.

An outstanding issue to resolve will be storage of the retained materials that are currently located in a depot on loan to MRPV in North Geelong. It is understood that this availability is limited to a number of months and ongoing storage of materials while COGG investigates the future of the cottage reconstruction must be considered.

MRPV has not committed or obliged to funding any rebuilding work that would be required for the other options outside of option 2, the interpretation scheme.

02.08 Project associated risks of reconstructing the Marshalltown Bluestone Cottage.

Risks associated with the reconstruction and feasibility of the project exist such as:

- General building records and data.
- Inconsistencies between the available building drawing plan data. We assume the RBA plan to be the most accurate.
- Only a portion of the original red brick for internal partitions have been retained.
- General degrading of structural performance and condition of retained building materials.
- Reconstruction of building due to a lack of adequate records can only ever be interpretive.
- Costs of detailed reconstruction.
- Feasibility of the proposed use and function.
- Responsibility for project and associated project costs.
- Costs of associated works dependent on site locations.
- DDA/building code compliance.
- Land ownership outside of council (option 4).

02.09 Consideration given to works undertaken to date.

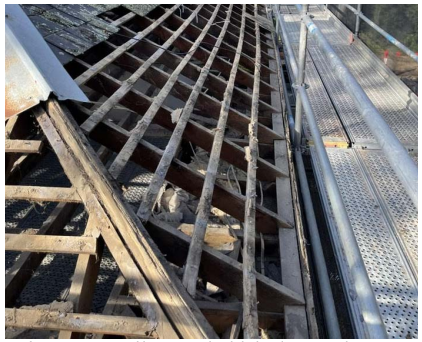
Consideration needs to be given to the works and costs undertaken to date to visually survey, document, dismantle and store materials and preserve examples of detailing of the cottage to date in the works engaged by MRPV.

We also recognise the significant contribution made by MRPV during these stages and understand that MRPV have completed their commitments to the project.

Whilst we are unable to provide the detailed costs of works undertaken by MRPV to date, it is understood to be costs are considerable.

Given the extensive works and process undertaken to date a logical conclusion and outcome would be continuation of the project and to utilise these preliminary stages and the stored stonework.

***We note that at the time of dismantling, an exact reconstruction of the cottage was not being considered and as such, only general existing building information was documented.*



Roof structure exposed but not retained during deconstruction.



Retained external bluestone blocks ready for storage.



e 1 & Stage 2 Uncover works

Archaeological survey of footings and floor structure.

03 Bluestone Cottage

03.01 History and Heritage Significance

Francis McAteer first constructed a temporary dwelling on the property at 375 Barwon Heads Road as the Geelong Rate Books listed a Mrs McAteer at Breakwater as owner of a two-roomed weatherboard dwelling and garden in 1865-66. It would appear that McAteer built the existing bluestone cottage in the immediate ensuing years.

The locally unusual bluestone construction of the cottage might have emanated from surplus bluestone from the enlargement of the nearby Brearley Brothers' Australian Tannery in the 1860s.

McAteer and his family continued to reside at the bluestone cottage until his death in 1901. Catherine McAteer was listed in the South Barwon Rate Books as the owner and occupier in 1902-03, and she remained a "life tenant" of the property until her death in 1915. The second son of Francis and Catherine, Edward McAteer, continued to reside and own the bluestone cottage as well as the property directly opposite a 1 Tannery Road until his death.

By 1957, the property was owned by Reno Saccardo, a market gardener. By the late 20th century, the cottage had fallen into disrepair. In 2004, the cottage was restored and a cafe and art gallery operated there until recent years.

Following a heritage assessment by GJM consultants, the building was demolished in 2021 as part of the road alignment project being undertaken by MRPV.

Heritage Significance

The bluestone cottage formerly located at 375 Barwon Heads Road, Charlemont, was architecturally and historically significant at a LOCAL level.

Source: Armstrong Creek Urban Growth Area: Marshall & Western Employment Precincts Heritage Citations 2013-14

03.02 Cottage Description

The symmetrical, single level, bluestone, Victorian styled cottage was characterised by a hipped roof form at the front and double hipped roof forms that project at the rear. These roofs were clad in early slate (except from the central inner roof faces not visible to street that were clad in corrugated sheet metal).

Two original face brick chimneys adorn the roofline and assisted to define the symmetry of the dwelling. The symmetry was also accentuated by the original central front doorway with bluestone lintel, and the early timber framed transom and four panelled timber door (the glazing in the upper panels was introduced) and the flanking window openings with introduced timber framed 8 paned double hung windows (these windows replaced the original 12 paned double hung windows shown in the photograph of 1998).

Other original features of the design include the bluestone window sills and the tooled edges to the bluestone on the building corners and door and window openings. The window canopies, vertical panels flanking the front door, and violet over-painting to the door and windows were all introduced.

Source: Armstrong Creek Urban Growth Area: Marshall & Western Employment Precincts Heritage Citations 2013-14



Bluestone Cottage 3D scan

03.03 MRPV Road Alignment Project

The Barwon Heads Road upgrades project extends for 4 kilometres from Settlement Road to Reserve Road and is proposed to be completed in 2023.

As part of the upgrade additional land has been acquired including the site of the cottage. The results of a heritage report undertaken by GJM Heritage, concluded that: *"The bluestone cottage at 375 Barwon Heads Road does not demonstrate any characteristics that elevate it above the large numbers of this class of place that are included on the Heritage Overlay.*"

The report also touched on possible options for sale and relocation of the building or an interpretation to be located in nearby Marshall Reserve. MRPV opted to pursue the option of demolishing the cottage and creating an interpretive footprint on the JF Field Park as per Option 2 in this report.

MRPV has supported relocation of several heritage buildings where road duplication is occurring, including a current plan to relocate the Wollert Methodist Church in Whittlesea to the Carome Homestead in Mernda.



MRPV proposed road alignment with cottage outlined in green

03.04 Campaign to Save the Cottage

The demolition of the cottage by MRPV was objected to by a local group of concerned residents who formed a community group to oppose the total demolition of the cottage.

The group set up a website and campaigned for a commitment to save or relocate the cottage.



Campaign poster on site

03 Bluestone Cottage

03.05 Bluestone Cottage Community Group

On 9th December 2020 the Marshall Bluestone Cottage Community Group was formed. The Group has engaged with the community to garner broader support.

The Group's objective is to save, relocate and re-purpose the two heritage buildings as community assets to be open to the public for multiple purposes.

Source: Marshall Bluestone Cottage Community Group Proposal Concept March 2021

https://marshallbluestonecottage.org

After engaging with this group, Major Road Projects Victoria determined it would dismantle rather than demolish the cottage so that relocation options could be pursued.



Marshall Bluestone Cottage Community Group

03.06 Cottage Dismantling and Storage

In early 2021, dismantling and partial demolition of the cottage was undertaken.

The dismantling process retained all external large bluestone face blocks. These have been individually tagged and coded to allow for accurate placement during reconstruction. Samples of timber detailing have been saved.

A portion of the internal brickwork has been retained, approximately 2500 red bricks, as well as a portion of the internal rubble wall.





Demolition and conservation images

03.07 The Community Group Concept

It is proposed that the future location for these buildings is within the J F Field Marshall Park at the same intersection on the diagonally opposite north-west corner.

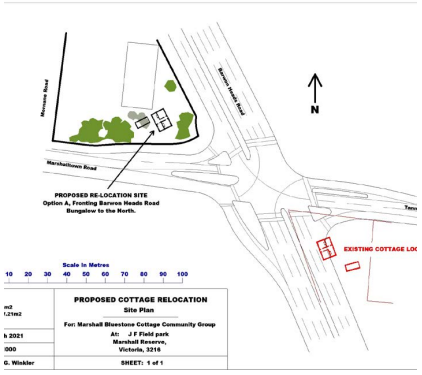
The J F Field public parkland was gifted to the public, and is now a community precinct with tennis court and playground. There are no public conveniences at the park.

The Park has the space to accommodate these buildings. It is proposed that the Cottage be named Marshall Town History House, and the associated outhouse be re-purposed as a separate convenience block for park and cottage users.

Source: Marshall Bluestone Cottage Community Group Proposal Concept March 2021

Authors note: The original concept included the outbuilding which was not retained as part of the MRPV conservation works. The detailed community group proposal is included in the attachments of this report.

ıg, a courtyard could be created between the outbuilding and the tennis court.



Marshall Bluestone Cottage Community Group concept plan

03.08 Marshall Reserve / JF Field Memorial Park

Marshall Reserve, also known as JF Field Memorial Park, is a community recreation area located on the corner of Barwon Heads Road and Marshall Town Road.

Marshall Reserve is classified as a local level reserve, and primarily services nearby residents within a 400m catchment.

As a local level reserve, it should include seating, a picnic table, access to water and a play space, however is not required to have public toilets, on-site car parking, shelter or lighting.

The reserve is of local heritage importance and the site of several building structures during its history.

The buildings were sighted mainly on Marshall Town Road before the Barwon Heads Road realignment.

In 1987, the last building on the site, St. Cuthberts, was relocated 2.8 Km away to Cobbin Farm in Grovedale and is still operated by COGG as a venue for hire.



Marshall Reserve and location past buildings on site.

03 Bluestone Cottage

03.09 Existing Cottage Drawings

The following illustrations reflect our efforts to reconstruct the design of the cottage based on the available drawings, photographs and information. We note that there may be more accurate documentation of the existing condition of the building that was not readily available at hand during the creation of these drawings.

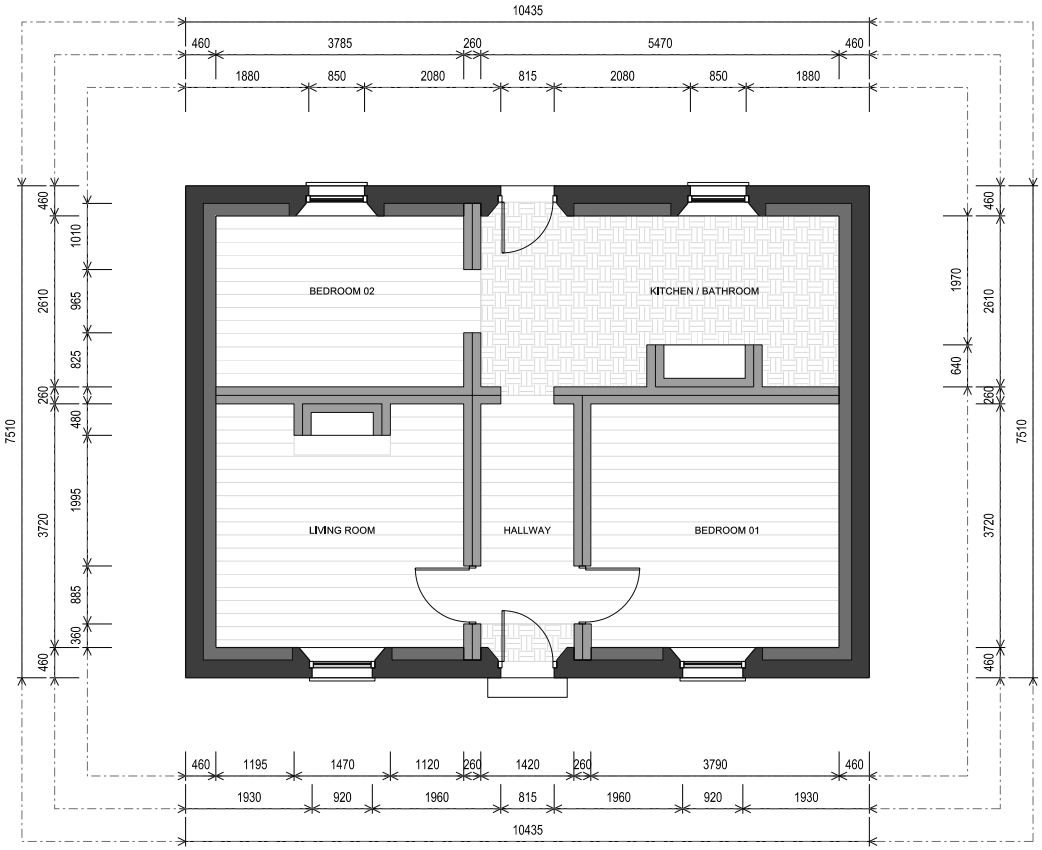
The illustrations are derived from a compilation of the following:

- Archaeological footings documentation.
- MBCCG plans and elevations.
- RBA Architects plans.
- MRPV photographs.
- Deconstruction images.
- Other general images and information.
- 3D scan. (images extracted only)

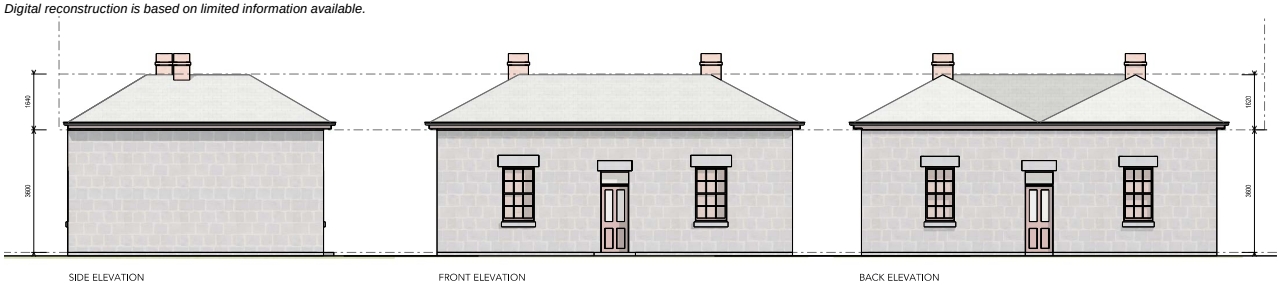
It is observed that overall there was a general constituency between the documentation however we note an inconsistency in the building width between the existing conditions plan provided by RBA Architects, the handrawn plan from MBCCG and the footings plan provided by the Archaeological dig. For the instances of this report we deferred to the overall dimensions provided by RBA Architects and overlaid the additional information to build up the most accurate representation possible.

The general detail of the information was high level. Thus we have attempted add to the level of detailed based on the deconstruction images.

The reasoning for developing a detailed set of drawings is that we can provide a higher level of accuracy for costings and understanding the physical impact on the original building design.



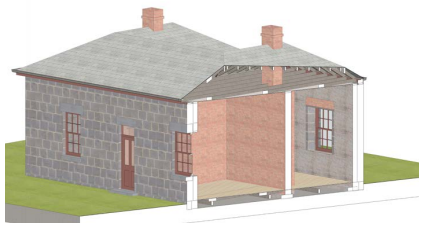
Digital reconstruction is based on limited information available.

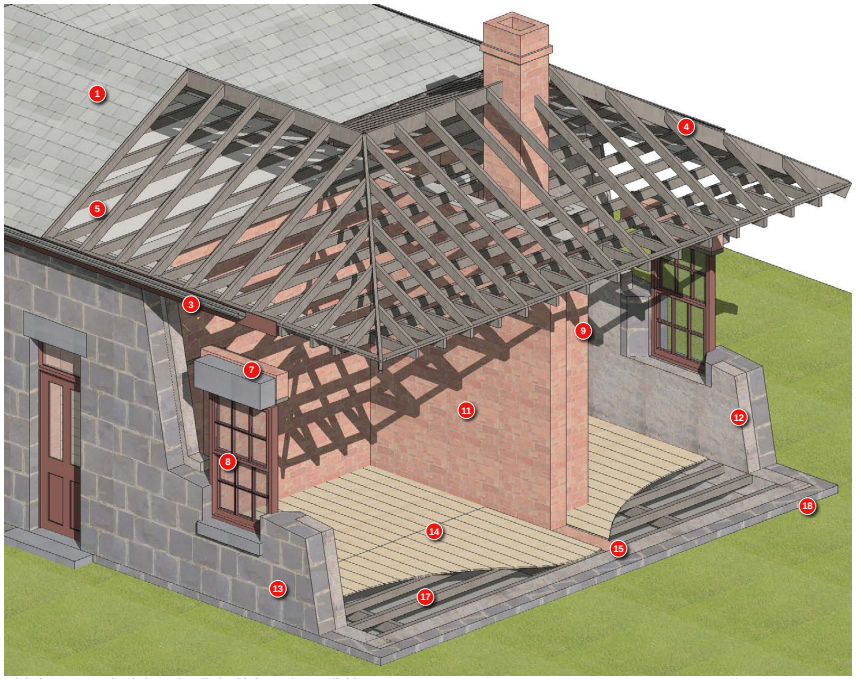


03 Bluestone Cottage

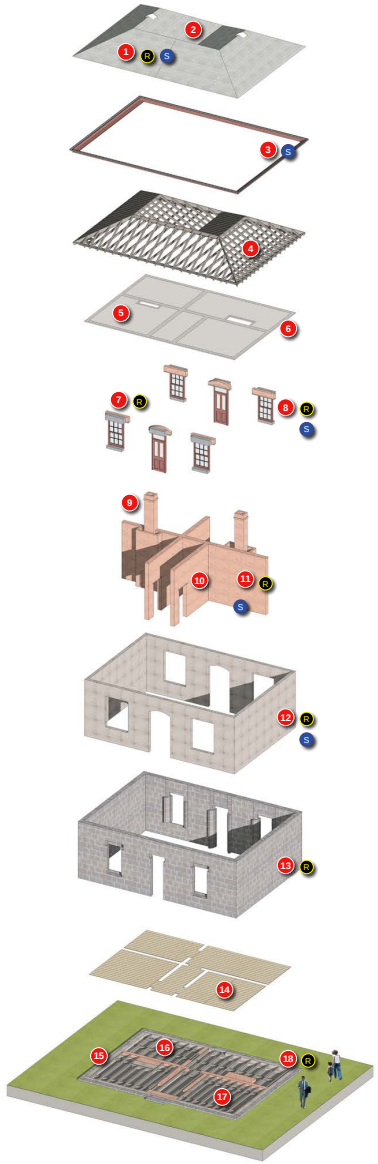
03.10 Digital reconstruction/interpretation of design.







Digital reconstruction is based on limited information available.



1. **Slate tile roof.**
   R Most tiles have been retained, however are in a poor condition so will require replacement.
   S
2. **Corrugated steel roof.**
3. **Fascia, eaves and gutter.**
   S Some visual details of structure provided.
4. **Roof framing.**
5. **Ceilings.**
6. **Wall capping mortar.**
7. **Bluestone/brick lintels.**
   R Bluestone lintels have been retained.
8. **Timber frame doors and windows.**
   R Windows have been retained however are in a poor condition and therefore cannot be re-used.
   S
9. **Chimneys.**
10. **Timber door lintels.**
11. **Internal walls.**
    R Approximately 2500 only bricks have been retained due to the poor condition of the internal walls.
    S Samples of timber detailing have been retained.
12. **Internal rubble and mortar wall.**
    R Larger rubble has been retained to allow for a sample element of reconstruction.
    S
13. **External bluestone wall.**
    R These stones have been retained and documented as part of the dismantling works.
14. **Internal Floor boards.**
15. **Rubble/Brickwork footings.**
16. **Timber tree stump footings.**
17. **Timber floor joists and bearers .**
18. **External bluestone base course.**
    R These stones have been retained and documented as part of the dismantling works.

LEGEND

R Denotes retained materials.
S Denotes possible sample retained.

04 Document Review Summary

04.01 Document Review Summary

To better understand the background and inform the report, a number of documents, articles, drawings and images have been reviewed.

It is clear from the available information reviewed that at the time of dismantling, an exact reconstruction of the cottage was not being considered and as such, only general existing building information exists.

There are no documents or drawings that reflect an intent to completely reconstruct the building in its original form.

We note that only a general layout plan created by RBA heritage architects exists as the most accurate plan. No elevations, sections or detailed architectural drawings exist that would be able to be used to inform accurate reconstruction.

04.02 Document Review List

The following documents have been generally reviewed to assist the preparation of this report.

- COGG project brief
- https://marshallbluestonecottage.org/
- MRPV alignment plans
- Armstrong Creek Urban Growth Plan: Marshall & Western Employment Precincts, Heritage Assessments,2014
- GJM Heritage. Strategic Heritage Report: Bluestone Dwelling at 375 Barwon Heads Road, Charlemont 25 February 2020
- Former McAteer Farming Complex, Archival Record. RBA ARCHITECTS + CONSERVATION CONSULTANTS, August 2021
- Draft Activity method Statement for dismantle and recovery.
- CONCEPT PROPOSAL, Marshall Bluestone Cottage Community Group
- The Burra Charter
- 20210219 - BHR Approved CHMP 14866.
- Signed Survey Plan SP24296-SP24343 - WP3
- Draft Heritage Interpretation Schematic Design (November 2020)
- BHR - Matrix Archaeology - Assessment of Marshall Reserve and Bluestone Cottage
- H7721-0539_Consent to Damage application
- H7721-0539_Consent to Uncover application v2
- H7721-0540_Consent to Damage application document v2
- H7721-0540_Consent to Excavate application document_v002
- H7721-0540_Consent to Uncover application document v003
- Marshall Precinct Structure Plan, July 2019
- Armstrong Creek Urban Growth Plan, background report
- Floor plan - RBA via MRPV
- Hand drawn floor plan & elevations - MBCCG

04.03 The Burra Charter

The Burra Charter is a document published by the Australian ICOMOS which defines the basic principles and procedures to be followed in the conservation of Australian heritage places

As part of this project the Burra charter was referred to for guidance given the unique nature of the project.

The relevant guiding articles reviewed are:

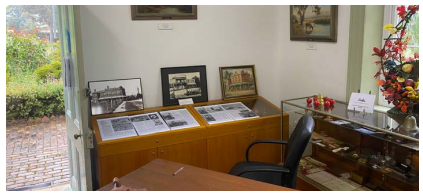
- Article 8. Setting.
- Article 9. Location.
- Article 12. Participation.
- Article 13. Co-existence of cultural values.
- Article 14. Conservation processes.
- Article 15. Change.
- Article 18. Restoration and reconstruction.
- Article 20. Reconstruction.
- Article 22. New work.
- Article 33. Removed fabric.

04.04 Schramms Cottage, Doncaster

Schramms Cottage was put forward by the MBCCG as a preferred benchmark for the proposed community concept. Schramms cottage was dismantled and relocated in 1975 to make way for a road enlargement. The cottage is currently listed on their website as being open Sundays and public holidays 2 pm - 5 pm.

The reconstruction project was started by the local community and finished by Council at a cost of $50,000 in 1975 which equates to approximately $400,000 in 2022. It is uncertain if this amount also covers site infrastructure works and other associated costs.

The cottage is an acceptable benchmark for this project however there may still be differences between how the project was undertaken, differences and changes of standards and practices since 1975 as well as the quality and amount of dismantled materials retained for reconstruction.





Schramms Cottage site visit

05 Consultation Summary

05.01 Stakeholder Consultation Overview

SBP Advisory and The OCD conducted a series of site visits and consultation sessions with a range of community group members and key project stakeholders.

The key findings from these sessions are another important data input into the feasibility study.

The specific stakeholder groups consulted include:

- Marshall Bluestone Cottage Community Group;
- National Trust of Australia - Geelong & Region Branch;
- Major Road Projects Victoria, and;
- Council officers from Urban Design and Heritage, Social Planning and Investments, and Social Infrastructure.

05.02 Potential Benefits and Opportunities

As a landmark building facing a major road intersection, the cottage was of sentimental value to the Marshall community and is supported by over 850 community members.

The Cottage could be a heritage tourism gateway or a hub for the area.

Appeals to a specific segment of the community who might not engage with the majority of community facilities/assets.

The cottage has been used as a residence, wellbeing centre and art gallery in the past.

Three separate studies have established the significance of the bluestone cottage:

- **Armstrong Creek Urban Growth Plan: Marshall & Western Employment Precincts, Heritage Assessments,2014**
- **GJM Heritage. Strategic Heritage Report: Bluestone Dwelling at 375 Barwon Heads Road, Charlemont 25 February 2020**
- **Former McAteer Farming Complex, Archival Record. RBA ARCHITECTS + CONSERVATION CONSULTANTS, August 2021**

Reconstruction could potentially involve local TAFE and community volunteers – as an education and engagement process.

A reconstructed cottage could be re-purposed for various flexible uses: public art, community garden, meeting space, maze, tool or maintenance shed, shelter structure, etc.

05.03 Key Barriers to Overcome

There is no designated funding, or any funding obligations from key stakeholders, for the reconstruction of the Cottage.

The GJM study was commissioned by MRPV; it concluded relocation was not practical or warranted; consequently MRPV explored an interpretive footprint as per option 2.

There is no arrangement in place for the indefinite ongoing storage of the materials from the former cottage so unless long-term storage arrangements can be made, a decision on rebuilding will need to be made within this year.

If the building is to be reconstructed in a different form, Council will be obligated to ensure compliance with relevant building standards.

The City's preference would not be for tenanted use.

If re-purposed as a tourist Information Centre, the cottage may possibly need to be open seven days per week in order to be accessible to visitors. This may require a mixture of paid and volunteer staffing.

Any groundwork needed may potentially require further applications for archaeological consent to uncover or a consent to damage from Heritage Victoria as well as numerous planning and associated permits.

05.04 Additional Considerations

Council's current position is:

- Identify options.
- Develop objective criteria for feasible, desirable use.
- Assess options based on criteria.

Rebuilding the MBCCG option will require original stumps, floorboards, 12-pane windows, chimneys and chimney walls, indication of other original walls, original doors and internal rubble on plaster.

The physical proximity of the place to Marshalltown is part of its cultural significance.

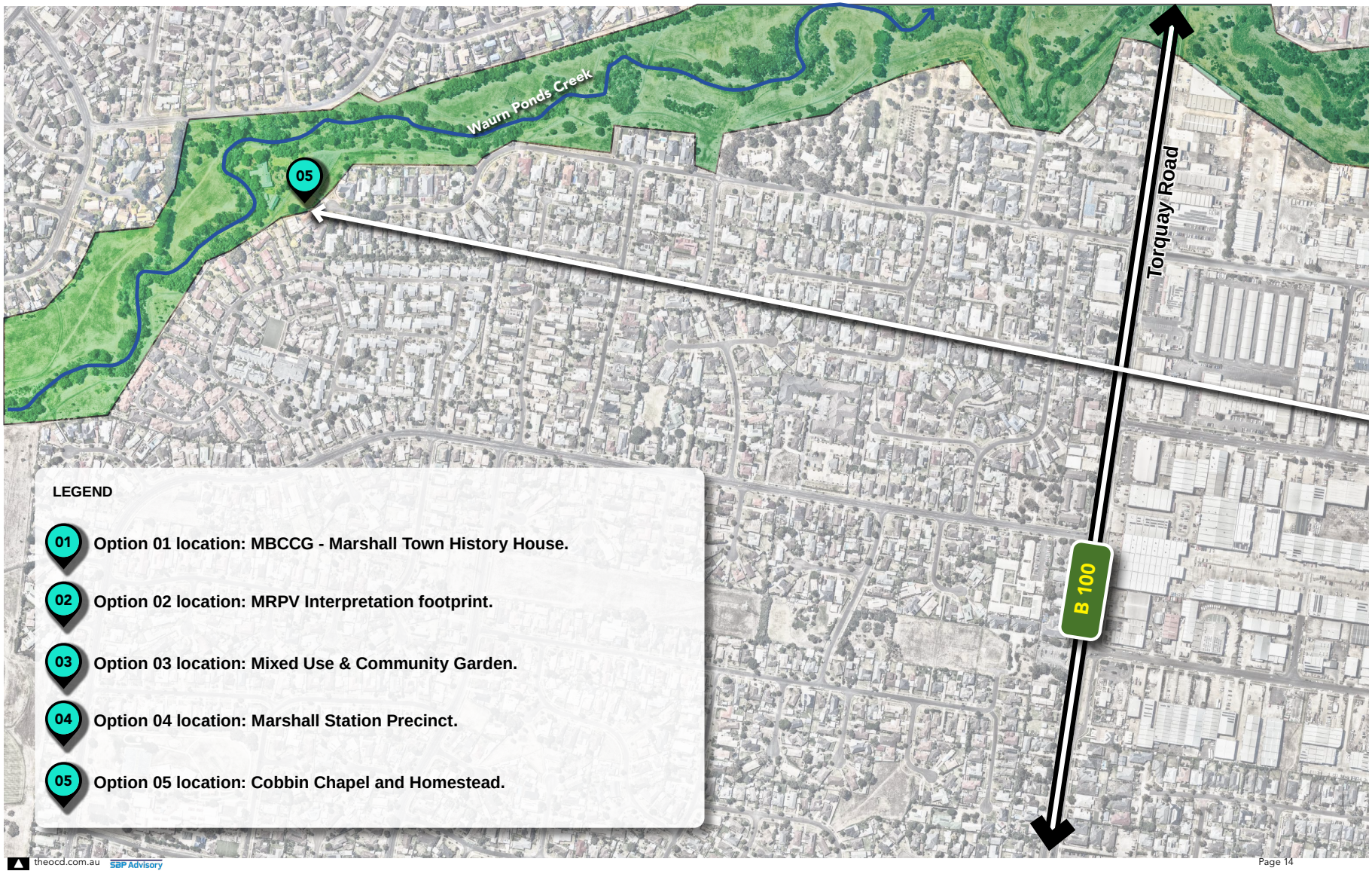
The Marshall Bluestone Cottage Community Group see the Cottage being staffed by a volunteer community management group

Archival reporting and data generated on history of the cottage (3d scanning) is substantial.

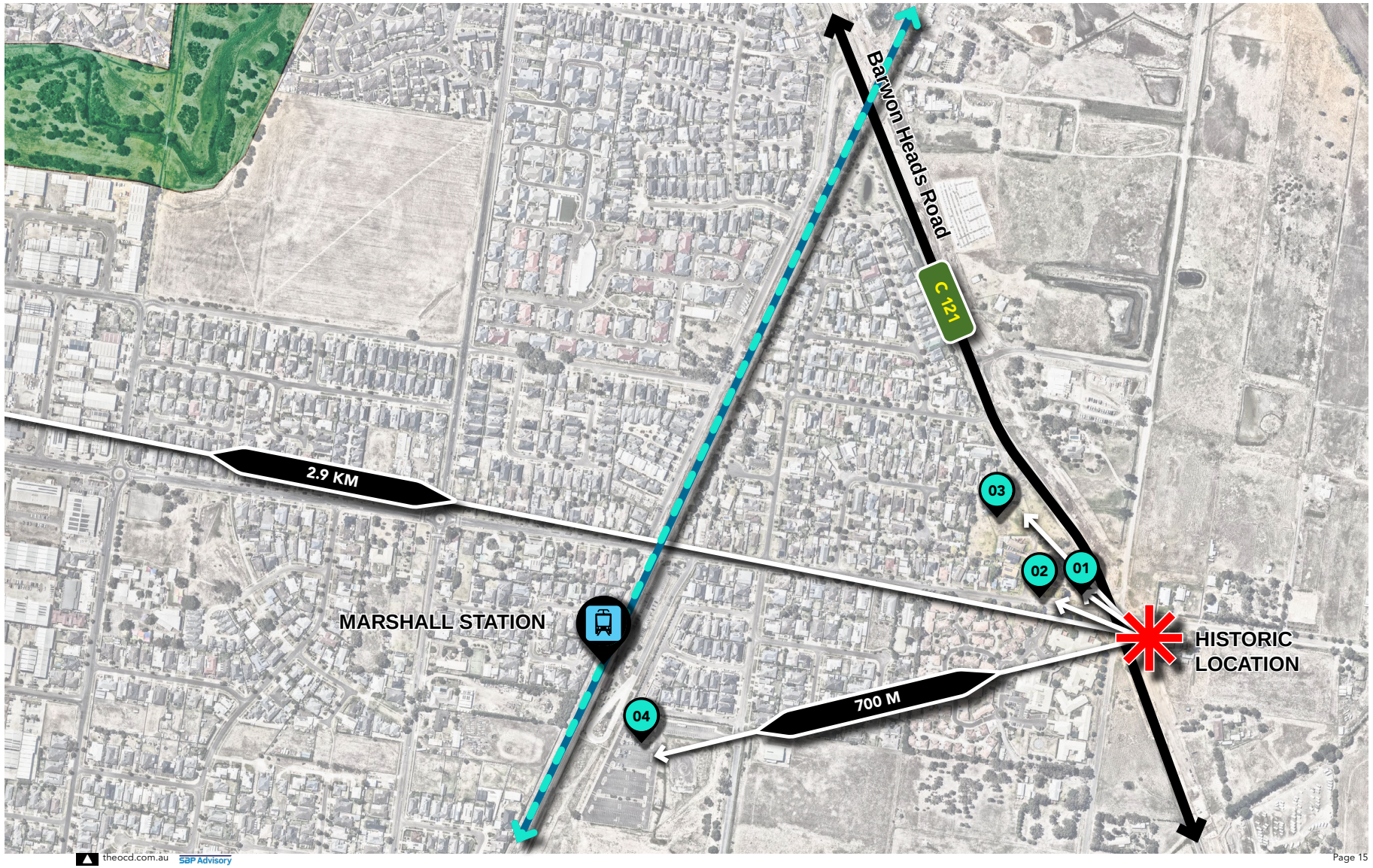
Any reconstruction will need to be tendered out via a formal procurement process subject to the relevant permit, building code and construction industry compliances; it could not be undertaken by volunteers.

Possible relocation sites include future open space reserves, Marshall Station precinct (shown as option 4 in this report) or a City owned heritage site such as Cobbin Homestead which is already the site of the relocated St Cuthberts Church.

06 Feasibility Options Location Plan



06 Feasibility Options Location Plan



06 Feasibility Options

OPTION 01

Distance from Historical Location: 95 m

06.01 MBCCG - Marshall Town History House.

The MBCCG concept proposes to almost entirely reconstruct the cottage true to its original form, materials and detailed components. The building would be reconstructed front facing Barwon Heads Road in an 180' orientation from its original alignment.

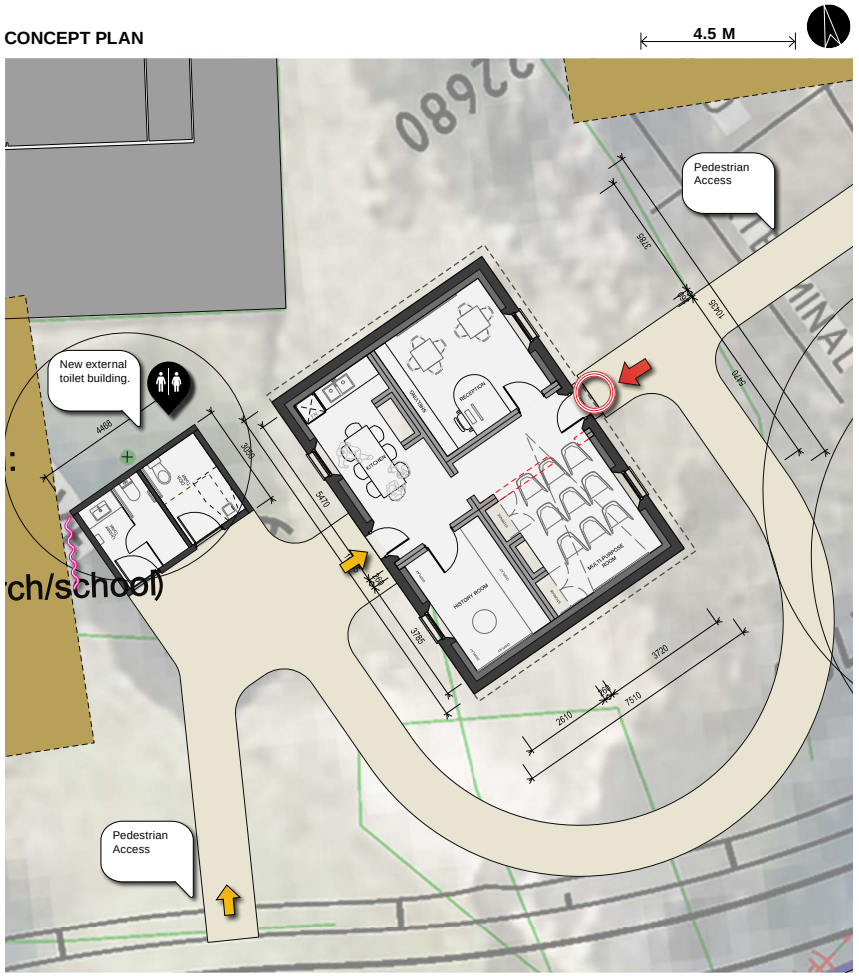
Patrons are to enter via the front door facing the road. Amenities are provided in an external building constructed in the same orientation and similar to the former outbuilding.

Partial removal of the living room wall allows for a more flexible use of the building and is the only area in plan not to be reconstructed. The building is proposed to be named as the "Marshall Town History House".

The history house is proposed as a history museum, tourist information centre, venue hire space and for informal gatherings. The group proposed 2 management options in their concept proposal.

The detailed proposal can be downloaded from the groups website.

CONCEPT PLAN



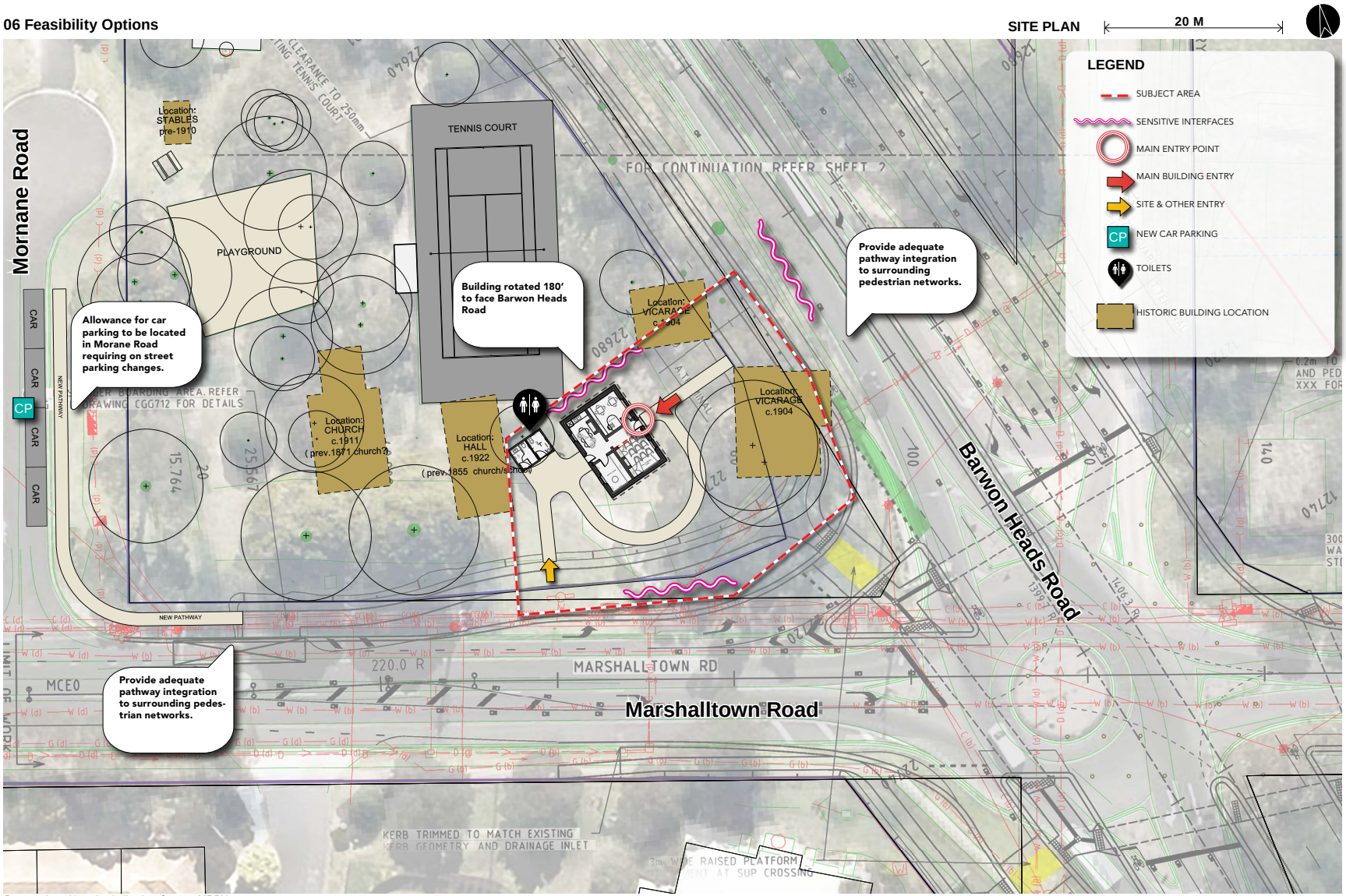
Key Proposal Features

- Dedicated museum history room.
- Separate toilets for use within the reserve.
- Located visually prominent.
- Available for public hire.
- Includes a kitchen.
- Potential for small food service.
- COGG to manage and operate.
- Full reconstruction of the bluestone cottage.
- Provide tourist information.
- Close proximity to original location.

Key Considerations

- Impact on local parking.
- DDA parking requirements.
- Distance from available parking.
- Loss and impact on open space.
- Space configuration limitations of building.
- Sensitivity to heritage of the reserve.
- Acoustic impact from Barwon Heads road.
- Functional operating limitations.
- Value for money of complete detailed reconstruction.
- Siting conflicts with existing reserve functions.
- Building security.

06 Feasibility Options



Proposed road location indicative. Source: MRPV

06 Feasibility Options

OPTION 02

Distance from Historical Location: 100 m

06.02 MRPV Interpretation footprint.

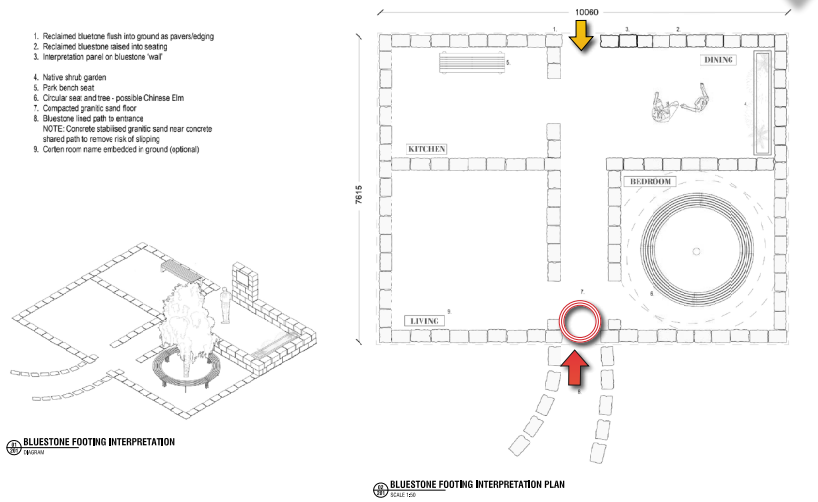
RBA Architects were commissioned by MRPV to develop an interpretation scheme. 3 alternative locations for the scheme are proposed across the reserve.

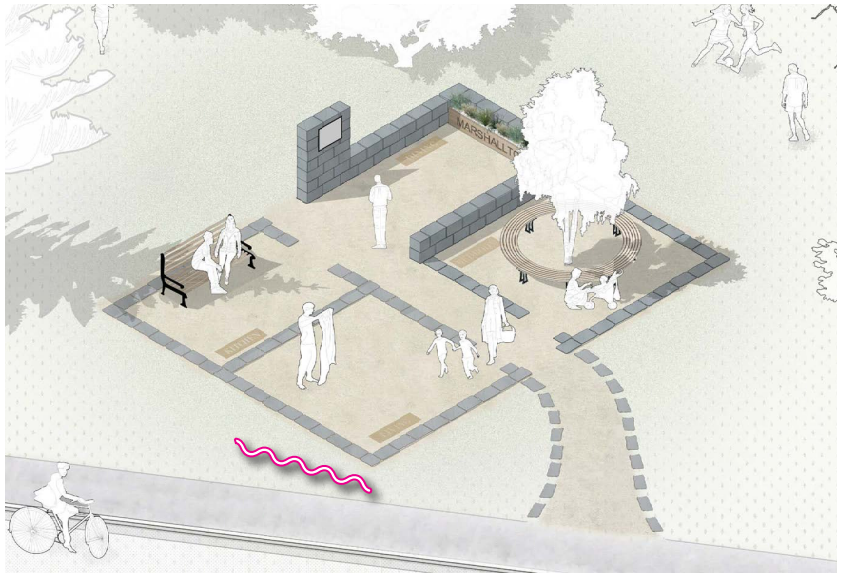
The proposal conceives a reconstruction of the general floor plan of the cottage with some partial walling.

The structure is proposed to be constructed from the recycled bluestone from the original cottage.

In addition, interpretive panels and signage are to be provided outlining the history of the cottage and of the Marshall Reserve site context as well as public art.

Prior to dismantling of the cottage, MRPV previously advised it had budgeted the order $180,000-$200,000 to implement this option, however the current availability of MRPV funds to proceed will need to be confirmed.





Key Proposal Features

- Bluestone cottage footprint interpretive plan.
- Interpretation panels.
- Interactive St Cuthberts Pillar.
- Public art.
- Seating.
- Landscaping.

Key Considerations

- Maintenance and vandalism.
- Negative community feedback on concept.
- Limited potential community use options.
- Impact on public open space.
- Limited usefulness.
- Wastage of retained materials.
- Orientation and location.

06 Feasibility Options



06 Feasibility Options

OPTION 03

Distance from Historical Location: 220 m

06.03 Mixed Use & Potential Community Garden.

Option 3 proposes a hybrid concept plan that delivers elements of the community groups proposal whilst aiming to deliver greater and more flexible community purpose.

The proposed relocation site is north-west of Marshall Reserve, located within council owned land and accessed via Field Court.

The concept is sited here to reduce the impact on the open space, set back from the road to improve acoustic amenity, reduce impact on heritage and archeology of the reserve, surrounding trees as well as providing closer access to car parking.

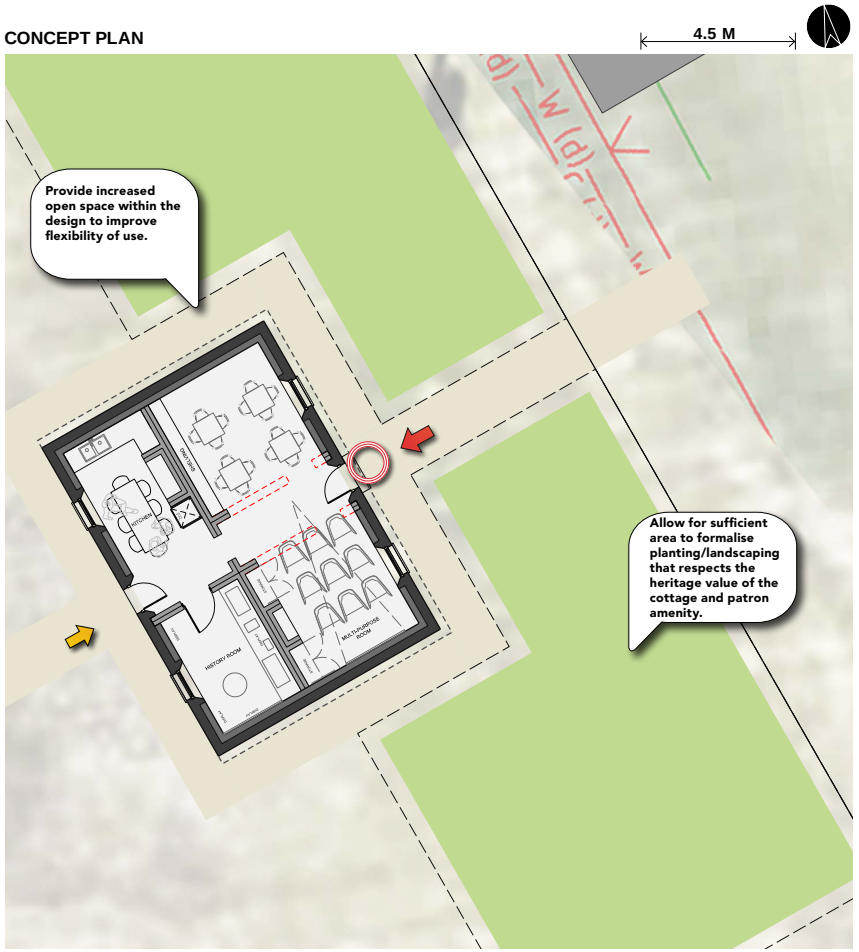
There is sufficient available area to provide a community garden and additional landscaping for the cottage.

The floor plan design increases community space and flexible use within the building whilst maintaining the dedicated museum room.

While the exterior of the building would be historically accurate, the interior and structural elements would be constructed to a standard value-managed manner to reduce cost and specialist trades.

Alternatively, the interior could be configured as a large single hall to provide greater flexibility for the wider community.

CONCEPT PLAN



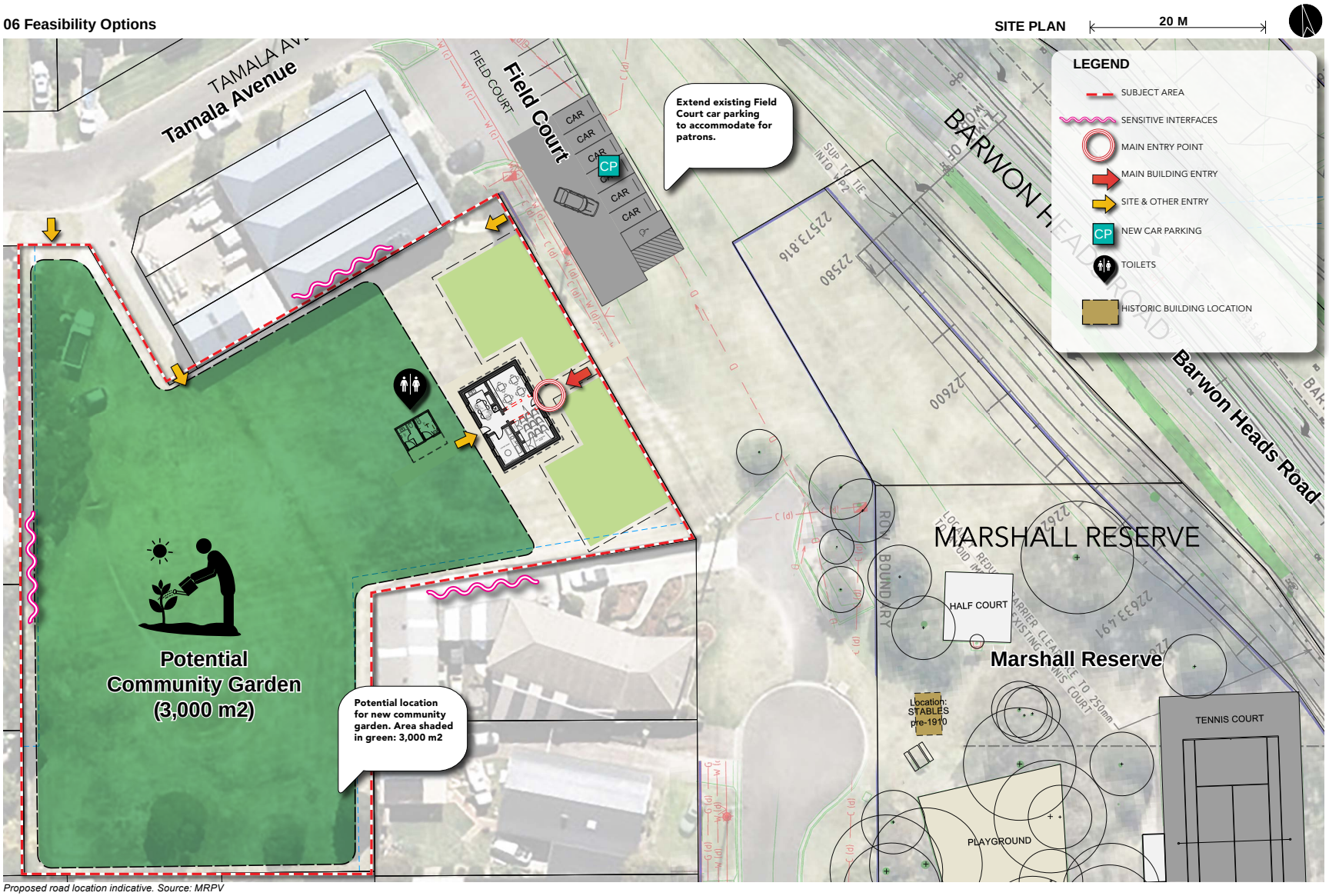
Key Proposal Features

- Dedicated museum history room.
- Separate toilets for use within the reserve.
- Aligned with historic road location.
- Available for public hire.
- Includes a kitchen.
- Community Garden potential 3,000m2.
- COGG to manage and operate.
- External reconstruction of the cottage.
- Close to parking/DDA access.
- Open floor plan.
- Available area for sufficient landscape treatment.
- Setback from Barwon Heads Road.

Key Considerations

- Impact on local parking.
- Adjacent commercial business.
- Requires flexible operation shared with community garden.
- Increase in scope and use.
- Space configuration limitations of building.
- No dedicated reception room.

06 Feasibility Options



Proposed road location indicative. Source: MRPV

06 Feasibility Options

OPTION 04

Distance from Historical Location: 700 m

PROPOSED LOCATION

HISTORIC LOCATION

06.04 Marshall Station Precinct.

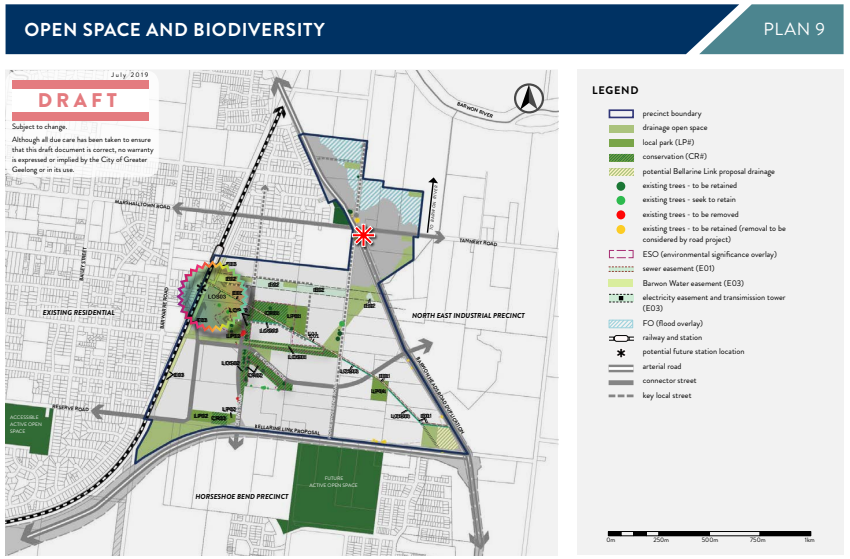
This option proposes relocation of the cottage to a precinct or site where the cottage can be adapted and re-used for flexible community purposes.

The materials would be stored until an appropriate site is found.

The level of reconstruction detail would focus on the external building envelope while the internal layout is to be open plan and flexible for greater use opportunities.

The building can be configured as open plan and may require a kitchenette, storage and amenities as part of its reconstruction.

Logical locations currently available include proposed open space and reserve areas within the Marshall PSP with the station precinct suggested as being the most sensible and appropriate location.

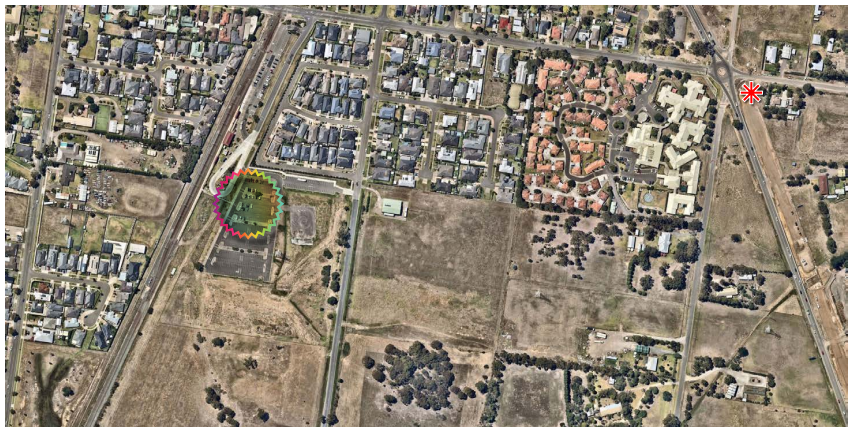


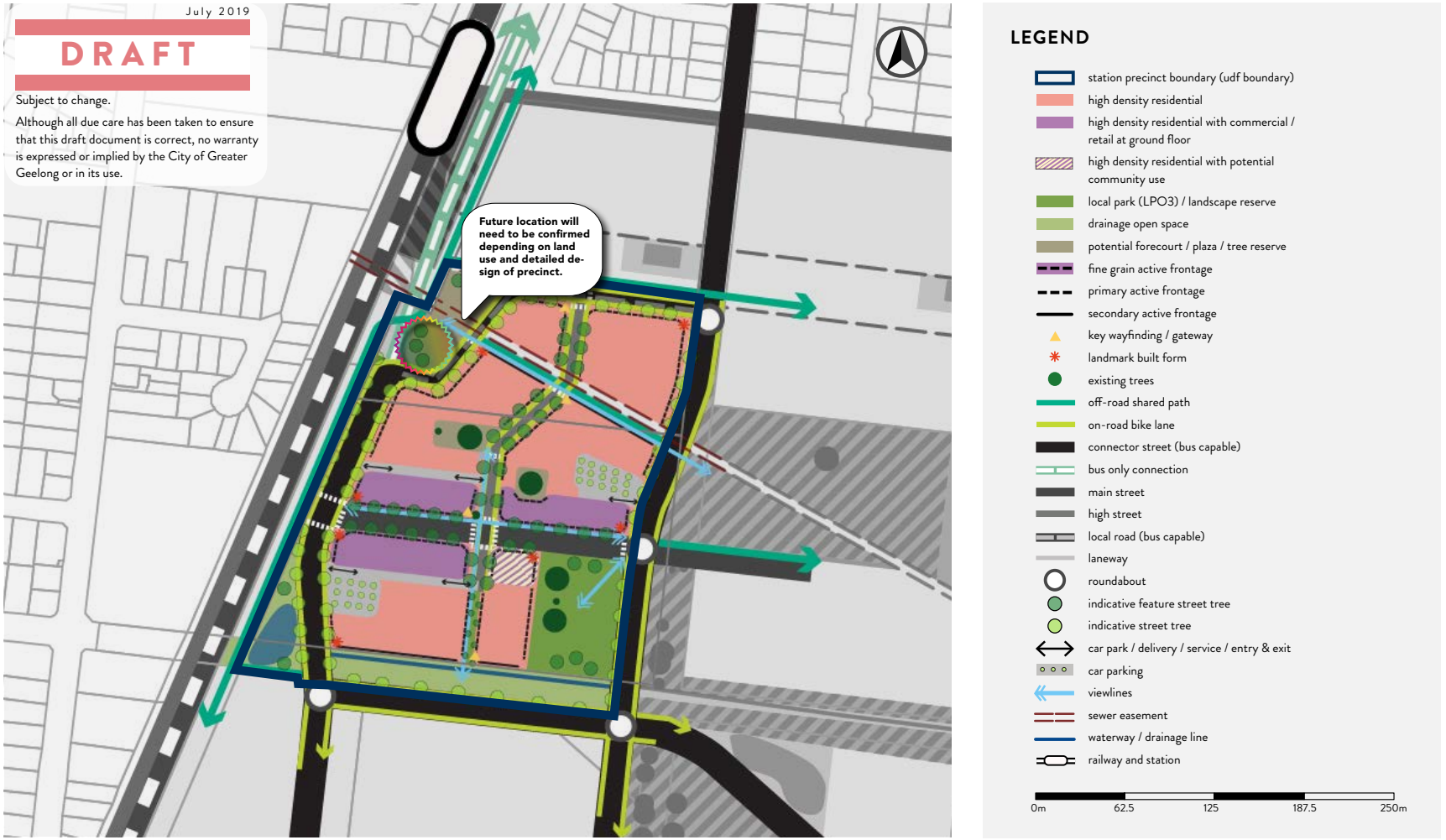
Key Proposal Features

- Flexible open plan for multiple users.
- Venue for hire options.
- History room/interpretation potential.
- Value for money design approach.
- Amenities.
- Kitchenette.
- Storage.

Key Considerations

- Land ownership.
- Delay of reconstruction.
- Storage of materials.
- Locating an appropriate site.
- Future needs and requirements.
- Escalated costs.
- Limited detail for siting location.
- Delays to project completion.




125 M
July 2019
DRAFT
Subject to change.
Although all due care has been taken to ensure that this draft document is correct, no warranty is expressed or implied by the City of Greater Geelong or in its use.
Future location will need to be confirmed depending on land use and detailed design of precinct.
LEGEND
station precinct boundary (udf boundary)
high density residential
high density residential with commercial / retail at ground floor
high density residential with potential community use
local park (LPO3) / landscape reserve
drainage open space
potential forecourt / plaza / tree reserve
fine grain active frontage
primary active frontage
secondary active frontage
key wayfinding / gateway
landmark built form
existing trees
off-road shared path
on-road bike lane
connector street (bus capable)
bus only connection
main street
high street
local road (bus capable)
laneway
roundabout
indicative feature street tree
indicative street tree
car park / delivery / service / entry & exit
car parking
viewlines
sewer easement
waterway / drainage line
railway and station
0m
62.5
125
187.5
250m

06 Feasibility Options

OPTION 05

Distance from Historical Location: 2.9 km

06.05 Relocated to Cobbin Chapel & Homestead

Option 5 proposes to relocate the building to the Cobbin Chapel & homestead, currently under management by the City and is also the location of St Cuthberts Church, originally located at Marshall reserve.

The chapel was relocated to its current home in 1987 after being used as a community facility by the City of South Barwon between 1983-1987.

Cobbin Chapel & Homestead is currently operated as a community venue for hire with the chapel being popular for weddings. The cottage could potentially provide a smaller more intimate venue for hire.

Relocation of the Bluestone Cottage to the site may provide beneficial outcomes to the greater community through flexible use opportunities and the incorporation of the building into a City owned asset.

Relocating the cottage to the site would also have the benefit of a meaningful co-location with the chapel, formally located approximately 120 metres away from the cottages historic location within Marshall Reserve.

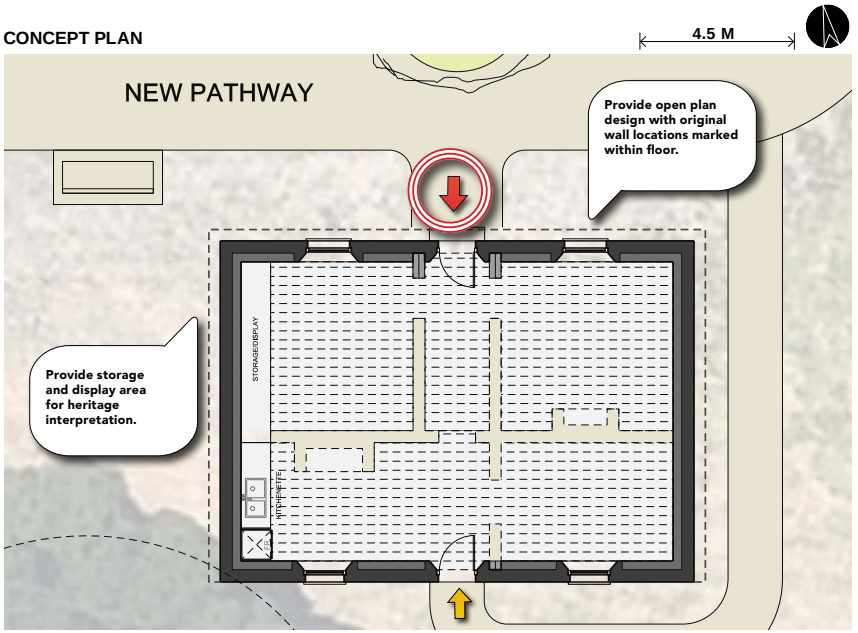
Key Proposal Features

- Flexible open plan for multiple users.
- Venue for hire options.
- History room/interpretation potential.
- Value for money design approach.
- Greater community use potential.
- Co-location with St Cuthberts chapel.

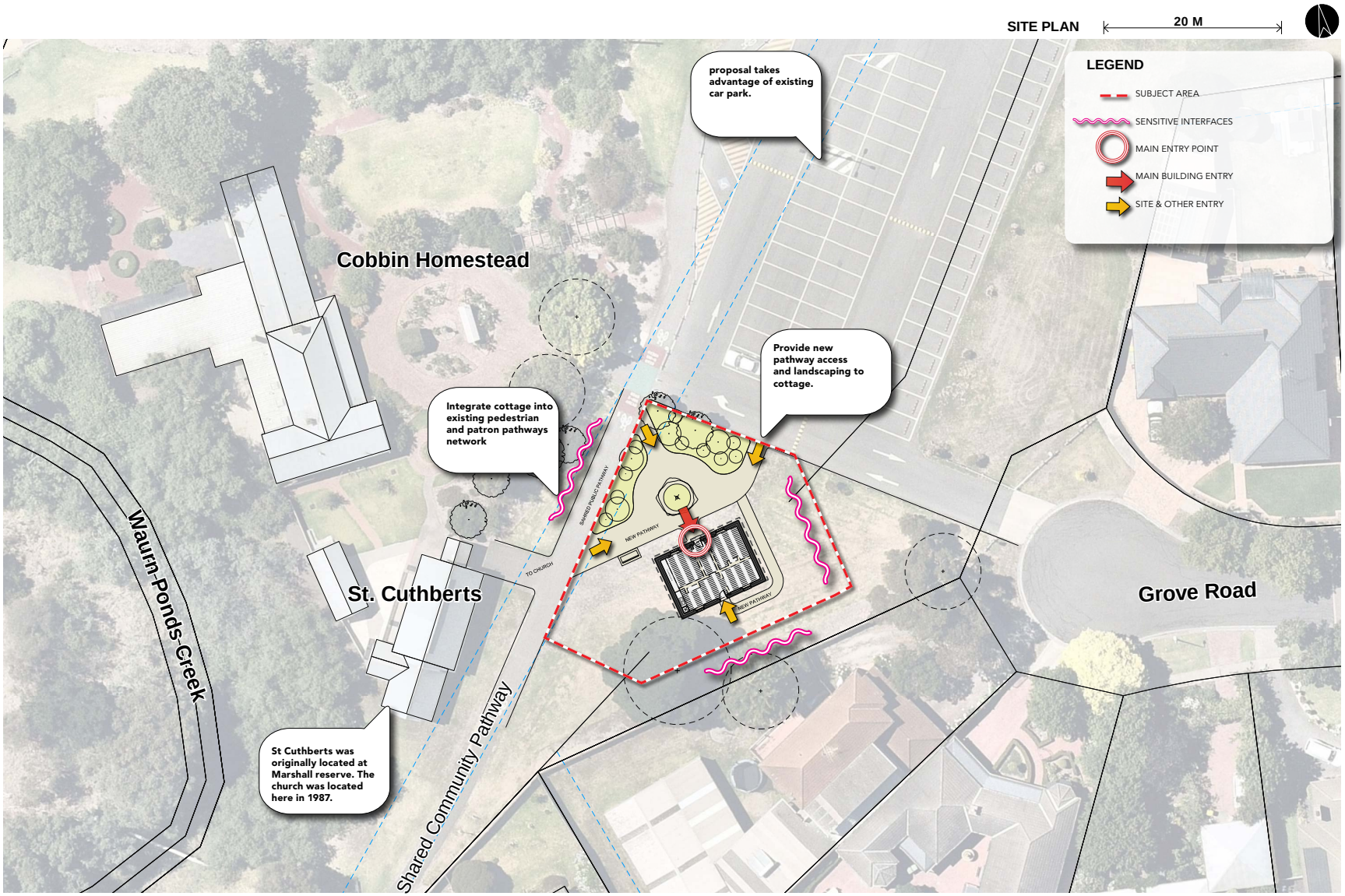
Key Considerations

- Land ownership.
- Impact on public open space.
- Distance from historic location.
- Incorporation with site and accessibility.

CONCEPT PLAN






SITE PLAN
20 M
LEGEND
SUBJECT AREA
SENSITIVE INTERFACES
MAIN ENTRY POINT
MAIN BUILDING ENTRY
SITE & OTHER ENTRY
proposal takes advantage of existing car park.
Cobbin Homestead
Integrate cottage into existing pedestrian and patron pathways network
Provide new pathway access and landscaping to cottage.
Waurn Ponds Creek
St. Cuthberts
Grove Road
Shared Community Pathway
St Cuthberts was originally located at Marshall reserve. The church was located here in 1987.

07 Feasibility Assessment

07.01 Assessment Criteria Table

		Scoring criteria:	Scoring criteria:	Scoring criteria:	Scoring criteria:	Scoring criteria:	
		1= Limited benefits	1= Limited benefits	1= Limited benefits	1= Limited benefits	1= Limited benefits	
		2= Medium benefits	2= Medium benefits	2= Medium benefits	2= Medium benefits	2= Medium benefits	
		3= Higher benefits	3= Higher benefits	3= Higher benefits	3= Higher benefits	3= Higher benefits	
Criteria	**Description**	**Option 01**	**Option 02**	**Option 03**	**Option 04**	**Option 05**	**Notes**
Community benefit	Does the proposed option deliver a benefit to the broader community? 3= broadly appealing to the community, 2= moderate appeal for the community, 1= narrow appeal for the community	**1.5**	**1.0**	**2.5**	**1.5**	**2.0**	Option 2 provides a low level of community appeal and is not seen to have a specific purpose for the community to engage with other than passive recreation.
Fit for purpose design and flexibility of usage options	Is the proposed configuration flexible in both its function and purpose for multiple users? Does the building suit its proposed function and use?	**1.5**	**1.3**	**2.5**	**2.5**	**2.5**	Options 1 and 2 provide limited flexibility of use and a relatively narrow scope for activation beyond the intended usage.
Retention and reinstatement of original design	How much of the historic building plan is required to be adapted to suit purpose? 1= significant alterations of original plan, 2= moderate alterations, 3= minimal alterations.	**3.0**	**1.0**	**2.0**	**1.7**	**1.7**	Option 1 has the highest retention of the original materials and design.
Impact on open space	Does the proposal impact the open space of the proposed location? 1= reduction in open space and activation potential, 2= maintenance of open space and activation, 3= enhancement of open space and activation	**1.5**	**2.0**	**3.0**	**2.0**	**2.5**	Option 3 provides potential for the highest amount of use and activation based on being located on City owned land adjacent to Marshall Reserve with specific and aligned needs for a complementary flexible-use building space.
Impact on proposed option to site and surrounds	Does the proposal have a generally positive or negative impact on the option site? 1= negative impact on amenity, 2= minimal impact on amenity, 3= positive impact on amenity	**2.0**	**2.0**	**3.0**	**2.0**	**3.0**	Option 2 provides a complementary passive recreation to the proposed site which is consistent with other current site uses. Options 3 & 5 both provide strengthening to the surrounding purpose and use.
Impact on public amenity	Does the proposal impact the amenity of the intended site or space?	**1.7**	**2.3**	**3.0**	**2.0**	**2.0**	Option 2 provides a unique aesthetic point of difference to the proposed site and does not compromise any existing visual elements of the site. Options 1 & 2 do impact on public open space amenity within the reserve.
Industry standards and Council Policy alignment (Sustainability, CPTED, Accessibility & universal design, CoGG design objectives and guidelines)	1= poor alignment, 2= general alignment, 3= adequate alignment	**1.2**	**2.2**	**2.0**	**2.0**	**2.0**	Option 1 has the lowest level of alignment with industry standards and Council Policies based on the age of the design and building layout, and the evolution of contemporary standards.
Traffic (proximity to road, access to building, parking availability, DDA parking, impact on existing parking) considerations of proposal	1= negative impact on traffic, 2= moderate impact, 3= compliance with standards and minimal impact on traffic	**1.0**	**1.5**	**3.0**	**2.0**	**2.5**	Options 1 will increase traffic to the proposed site which will create additional planning and development considerations. Options 3 & 5 have scope to include adequate parking within their locations with reduced impact to surrounding properties..
Indicative/estimated construction costs & value for money	Proposal construction costs: 1= high costs, 2=value for money, 3= low-cost outcome.	**1.0**	**2.7**	**2.0**	**2.0**	**2.0**	Option 1 has a significantly higher cost based on the preservation of design and materials.
Project establishment, delivery risk and associated timeframes risk.	Proposal delivery risk: 1= high risk, 2=standard risk, 3= low risk.	**1.5**	**2.0**	**2.5**	**1.0**	**2.5**	Option 1 has a significantly higher cost based on the preservation of design and materials as well as greater levels of detail required during the planning and design process.
TOTAL		**15.9**	**18.0**	**25.5**	**18.7**	**22.7**	

07.02 Indicative Reconstruction Costs

The overview of costs, including non-construction costs, i.e. contingency/escalation/ fees are:

- **Option 1 - $848,000 (Excl. GST)**
- **Option 2 - $128,000 (Excl. GST)**
- **Option 3 - $688,000 (Excl. GST)**
- **Option 4 (excl. design options) - $599,000 (Excl. GST)**
- **Option 5 (excl. design options) - $599,000 (Excl. GST)**

Other issues include:

1. The building has been demolished with the only retained materials consisting of the external facade blue stones, a portion of the internal brickwork, window frames and doors, some slate roofing in poor condition, samples of timber detailing and some rubble for the internal lining of the external facade.
2. Whilst the external stone and brickwork appear to be in generally good condition, the remaining materials are in poor condition and therefore replacing these for new would be a sensible approach.
3. No detailed existing conditions drawings and construction documentation of the original building to allow for detailed or accurate reconstruction. We do note that all external stones have been numbered to allow for replacement into original locations.
4. Reconstruction would require a high level of interpretation based on photographs and other available materials.

High level project costings have been undertaken by WT Partnership quantity surveyors and provided to the City as a separate document.

07 Feasibility Assessment

07.03 Benchmark Operating Financials Marshall Town History House

The following table is included to illustrate the general operating costs and revenues of similar facilities to assist in understanding the probable operation of the cottage as a heritage house museum as per option 1.

The operating financial benchmarks publicly reported by the Historical Societies displayed in the table demonstrate modest turnovers with a strong reliance on donations, memberships, fundraising and grants.

The notable omissions in the reported financials include rent/lease fees, insurances, grounds and building maintenance, and depreciation, which we assume are all paid for by their respective Local Councils.

2018/19 Comparisons	Torquay Museum Without Walls	Torquay and District Historical Society Inc.	Anglesea and District Historical Society Inc.	Winchelsea and District Historical Society Inc.	Schramms Cottage (estimates from consultation)	Schramms Cottage (financial notes)
Revenue						
Donations	$100	$840	$344	$282	$1,152	12 visitors is a big day. Assume average of 4 adults ($5) and 4 kids ($1) per week ($24 * 48 weeks)
Membership/Subscription	$320	$375	$1,225	$210	$1,800	$20 single membership, $30 family membership, $10 student membership (up to 21 years of age). Currently have approximately 90 members. Assume 90 * $20
Fundraising revenue	$0	$3,748	$224	$0	$900	Hold external functions for nominal hire fees. Assume 6 functions at $150 per year.
Grants	$11,761	$9,000	$195	$0	$0	
Sponsorship	$0	$0	$0	$0	$0	
Other Sales and Operating Revenue	$5,473	$360	$5,128	$161	$0	
Total Revenue	**$17,654**	**$14,323**	**$7,116**	**$653**	**$3,852**	
Expenses						
Affiliations	$75	$0	$710	$0	$300	Assumption for Museum Accreditation program
Collateral	$3,846	$0	$0	$0	$0	
Rent	$0	$0	$0	$500	$0	
Events and Exhibitions	$162	$0	$0	$0	$1,500	Assumption for catering for member events/ functions
Equipment/Capital Expenditure	$106	$3,175	$2,713	$0	$0	
Other/General Expenses	$3,947	$2,576	$4,037	$228	$1,500	Assumption for utilities, repairs and restorations.
Insurance	$0	$0	$0	$590	$0	
Acquisitions	$0	$1,025	$0	$0	$0	
Total Expenses	**$8,137**	**$6,776**	**$7,460**	**$1,318**	**$3,300**	
Income less Expenses	**$9,517**	**$7,547**	**-$344**	**-$665**	**$552**	

07 Feasibility Assessment

07.04 Mixed Use, Potential Community Garden & Discussion of Models

As Option 3 scores the highest in the criteria table and expected to have the highest rate of return, we have provided an indicative baseline operating model for this option based on the benchmarks reviewed.

Options 3&5 will likely provide the most flexibility for alternative revenue streams via community events. Returns and operating costs will be comparable and have not been separately assessed.

To create a viable operating model for Bluestone Cottage, the group will need to focus on the core revenue streams of donations, memberships, fundraising and grants, while also identifying alternative and innovative revenue streams.

The benchmark historical societies are recipients of financial support/expense coverage by their respective Councils, however, the strategic objective for this cottage should be to establish a financially sustainable model, or at least continually reduce its reliance on Council support.

The following indicative/conceptual operating model will need to be refined based on preferred design options and functional alignment.

Potential Operating Model	Bluestone Cottage	Financial Notes/Assumptions.
Revenue		
Donations	$1,000	200 visitors donating $5 each
Membership/Subscription	$2,000	100 members paying $20 each
Fundraising revenue	$4,000	200 event/exhibition attendees paying $20
Grants	$0	
Sponsorship	$500	Notional figure based on community supporters.
Other Sales and Operating Revenue	$0	
Total Revenue	**$7,500**	
Expenses		
Affiliations	$500	Allowance for heritage and museum affiliations.
Collateral	$1,000	Allowance for producing educational and promotional materials.
Rent	$0	Peppercorn lease arrangement with Council - TBC.
Events and Exhibitions	$2,000	50% of fundraising revenue to cover event, catering and cleaning costs.
Equipment/Capital Expenditure	$0	
Other/General Expenses	$1,000	Assumption for utilities, repairs and restorations.
Insurance	$500	Notional figure based on benchmarks.
Acquisitions	$0	
Total Expenses	**$5,000**	
Income less Expenses	**$2,500**	Critical importance to enable investment into developing new/alternate revenue streams.

07 Feasibility Assessment

07.05 Evaluation results

The detailed scoring of the options can be found in section 7, page 26.

The scoring results are as follows:

- **Option 1: 15.9**
- **Option 2: 18.0**
- **Option 3: 25.5**
- **Option 4: 18.7**
- **Option 5: 22.7**

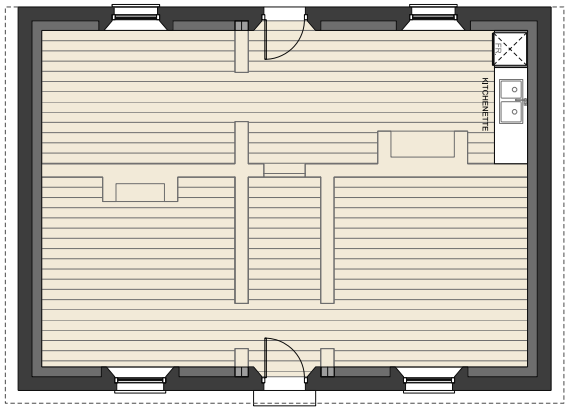
Given that the demonstrable heritage value of the cottage previously lay in it being a landmark than a period home; ie the significance was derived primarily from its visible external envelope and ability to demonstrate size, architectural style and materials, rather than interior aspects, there is negligible difference in the heritage conservation benefits of options 1, 3, 4 & 5.

The evaluation results show that concept options 3 (mixed use & community garden) and 5 (relocation to Cobbin Chapel & Homestead) would likely deliver both better value for money and a higher level and diversity of community patronage.

Option 5 has the added benefit of complementary relocation to an existing heritage precinct and the adjacency of St Cuthberts, formerly located within Marshall Reserve. It is noted that both buildings were historically located within approximately 120 metres of each other.

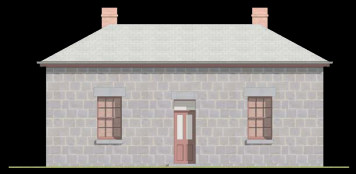
The preferred option of the MBCCG, (Marshalltown history house) scored lower due to its higher implementation costs and reduced community benefit/flexibility.

Whilst all options can be value managed and improved, we suggest that options 3 and 5 merit further investigation if COGG decide to progress with a more detailed concept design and functional operating model.



Illustrative plan indicating open plan configuration for greater flexible use.





theocd.com.au

SBP Advisory

WT PARTNERSHIP



TO: **City of Greater Geelong Council**
FROM: **Marshall Bluestone Cottage Community Group**
CONTACT: **President - XXXXXXXXX**
E: XXXXXXXXXXX
M: XXXXXXXXXXX
DATE: **11th July 2022**

SUBJECT: **Response to two documents:**

- ***Bluestone Cottage Relocation Feasibility Study***
Final Draft Report for Discussion **June 2022**

- ***WT Bluestone Cottage Marshall Preliminary Cost Estimate***
No 1 **4 February 2022**

Contents: **Page**

1. Executive Summary 2
2. The reasons why it was important to save, dismantle and store the Marshall bluestone cottage, and now relocate, reconstruct and reuse the Cottage as Marshall Town History House 4
3. Background 5
4. Recent consultation 6
5. Reasons for MBCCG seeking genuine reconstruction 6
6. Response to the proposed locations, or outcomes, of the five Options 7
7. Assessment criteria (*Feasibility Study* 07.01 page 26), five more Criteria 8
8. Option 3 - mixed use and community garden 12
includes *Bluestone Cottage, Marshall - Preliminary Cost Estimate no 1,* 4th February 2022 by WT Partnership, cost estimates
9. Option 1 Reconstruction - per the Burra Charter 13
9.1 Option 1 Reconstruction of the built fabric of the Cottage
9.2 Option 1 Reconstruction goals
10. Option 1 - Future sustainable use, community benefit & public purposes 14
10.1 Option 1 - Tourism information
10.2 Option 1 - specialised local artisan gifts, souvenirs and information
10.3 Option 1 - car parking
11. City of Greater Geelong visionary and aspirational strategic plans 17
12. Support from local businesses and / or corporate sponsors 17
13. Conclusion 17

1. Executive Summary

The Challenge

The challenge of the *Feasibility Study* June 2022 was to reply to the City of Greater Geelong resolution of 22nd June 2021, and provide … *a sustainable option for the cottage to be restored for public purposes in the Marshall and Charlemont areas.*

The mission and objectives of the Marshall Bluestone Cottage Community Group are to conserve and reconstruct a Bluestone Cottage which was built in 1866 by Frank McAteer, a long time pioneer resident of Marshall. The Cottage was located at the intersection of Barwon Heads Road with Tannery and Marshalltown Roads, on land required for the duplication of Barwon Heads Road.

The Group formed to advocate for the Cottage to be carefully dismantled and relocated as close as possible in its original location, and to be reconstructed in its original form, as a connection to Marshall's history.

The Marshall Bluestone Cottage Community Group has a web site and Facebook page, and membership of 870 supporters who regularly receive update emails.

The Process

This submission responds to two documents, a City of Greater Geelong Consultant's *Bluestone Cottage Relocation Feasibility Study* June 2022*,* giving details of five Options for the future of the Bluestone Cottage, and a part of that *Feasibility Study*, the *WT Preliminary Cost Estimate* February 2022*,* which gives details for four Options.

The *Feasibility Study* attributes a score to each of the five Options according to ten Criteria. These scores are somewhat perplexing. The lowest score was given to the Marshall Bluestone Cottage Community Group Concept Proposal.

Marshall Bluestone Cottage Community Group submit that the *Feasibility Study* ten Criteria do not include assessment of other factors which are held dearly by local people to be important considerations. MBCCG suggest five additional Criteria should be added and assessed to reach a score on the merits of the Options.

MBCCG submit that three Options, 2, 4 and 5, are not suitable because they do not comply with Council's resolution 22nd June 2021.

Another Option, No 3 proposes a new build with a modern interior, rather than an authentic best practice reconstruction according to Burra Charter guidelines.

This submission considers Option 1 and Option 3

The Solution

The following submission gives detailed reasons why the Marshall Bluestone Cottage Community Group Option 1 is the best solution to fulfil Council's Resolution to find a … "sustainable option for the cottage to be restored for public purposes in the Marshall and Charlemont areas".

The Rationale

Until recently, those travelling to Barwon Heads from Geelong were reminded of the history of Marshall because the Bluestone Cottage was within their view in its original location. This structure prompted consideration of and reflection on the nature of everyday life in Marshall in the days of "horse and cart".

The continued role of the Bluestone Cottage as a connection to that history is the Mission of the Marshall Bluestone Cottage Community Group. This "connection with history" is the heritage value of the Bluestone Cottage. This "value" confers a sense of identity and belonging as a member of the Marshall Community, i.e., "we live in Marshall, and this is where we came from".

Despite the immense heritage value of the Bluestone Cottage, this attribute was not included in the criteria used to evaluate the five options for relocation and rebuilding of the now dismantled Bluestone Cottage. This aspect of the Report was very disappointing.

MBCCG was further dismayed by the suggestion that the Bluestone cottage would be rebuilt with a "renovated" and modernised interior. When locals and visitors enter the Bluestone Cottage, it is an opportunity to reflect on our increasingly distant past and consider the change that the passage of time has brought about.

To rebuild the Bluestone Cottage with "Gyprock" walls and plastic flooring will rip the heart out of the structure and diminish its meaning as a "History House" of great relevance to the local community.

For these reasons, MBCCG are firm on our preference for Option 1 as a site for rebuilding the Bluestone Cottage. As a site, Option 3 would be considered as a second preference only if good reason can be provided as to why the Option 1 site is not suitable, and only if the reconstruction was carried out in the way described for Option 1.

The site/outcome options suggested in Report Options 2, 4, and 5, are wholly rejected.

The idea that the Bluestone Cottage be rebuilt with a modern interior is in total contradiction with the concept of its function as a "History House". MBCCG reject any suggestion that reconstruction be undertaken to any other standard that that indicated by the Burra Charter.

It is the intent and hope that Council and the people of Geelong will share MBCCG's Mission to again allow the Bluestone Cottage to be a "signpost" to the past for those travelling through the town of Marshall.

2. The reasons why it was important to save, dismantle and store the Marshall bluestone cottage, and now relocate, reconstruct and reuse the Cottage as

MARSHALL TOWN HISTORY HOUSE.

Marshall Bluestone Cottage Community Group Mission: Bluestone Cottage as a *History House*

As time moves on, our recollection of history tends to dilute to those events of significance and broad, far-reaching effect. Local history is the casualty of this phenomenon.

Those factors that defined and formed a local community centuries ago are increasingly lost to us. How we sourced food, clothes, constructed homes, and engaged the economy, were very much centred in our immediate locality.

Our connection with this rich and significant history is limited to remaining "signposts" of how communities flourished (or not) in the distant past. Unfortunately, these signposts are becoming fewer in number and recognition.

Our capacity to reshape the landscape to suit our immediate needs is now defining our communities, - at the expense of our history. The real estate development extending from Grovedale towards Barwon Heads is a stunning example of the power that we have to reshape our environment. The Barwon Heads Road will be a multi-lane highway immune to flooding. New estates are perfectly flat with no hint of their historical agricultural utility.

An understanding of where we have come from is an important part of where we are going if we are to have a genuine perspective of progress at the community level. Hence the value of Heritage!

The Bluestone Cottage is an important connection with our past. It is an example of how we constructed a dwelling; how we cooked food; how we stayed warm; and how we secured ourselves in a time when we were very much subject to all the variables in our immediate environment. Despite its modest size and compact spaces, the Bluestone Cottage was home to a family of seven at the time of its construction.

As such, the Bluestone Cottage can serve as a significant part of the community's understanding of "Where we have come from; Where we are now; and Where we are going".

When the Bluestone Cottage is re-constructed, this should be considered its primary and most important function; to connect us with our past. Visitors to the Cottage should gain a sense of what it was like to be part of a family and a community at that time in history. It is an opportunity to accurately depict the history of the Marshall community as a defined "Town".

For this reason, the undertaking to rebuild the Bluestone Cottage should be historically accurate and its value as a "History House" given prominence.

3. Background

Attempts have been made to save the Marshall bluestone cottage for twenty-five years.

3.1. 1998 - 2000 *City of Greater Geelong Outer Areas Heritage Study Stage 2 by Authentic* Heritage Services Pty Ltd, David Rowe & Lorraine Huddle

Statement of Significance:
*… the cottage at 375 Barwon Heads Road is **aesthetically significant** at a local level … it demonstrates original design qualities of the Victorian style … including hipped slate roof, course bluestone wall construction, timber framed twelve pane double hung windows with tooled bluestone surrounds including the lintels and sills, central four panelled timber door with highlight and tooled bluestone lintel, narrow eaves and the placement and construction of the unpainted brick chimneys …*

*… the cottage at 375 Barwon Heads Road is **historically significant** at a local level … it is associated with the development of farming and tanning in Marshall in the 19th century*

Recommendation: Heritage Overlay City of Greater Geelong
(Unfortunately this recommendation was not implemented)

3.2 2019 July **City of Greater Geelong MARSHALL Precinct Structure Plan** Page 30

Character Heritage and Housing, Heritage Requirements, Heritage Guidelines

- *The Bluestone cottage (CHA01) to be preserved and included where possible in any future development.*
-

3.3 2020 August **Consultation with Major Road Projects Victoria**

Representatives from Mount Duneed History Group and Geelong and Region Branch National Trust were invited to meet Major Road Projects Victoria, for consultation about Marshall heritage places impacted by Barwon Heads Road duplication

3.4 2020 December **Marshall Bluestone Cottage Community Group was formed**

(herein abbreviated as MBCCG)

4. Recent Consultation

Marshall Bluestone Cottage Community Group (MBCCG) wish to thank Council for their involvement in the project to relocate and reconstruct the Marshall Blue Stone Cottage.

In particular the commissioning of Consultants to provide the feasibility report which has looked at five options for the site location and possible modifications to the original cottage for future community uses. MBCCG also thanks Council or the opportunity to be briefed on the Feasibility Study and be able to lodge a response.

……

Marshall Bluestone Cottage Community Group (MBCCG) five member committee, received a briefing from Matt Drysdale Office of Collective Design (OCD), representing the Consultant Team ODC, SBP Advisory and WT Partnership, on 21st June 2022. We were asked to provide a response within three weeks.

The briefing was about the five Options and the conclusions of the *Bluestone Cottage Relocation Feasibility Study Final Draft Report for Discussion* June 2022.

This MBCCG committee was representing a database of 870 people supporting a **Concept Proposal** for the Cottage to be relocated and rebuilt on the J F Field Park, as Marshall Town History House, for tourist information, public use by community groups and a collection repository for Marshall history.

From February 2021 to June 2022 the MBCCG web page has had 7,899 views, see web page at: https://marshallbluestonecottage.org

Marshall Cottage Facebook page has 752 followers: https://www.facebook.com/marshallcottage

This MBCCG **Concept Proposal** is described as Option 1. In the *Bluestone Cottage Relocation Feasibility Study Final Draft Report for Discussion* June 2022 (herein referred to as *Feasibility Study*).

5. Reasons for MBCCG seeking genuine reconstruction

The dismantling of the Cottage revealed in detail the construction methods used by working class rural people to build a modest sized, strong, well proportioned and enduring family home 160 years ago.

A genuine reconstruction using the original materials, or like for like materials, and referencing the video recording and any other records including photographs, taken by *Abode Restorations*, their subcontracting *Archaeologists,* and their subcontracting dismantling firm *Norris Group* and their subcontractors, and *Major Road Projects Victoria*, will be a rare opportunity to create a place of lasting architectural interest.

The knowledge of the building materials, and construction methods and techniques of early pioneer buildings, concerned with domestic and functional rather than public or monumental buildings, is a chance to learn about early Geelong region vernacular architecture.

6. Response to the proposed locations, or outcomes, of the five options

The MBCCG Option 1 location was suggested based on the resolution carried by Council on 22nd June 2021.

22nd June 2021 City of Greater Geelong Council meeting

Cr Murrihy moved, Cr Asher seconded -
That Council request the Chief Executive Officer to:

1. **Write to Major Roads Project Victoria to seek agreement to appropriately dismantle and store the cottage, and consider options that facilitate the cottage to be restored for use within the local area; and**
2. **Investigate sustainable options for the cottage to be restored for public purposes in the Marshall and Charlemont areas and report to Council by December 2021.**

Carried.

MBCCG does not accept that the location / outcomes of three of the five Options are suitable. We suggest that the following three Options should not be considered because they do not fulfil the intent of the City of Greater Geelong Council resolution 22nd June 2021.

Option 2 Major Road Projects Victoria Interpretation footprint
This Option proposes three alternative locations in J F Field Reserve. Although this does fulfil the intent of the Council Resolution as far as the requirement to be in the Marshall Charlemont area goes, the concept of an "Interpretation Footprint" using some recycled bluestone does not investigate the cottage being 'restored for public purposes', as per the 22nd June 2021 resolution

Option 4 Marshall Station Precinct
This Option is too distant from the original site and is complicated by the land not being Council owned, and therefore the building use may not be available for 'public purposes', as per the 22nd June 2021 resolution

Option 5 Cobbin Chapel and Homestead Grovedale
This option is in Grovedale, not in the 'Marshall and Charlemont areas', as per the 22nd June 2021 resolution

The intent and spirit of Council's 22nd June 2021 resolution is to retain the Cottage within the historical context of Marshall.

Therefore this submission will consider only Options 1 and 3 because the other three locations or outcomes proposed for Option 2, Option 4 and Option 5, do not comply with Council's 22nd June 2021 resolution.

OPTION 1 does comply with the 22nd June 2021 resolution

Option 1 provides for sustainable future uses for public purposes, and for genuine restoration. The location in J F Field Park, is on a highly visible site of the Marshall area. It has the added advantage of provision of public conveniences, and proposed car parking, for users of the adjacent tennis court and playground.

OPTION 3 does comply with some aspects of the 22nd June 2021 resolution

The Option 3 location is in an area off Field Court north-west of Marshall Reserve, which is set well back from Barwon Heads Road and is not clearly visible to passers by. This location does not enable the Cottage to be a 'landmark'. Although Option 3 provides for public use purposes, it does not provide for authentic restoration of the Cottage, but proposes a heritage façade only rebuild.

7. Assessment criteria table (*Feasibility Study* 07.01), five more Criteria

The ten evaluation criteria in the *Feasibility Study* on page 26, are broad and justifiable from the standpoint of Council probity and trying to achieve value for money for the community, however the heritage value of the Cottage was not considered in these ten Criteria.

The scoring based on these Criteria is baffling, for example Option 2, which is described as "*having limited community use options, wastage of retained materials, and negative community feedback",* scores higher than Option 1.

In addition to the ten Criteria listed on page 26 of the *Feasibility Study*, there are more specific aspects of this project that are also important from a local community viewpoint.

The MCCGG believe that the most beneficial outcome for the community would be for the cottage to be rebuilt in as close as possible location to the original cottage, and to be authentically reconstructed in order to give the community a direct link to the historical past of this particular Marshall area.

Also to gain the greatest advantage from the careful dismantling, retention and storage of the original fabric, by Major Road Projects Victoria, and now the City of Greater Geelong commitment to a best practice outcome for this undertaking, we suggest the Criteria need augmenting.

To this end MBCCG suggest that five additional evaluation criteria, A, B, C, D and E are added to the ten in the Assessment Criteria Table (07.01 page 26).

A. Retention of sense of place of the cottage in accordance with Burra Charter principles, in particular Article 8

Article 8. Setting
Conservation requires the retention of an appropriate *setting*. This includes retention of the visual and sensory setting, as well as the retention of spiritual and other cultural relationships that contribute to the *cultural significance* of the *place*.

New construction, demolition, intrusions or other changes which would adversely affect the setting or relationships are not appropriate

Article 1. Definitions
1.2 *Cultural significance* means aesthetic, historic, scientific, social or spiritual value for past, present or future generations.
Cultural significance is embodied in the *place* itself, its *fabric, setting, use, associations, meanings,* records, *related places* and *related objects*.
Places may have a range of values for different individuals or groups.

Article 9. Location
9.1 The physical location of a *place* is part of its *cultural significance*. A building, work or other element of a place should remain in its historical location. Relocation is generally unacceptable unless this is the sole practical means of ensuring its survival.

9.3 If any building, work or other element is moved, it should be moved to an appropriate location and given an appropriate *use*. Such action should not be to the detriment of any *place* of *cultural significance*.

B. Authentic reconstruction in accordance with Burra Charter principles

Article 1. Definitions
1.7 *Restoration* means returning a *place* to a known earlier state by removing accretions or by reassembling existing elements without the introduction of new material.

1.8 *Reconstruction* means returning a *place* to a known earlier state and is distinguished from *restoration* by the introduction of new material.

Article 3. Cautious approach
3.1 *Conservation* is based on a respect for the existing *fabric, use, associations* and *meanings*. It requires a cautious approach of changing as much as necessary but as little as possible.

3.2 Changes to a *place* should not distort the physical or other evidence it provides, nor be based on conjecture.

Article 4. Knowledge, skills and techniques
4.1 *Conservation* should make use of all the knowledge, skills and disciplines which can contribute to the study and care of the *place*.

C. Landmark presence to signify the Marshall environment

A landmark is defined as an object or feature of a landscape or town that is easily seen and recognised from a distance, especially one that enables someone to establish their location.

The Cottage on its original site at the intersection south-east corner was a well known Marshall landmark.

From the MBCCG Concept Proposal:
• the Cottage was a well known local landmark with high visibility and relocation at the same intersection is appropriate

Option 1 - rebuilding the Cottage on the south-west corner of the same intersection, enables the Cottage to be easily seen when approaching from four directions when approaching the intersection. From Barwon Heads Road, looking north and looking south, from Tannery Road looking west and from Marshalltown Road looking east.

D. Complementing existing community infrastructure

J F Field Park Marshall Reserve already serves community leisure and family purposes with the tennis court and playground facilities. The provision of public toilets and off-street parking will enhance this existing infrastructure. The area proposed in Option 1 for the Cottage is not open space that is used for any outdoor activity.

E. Transforming 'heritage value' into a measurable asset [1]

Whether a heritage place should be conserved, or how it should be conserved, is often decided according to the financial cost.

Cost underlies the choice between what is proposed in Option 3, which is an external heritage facade with a cheaper modern interior, compared to Option 1, which is a genuine reconstruction, externally and internally.

The value of heritage needs to be translated into a quantifiable value to compete with the other costs that are easily estimated in dollar terms. The extra cost of a proper best practice conservation reconstruction of the Cottage is worthwhile because of the intangible heritage value.

The term 'heritage value' refers to **the meanings and values that individuals or groups of people bestow on heritage** (including collections, buildings, archaeological sites, landscapes and intangible expressions of culture, such as traditions).

The heritage value of a site, building or object lies in its **cultural significance**, which is a combination of historical, symbolic, spiritual, aesthetic and social values.

From an economic point of view, the value of a cultural heritage asset lies in the benefits that can be derived from its direct and indirect use.

There are several ways in which cultural heritage can directly and indirectly contribute to society and economy. This can be contributions to commercial activities and citizens' cultural participation. The contribution can be to other cultural areas, the tourism and leisure sector. More specifically, contributions for instance include:

- Cultural tourism, tangible cultural heritage as tourist attractor (experiential value)
- Regional regeneration, conservation and (adaptive) re-use of historic buildings

[1] Environmental Economics Research Hub ANU, *Measuring the Economic and Cultural Values of Historic Heritage Places* David Throsby, Vinita Deodhar, Bronwyn Hanna Bronwyn Jewell, Zena O'Connor, Anita Zednik November 2010

- Education
- Citizen cultural participation, museum/site visits, cultural learning, volunteering
- Soft location factors, quality of life, historical depth, cultural identity, sense of belonging.

The contribution of the educational function of heritage places is included under citizens' cultural participation. Particularly highlighted should be the contribution cultural heritage makes to soft location factors such as cultural identity, quality of life and sense of belonging. While museums and sites will rarely be a determining factor in locational decisions of businesses and individuals, their presence can still be an important secondary factor.

But contributions may not be realised just by the existence of cultural heritage, especially if it sits in a museum storage or archive. Even if it is present in the public sphere, it may contribute to a lesser degree than it could. Therefore, the emphasis is on the communication of cultural heritage content and experiences through innovative approaches, products and services.

The five criteria above, are based on local knowledge, and community input about the values that local people attribute to the Cottage. These values have been acquired by local people interacting with their surroundings – people, landscape, culture etc. It is the knowledge that the local people have and people who live elsewhere do not.

When these five criteria are added, **Option 1** is significantly elevated against the other options.
A possible scoring for these five Criteria might be:

	Option 1	Option 2	Option 3	Option 4	Option 5
Feasibility Study scores	15.9	18.0	25.5	18.7	22.7
Criteria A: Retention of sense of place of the cottage in accordance with Burra Charter principles	3	0	1	1	1
Criteria B: Authentic reconstruction in accordance with Burra Charter	3	0	1	1	1
Criteria C: Landmark presence to signify the Marshall environment	3	0	0	0	0
Criteria D: Complementing existing community infrastructure	3	0	0	0	0
Criteria E: Translation of 'heritage value' into a measurable asset	3	0	1	1	1
REVISED TOTAL	30.9	18.0	28.5	21.7	25.7

MBCCG believe that **Option 1** fulfils the objectives of retaining an historic building in the most adjacent available site to the original site, and also gives current residents a direct link to the immediate past. This retains a sense of place, reconstructs according to Burra Charter best practice, provides community benefits, and demonstrates the practical measurable value of a heritage place such as social community use, and a venue for cultural activities.

8. Option 3 - mixed use and community garden

MBCCG agree that Option 3 has some merit when taking into consideration the criteria developed by Council and the consultant, which are different to the criteria being suggested by MBCCG, under which it is the second best viable option.

Option 3 is a renovation, not a reconstruction of the Cottage. It proposes a façade only end result. Facadism is often employed as an easy option to deal with heritage places, it ignores authenticity and adaptive reuse. The result is a hollow imitation of the character and value of a heritage place.

Option 3 Location

Whilst MBCCG supports some aspects of Option 3, the location of Option 3 is unsuitable in comparison to Option 1.

The location is visible only from Barwon Heads Road, it is set back too far from the road and obscured by car parking.

This obscurity is liable to lead to vandalism.

Option 3 location has no advantage regarding zoning because it is zoned PPRZ Public Parks and Recreation the same zoning as the location of Option 1

Option 3 Rebuild

The *Feasibility Study* says on page 20 that Option 3 proposes that only the exterior of the building will be reconstructed, not the interior. Internally the Cottage will be "constructed to a standard value-managed manner to reduce cost and specialist trades".

Indicative Reconstruction Costs *Feasibility Study* page 26, 07.02 and *WT Partnership Bluestone Cottage Marshall Preliminary Cost Estimate No 1,* 4th February 2022

The *WT Partnership Bluestone Cottage Marshall Preliminary Cost Estimate No 1,* 4th February 2022, pages 3 and 5, calls Option 3 a … *new build with internal modern construction and finishes.*

Page 3 *OPTION 3 – NEW BUILD OF BLUESTONE COTTAGE*

Page 5 … *The façade will match the previous design however the internal construction and finishes will be more modern.*

In the same document cost estimates for Options 1 and 3 are detailed and provide a reasonable interpretation of rebuilding works, with "like for like" for Option 1.

However option 3, which is the Consultant's preferred option, contains building elements which are inconsistent with authentic reconstruction.

These include:

- A concrete slab on ground with timber finish
- • not timber stumps as in original
  • notes at the end of the estimate assume a vinyl floor

- internal walls to be timber framed with plasterboard finish
  • original internal brick walls were brick

- roof to be engineered meaning trusses
  • roofing to be sheet metal
  • original roof was slate

- chimneys have been allowed for but the extent is unclear
  • there was discussion at the briefing about building *faux* (fake) chimneys with just the top of the chimney appearing above the roof but no actual internal working chimney and fireplace
  • the two chimneys and fireplaces in the original Cottage were complete and in working order

MBCCG does not accept the construction methodology for Option 3 outlined in *Bluestone Cottage, Marshall - Preliminary Cost Estimate no 1,* 4th February 2022 by WT Partnership because it is not consistent with a genuine reconstruction of the original Cottage.

9. Option 1 Reconstruction - per the Burra Charter

The *Feasibility Study* investigates in great detail the fabric of the building and the possible methodology of reconstruction. This will be extremely beneficial in the process going forward and the consultants are to be commended for their work.

The MBCCG committee members who have contributed to this response, have experience and knowledge of other conservation projects and would be happy to assist in the areas of technical engineering, building and architecture, research, heritage property management, graphic art design, retailing and tourism.

Detailed knowledge of various aspects of the building is available.

9.1 Option 1 Reconstruction of the built fabric of the Cottage.

Specialised **heritage engineers and builders with heritage building experience** are required to be involved in the reconstruction of the building.

Not all of the salvaged materials may be suitable for the reconstruction of the cottage. MBCCG suggest that the following items be considered in the reconstruction.

9.2 Option 1 Reconstruction goals

The building be reconstructed in as close as possible form, to the original, including timber floors, complete fireplaces and chimneys, rubble wall construction of interior skin of external walls - required if bluestone is not evenly dimensioned in depth.

Any walls removed should still give evidence of the existence of the wall, by reconstructing nib walls and parts of walls over the proposed openings. Retaining evidence of the hallway would be desired.

Establish a subfloor space of minimum 600mm, in order to re-establish a timber framed floor. Boards to be same timber and dimension as original.

Stumps should be dressed round, not square sawn, but circular sawn through small tree trunks, as in the original building, and seen in the filming taken by Major Roads during dismantling.

Provide foundations to the underside of bluestone walls in order to start bluestone at ground level. All internal walls (excluding the inner skin of the external walls) should be solid brick. Internal skin of external wall to be constructed in the same manner as original, utilising a bluestone rubble.

Unpainted fireplaces and chimneys should be reconstructed in accordance with proven design to provide working fireplaces. Exposed chimneys should utilise the salvaged bricks from the original chimneys.

Roofing slate tiles should be the same size as original. If some of the existing slates are deemed to have reached their useful life, then new Spanish or Welsh slate could be considered.

Appropriate curtilage being designated around the cottage to provide a context of “residence”. Evidence found in the MRPV Archaeology Report would contribute to this.

Historical information regarding the Marshall area Indigenous people, and the development of European settlement in the Marshall area, be curated by Council, and available in the Cottage historical collection.

10. Option 1 - Future sustainable use, community benefit and public purposes

The priority is to provide a sustainable use in Marshall Town History House that gives the local community and visitors a sense of the history of Marshall.

MBCCG believe there are many community users who would be happy to utilise the spaces a reconstructed cottage in its original form would offer.

For long term viability the Cottage original room sizes should be retained for small group use, as it’s not easy for Council to fulfil the need to accommodate small groups.

These groups might be:

Gardening groups
Children’s play groups
Local history groups,
Art groups
Disability groups
Hobby groups
Fitness groups
Morning coffee groups
Other uses include:
- booked school excursions
- booked visitor bus groups

10.1 Option 1 - Tourism information

Genuine reconstruction of the Cottage adds to Greater Geelong's stable of tourist attractions.

Providing a Tourist / Visitor information Centre is a public benefit and is also another example of a sustainable use.

Locating the Cottage at the intersection of Barwon Heads Road with Tannery and Marshalltown Roads makes an ideal walk-up tourist information centre for visitors arriving from the south of Geelong. There is no other information centre on the south of the city for tourists coming via the Queenscliff ferry or via Barwon Heads. This centre could provide an online internet search facility. Different accreditation requirements vary the hours the centre has to be open.

The white **i** Tourist Information Centre does not need to open every day.

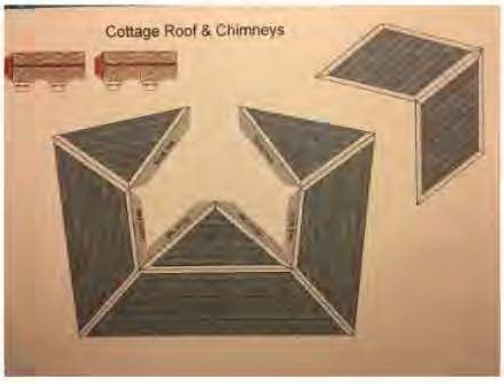


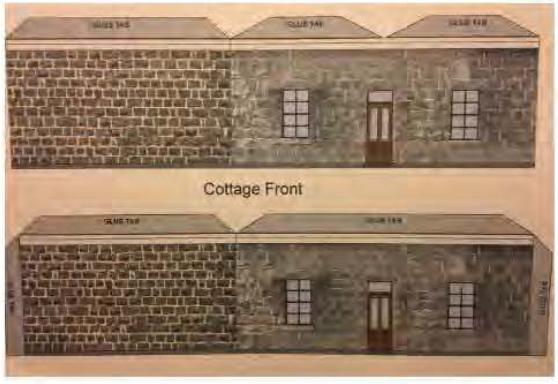
The Cottage could be part of the new strategy of *Pause Stop*, launched recently by Victoria Tourism Industry Council (VTIC), or any other new tourism promotion possibilities. With the increase in self-drive holidays across the State, VTIC announced an extension of their popular *Pause Stop* program throughout Victoria to encourage motorists to plan their road trips ahead and take a regular break at one of the information centres on their route.

10.2 Option 1 - specialised local artisan gifts, souvenirs and information

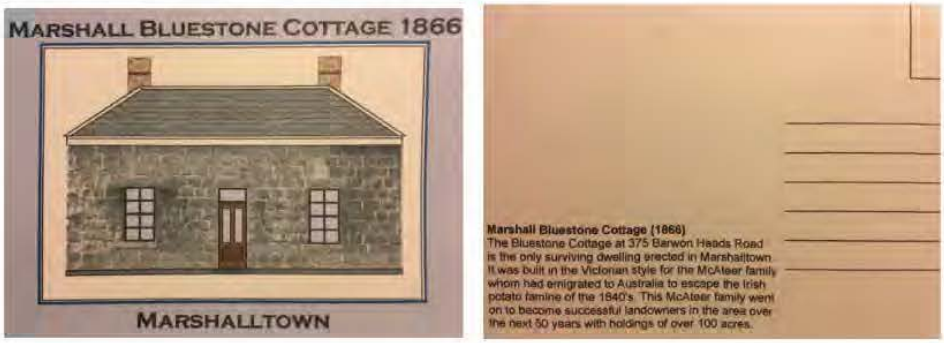
MBCCG foresees a range of goods being available for sale at ***Marshall History House*** relating to the wool industry history of the Marshall area, and the heritage of the Cottage. Some examples produced by MBCCG members shown below.

- cottage model





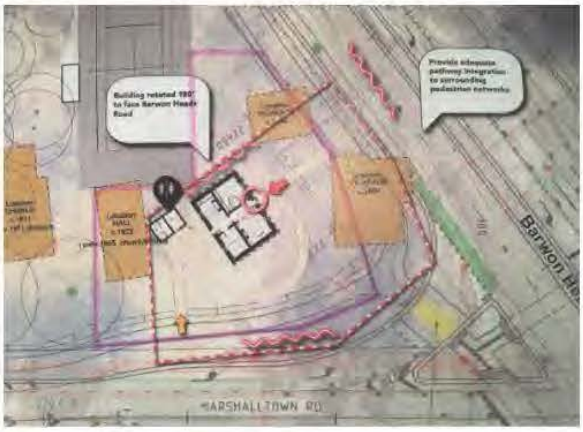
• postcards



Other suggestions:
• soap (related to early local industries)
• spreads (made from local ingredients)

10.3 Option 1 - Car parking

The highlighted pink outline on the image below indicates an approximate curtilage of the Option 1 proposal. Within this curtilage there is sufficient area to cater for several car parking spaces and access driveways.



Car parks are suggested within this curtilage with the requirement that there would be very little impact on usable open space, or damage to any significant trees.

This would create off-street car parking so that there is no interference to or lessening of local car parking.

MBCCG suggest appropriate arrangements are made in relation to car parking to ensure the safety of children using the adjacent play ground.

Additionally there are seven car parks proposed in Field Court approximately 80 metres away, that could be utilised to link to for Option 1 with facilitated footpaths.

11. City of Greater Geelong visionary and aspirational strategic plans

The Bluestone Cottage *Feasibility Study* on page 13 refers to consultation with … *Council Officers from Urban Design and Heritage, Social Planning and Investments, and Social Infrastructure.*

The *Feasibility Study* has omitted to measure and consider important values and priorities of the City of Greater Geelong, outlined in strategic planning documents such as "Our Community Plan 2021-25".

"Healthy, Caring And Inclusive Community" is a pillar central to everything council does and requires broader input and perspectives by stakeholder City of Greater Geelong departments: Tourism, Marketing, Art and Culture, Events, Health and Wellbeing, and Community Life.

The MBCCG proposal identifies the rich architectural history and industrial heritage of the local area and recognises that supporting economic growth by leveraging tourism, staging and marketing events and creating intergenerational and intercultural opportunities for social connection fulfils community aspirations of the City of Greater Geelong Council.

Another strategic plan, *Greater Geelong 'Clever and Creative Future*, written in 2017 after input from 16,000 local people, says that one of Greater Geelong's community values is preserving our heritage, and that one of the measures of success is increasing the percentage of the community actively participating in arts and cultural activities

The MBCCG Option 1 proposal enables the possibility of achieving these aspirations.

12. Support from local businesses and / or corporate sponsors

In accordance with City of Greater Geelong policy of sponsorship, MBCGG members are confident it would be possible to acquire contributions and donations of materials or other support, from businesses or corporations, for the reconstruction and future ongoing operations of the Cottage.

13. Conclusion

The heritage value of the Bluestone Cottage is central to the Mission of the Marshall Bluestone Cottage Community Group (MBCCG). The overarching goal of the Group is to give the Marshall Community a tangible sense of connection with its past.

Despite this, the assessment criteria used to evaluate the various options did not include the heritage value of the Bluestone Cottage. This aspect of the Report is considered as a fundamental failing due to omission.

The Report proposed 5 site options. Again, proper regard of the heritage value of the Bluestone Cottage demands that genuine reconstruction take place on a site as close as possible to the original site. For this reason, only Option 1 is considered in keeping with the Mission of the MBCCG because it has the closest location to the original site, and an accurate reconstruction methodology.

2.4. The City of Greater Geelong Annual Report 2021-22 and Annual Report Summary 2021-22

Source: **Strategy, People & Performance**
Director: **Kaarina Phyland**

Purpose

1. For Council to consider and note *The City of Greater Geelong Annual Report 2021–22* (Annual Report) and *The City of Greater Geelong Annual Report Summary 2021–22* (Annual Report Summary).

Background

2. *The City of Greater Geelong Annual Report 2021–22* provides an overview of our performance from 1 July 2021 to 30 June 2022 against *Our Community Plan 2021–25* and annual budget as well as key information required under the *Local Government Act 2020* and other relevant legislation.
3. The Annual Report was prepared in accordance with the *Local Government Act 2020* (the Act) and the *Local Government (Planning and Reporting) Regulations 2020*.
4. As in previous years, an Annual Report Summary document has also been prepared which provides key highlights of the full report.

Key Matters

5. The Annual Report 2021–22 is the first progress report against *Our Community Plan 2021–25.*
6. With the integration of the municipal public health and wellbeing plan into *Our Community Plan 2021–25,* the Annual Report highlights some of the annual actions and achievements which responded to the five identified health and wellbeing priorities. It also outlines how the City is working to evaluate the health and wellbeing priorities, including key indicators to be monitored over the life of the plan.
7. The Annual Report includes results of the Local Government Performance Reporting Framework (LGPRF), a legislative set of indicators (service performance, financial performance and sustainable capacity) and a Governance and Management Checklist (policies, plans and procedures in place). Results of the LGPRF will also be released publicly on the Know Your Council website (https://knowyourcouncil.vic.gov.au) in November 2022.

RESOLUTION – Item 2.4

Cr Sullivan moved, Cr Asher seconded -

That Council:

1. **Note The City of Greater Geelong Annual Report 2021–22; and**
2. **Note The City of Greater Geelong Annual Report Summary 2021–22.**

Cr Nelson left the meeting room at 8.38pm
Cr Moloney left the meeting room at 8.38pm
Cr Nelson re-entered the meeting room at 8.41
Cr Moloney re-entered the meeting room at 8.41pm

Carried

Financial Sustainability

8. The Annual Report includes details of the City's financial performance for the year.

Community Engagement

9. *Our Community Plan 2021–25* was developed in 2021 following significant deliberative engagement and a public exhibition process.

Social Equity and Sustainability

10. The Annual Report provides information to the community on how resources have been allocated between the social, environmental and economic needs of our community.

Relevant Law/Policy/Legal Implications

11. The Annual Report was prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Alignment to Community Plan and Vision

12. The Annual Report provides an end-of-year overview of the City's performance against *Our Community Plan 2021–25,* which outlines how the City is working towards the community's 30-year clever and creative vision.

Conflict of Interest

13. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

14. There are no identified risks arising from this report.

Environmental Sustainability

15. The Annual Report and Annual Report Summary will be made available to our community online. A minimal number of the Annual Report Summary will be commercially printed. In addition, a nominal number of the Annual Report and Annual Report Summary will be printed in-house.

Attachments

1. The City of Greater Geelong Annual Report 2021-22 [**2.4.1** - 196 pages]
2. The City of Greater Geelong Annual Report Summary 2021-22 [**2.4.2** - 40 pages]

THE CITY OF GREATER GEELONG

ANNUAL REPORT 2021–22



CITY OF GREATER GEELONG

CONTENTS

MAYOR AND CEO MESSAGE ... 3
INTRODUCTION ... 5
OUR CITY ... 5
EMPLOYMENT AND ECONOMY ... 6
OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS ... 7
THE YEAR IN REVIEW ... 8
FAST FACTS ... 8
OUR COMMUNITY PLAN HIGHLIGHTS FOR 2021–22 ... 9
OVERVIEW OF FINANCIAL PERFORMANCE ... 12
KEY CAPITAL PROJECTS ... 17
OUR COMMITMENT TO SUSTAINABILITY ... 18
OUR COMMITMENT TO HEALTH AND WELLBEING ... 19
COMMUNITY ENGAGEMENT ... 25
CHALLENGES IMPACTING OUR SERVICES ... 26
OUR COVID-19 RESPONSE ... 27
OUR COUNCIL AND ORGANISATION ... 28
OUR COUNCIL ... 28
OUR COUNCILLORS ... 28
OUR ORGANISATION ... 32
OUR LEADERSHIP TEAM ... 32
OUR ORGANISATIONAL STRUCTURE ... 33
OUR PEOPLE ... 34
EQUAL EMPLOYMENT OPPORTUNITY – AN INCLUSIVE AND DIVERSE WORKPLACE ... 35
OCCUPATIONAL HEALTH AND SAFETY ... 36
HOW WE PLAN ... 37
OUR PERFORMANCE ... 38
STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY ... 39
STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT ... 57
STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY ... 71
STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION ... 79
GOVERNANCE ... 91
COUNCIL INFORMATION ... 91
AUDIT AND RISK COMMITTEE ... 99
GOVERNANCE AND MANAGEMENT CHECKLIST ... 100
DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE ... 104
ACCESS AND INCLUSION PLAN UPDATE ... 105
DEVELOPMENT CONTRIBUTIONS PLAN (DCP) PROGRESS REPORT ... 108
PERFORMANCE STATEMENT ... 115
ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2022 ... 133
CONTACT US ... 196

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

MAYOR AND CEO MESSAGE

It gives us great pleasure to present the City of Greater Geelong's Annual Report for the year ending 30 June 2022.

This was the first year within our four-year *Our Community Plan 2021–25*, and we have focused on supporting our community by working towards the strategic priorities identified in that document.

In response to strong population increases and the forecast that these will continue, we have taken action to protect the environment and make sure our region's growth is sustainable.

The adoption of our *Climate Change Response Plan 2021–30* in November 2021 saw us set ambitious targets of net zero emissions for our operations by 2025, and net zero community emissions by 2035.

Encouragingly, figures indicate that our carbon emissions dropped by 29 per cent this financial year alone, driven by our switch to renewable energy for all of our electricity use.

In an effort to reduce the volume of household waste being sent to landfill, we started a trial food waste collection service in Lara. It's our intention that this service will be rolled out region-wide in the coming years.

We also continued to trial the use of innovative products made from recycled materials in road reconstruction projects and completed stage one of Victoria's largest streetlight upgrade program – switching around 13,000 of our streetlights to energy efficient LEDs.

These clever and creative initiatives, along with several others, saw us earn the Keep Victoria Beautiful 2021 Sustainable City Award.

Our strategic focus on achieving a healthy, caring and inclusive community resulted in the investment of $195.7 million into capital projects, building and renewing vital places and spaces such as playgrounds, sporting facilities, community hubs and swimming pools.

Major builds underway during the 2021–22 financial year include the Northern Aquatic and Community Hub – our $61.6 million redevelopment of Waterworld and Centenary Hall in Norlane.

Construction also started on both the North Bellarine Aquatic Centre in Drysdale and the new Drysdale Library, while we completed a new community shed in Mount Duneed, the Barwon Heads Arts and Community Hub, and sporting facility upgrades at multiple reserves across the region.

We thank the state and federal governments for partnering with us in funding many of these vitally important facilities.

A momentous moment early in the financial year was Reconciliation Australia's endorsement of our Council's first Reconciliation Action Plan, which was developed in close collaboration with the Wadawurrung Traditional Owners and other Aboriginal and Torres Strait Islander members of our community.

From an economic standpoint, our immediate focus was on providing targeted support to assist the recovery of local businesses and community groups from the impacts of COVID-19 restrictions.

A detailed account of our broader COVID-19 response during 2021–22 can be found within this report.

We have also finalised a number of important strategies that will help drive our progress in the years to come, including a new *Arts and Cultural Strategy 2021–31*, and a *Positive Ageing Strategy 2021–47*. The latter aims to ensure our region's older people are healthy, feel empowered and are respected.

Thank you to all councillors and City of Greater Geelong employees for your contribution towards our progress during the past financial year.

We particularly acknowledge the leadership of former Mayor Stephanie Asher, as well as Deputy Mayor Trent Sullivan, who performed mayoral duties during this reporting period.

And most importantly, thank you to the passionate Greater Geelong community, which continues to motivate and inspire us to serve this wonderful region to the best of our ability.

Councillor Peter Murrihy
Mayor

Kaarina Phyland
Acting Chief Executive Officer

This report has been prepared in accordance with the relevant requirements of the Local Government Act 2020.

INTRODUCTION

We are committed to becoming the clever and creative city-region our community described when we asked them to form a long-term vision for the region in 2017.

The *City of Greater Geelong Annual Report 2021–22* provides our community with a comprehensive account of our progress over the past year as we strive to move closer to that goal.

This Annual Report contains information about Council's operations and performance from 1 July 2021 to 30 June 2022 and meets all our obligations under Section 98 of the *Local Government Act 2020.*

OUR CITY

With a population of over 270,000 people, the City of Greater Geelong is Victoria's largest regional municipality. Located 75 kilometres south-west of Melbourne, the municipality covers an area of 1,252 square kilometres, comprising suburban, coastal and country areas.

Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south.

Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, coastline, parklands and wildlife sanctuaries.



EMPLOYMENT AND ECONOMY

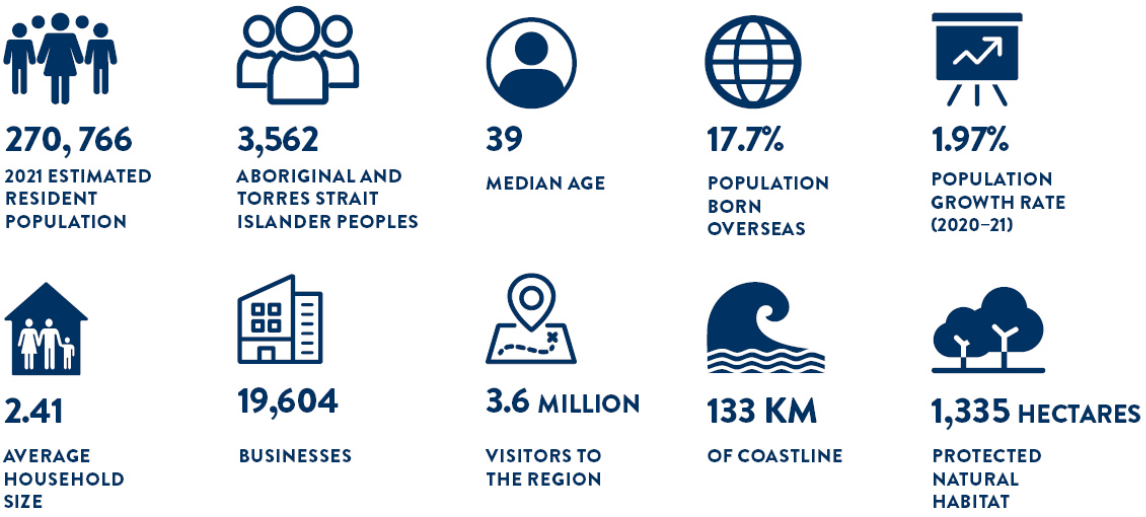
In recent years Greater Geelong has experienced some of the strongest economic growth in Australia. The city has had the highest growth across all three major economic indicators of Gross Regional Product (GRP), jobs and employed residents compared to similar regions and cities across Australia. Greater Geelong has an estimated GRP of $15.42 billion[1], approximately 120,000 local jobs[1] and 19,604 businesses[2].

Local labour market conditions are strong with unemployment at historic lows of 2.5 per cent, 1.7 points lower than the Victorian rate and 1.9 points lower than the national rate[2]. Job advertisements and demand for labour are at record highs, with 10,500 new jobs advertised in the June 2022 quarter[3].

The industries that provide the most jobs in Greater Geelong are:

- healthcare and social assistance
- retail trade
- construction
- education and training
- public administration and safety
- manufacturing.

The City's local job market is primarily focused on the provision of household services such as health, retail, and education. In 2020–21, 41 per cent of local employment was in these three industries[1]. Construction is the third largest employer with an 11 per cent share of employment[1], driven by strong residential development and infrastructure investment. Public administration and safety and manufacturing are fifth and sixth largest with both sectors having an 8 per cent job share[1]. The manufacturing sector's contribution to economic value is forecast to increase as the sector goes through a transition into higher-value industries and becomes more productive. Sectors driving growth in Greater Geelong include advanced manufacturing, clean technologies and circular economy, research and innovation, service-based industries, creative industries and the visitor economy.



[1] Source: National Institute of Economic and Industry Research (NIEIR) ©2021, compiled and presented in economy.id by .id (informed decisions).

[2] Source: Australian Bureau of Statistics

[3] Source: National Skills Commission

OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

THE COMMUNITY'S VISION

By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive and cares for its people and environment.

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

To deliver our purpose we will:

- RESPECT AND ENCOURAGE EACH OTHER
- EMBRACE NEW IDEAS AND BETTER WAYS TO WORK
- CREATE A HEALTHY AND SAFE ENVIRONMENT FOR ALL
- MAKE PEOPLE THE CENTRE OF OUR BUSINESS

COUNCIL'S STRATEGIC DIRECTIONS

- HEALTHY, CARING AND INCLUSIVE COMMUNITY
- SUSTAINABLE GROWTH AND ENVIRONMENT
- STRONG LOCAL ECONOMY
- HIGH-PERFORMING COUNCIL AND ORGANISATION

7

THE YEAR IN REVIEW

FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Greater Geelong community. In 2021–22, this included:



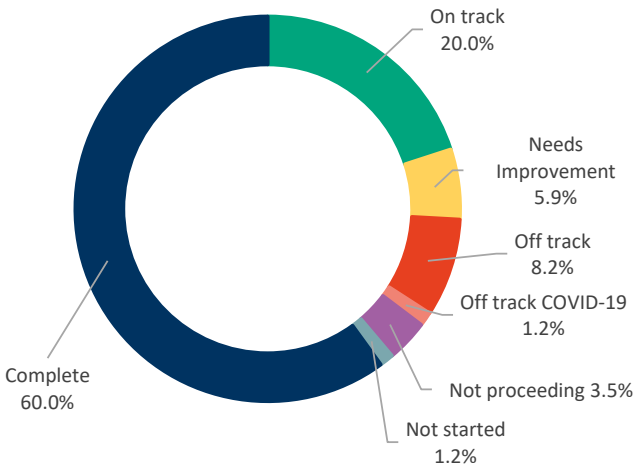
OUR COMMUNITY PLAN HIGHLIGHTS FOR 2021–22

In 2021–22, we committed to deliver 85 actions to support the achievement of our four-year priorities within *Our Community Plan 2021–25.*

More detailed information on progress against the Annual Action Plan 2021–22 is outlined in the 'Our Performance' section of this report commencing on page 38.

Overall progress

Of the 85 actions, 60 per cent (51) were complete, and a further 20 per cent (17) are on track.



Major budget initiatives

Of the 85 actions, 12 are major initiatives identified in the 2021–22 budget. Of these, 50 per cent (6) are completed and a further 41.7 per cent (5) are on track.

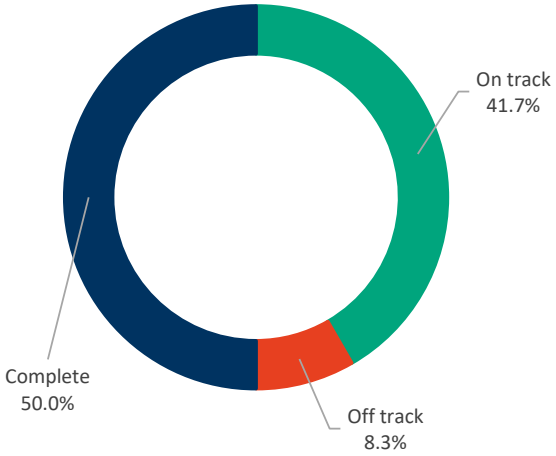


FIGURE 1: Our Community Plan Annual Action Plan progress for 2021–22

STRATEGIC DIRECTION	ANNUAL ACTION PLAN ACHIEVEMENTS
Healthy, caring and inclusive community	– Council adopted the *Social Equity Framework 2022–25* to ensure fair and equitable access to all the City's services and facilities – We successfully advocated for state and federal government funding for construction of the Northern Aquatic and Community Hub – We established Our First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places – We continued to deliver the *Social Housing Plan 2020–41*, engaging with the community on proposed Council owned sites to deliver more social and affordable housing dwellings – We commenced construction of the Armstrong Creek West Community Hub which will provide access to a wide variety of family, early years and community services.
Sustainable growth and environment	– Council adopted the *Climate Change Response Plan 2021–30*, a roadmap for collaborative action in response to climate change issues and associated impacts on our region – We implemented the Armstrong Creek Land Acquisition Program to enable the creation of active open space, drainage and road infrastructure – We delivered three major shared trail projects in East Geelong, Corio and Barwon Heads and completed feasibility studies for four priority connections (Ocean Grove to Point Lonsdale, Ocean Grove to Drysdale, Drysdale to Portarlington, and Lara to the You Yangs) – Council adopted the Gordon Avenue and Heritage Core Precincts in the Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework – We conducted a trial household food organics collection which aims to reduce the amount of food waste going to landfill and cut greenhouse gas emissions – Council adopted the *Sparrovale Ngubitj yoorree Wetlands Master Plan* – We completed Stage 1 of the upgrade to LED street lighting with the changeover of residential streetlights and commenced Stage 2, the street light changeover on roads with higher traffic volumes (main roads).
Strong local economy	– Council adopted the *Arts and Cultural Strategy 2021–2031* which, over the next ten years, aims to strengthen and grow arts and cultural activities in Geelong – We commenced work on providing publicly accessible urban space around the site of the proposed Geelong Convention and Exhibition Centre – We commenced work on developing a 10-year Economic Development Plan – We partnered with the Vision Partner Group to deliver the region's new place brand, 'Greater Geelong, Greater Australian Stories'

STRATEGIC DIRECTION	ANNUAL ACTION PLAN ACHIEVEMENTS
	– We supported circular economy initiatives through the Cleantech Innovations Geelong program – We implemented a second hour of free parking in 2P parking zones in Central Geelong – We developed a Smart City Innovation Blueprint to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making.
High-performing Council and organisation	– We reported on our progress towards achieving our *Sustainability Framework 2020* targets and actions through our *Sustainability Performance Report 2021* – We implemented a new complaints policy as part of our Customer Experience Strategy – We improved accessibility and inclusivity of our Have Your Say community engagement page, through the addition of new tools and increased functionality – We facilitated programs aimed at connecting young people to local decision-making including the Youth Council, Councillor Connect Mentoring Program and Youth on Board – We successfully recruited for the position of Aboriginal Employment and Engagement Officer to build relationships and support the delivery of key workplace initiatives – We progressed construction of Wurriki Nyal, our new civic precinct, consolidating our corporate operations into a single, energy-efficient building, as well as creating an accessible and welcoming co-designed public space – We implemented an expanded Occupational Health and Safety incident management system.

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2021–22.

For full details, please refer to the Annual Financial Report on page 131.

- Surplus of $141.4 million – consistent with the prior year result
- $567.0 million revenue, with 48.4 per cent coming from rates and charges
- $425.5 million expenditure – 41.4 per cent employee costs and 32.1 per cent materials and services
- $4.1 billion in net assets – $994.3 million increase on the previous year, including a $852.9 million asset revaluation increment.
- $195.7 million capital expenditure – 47.4 per cent relating to land and buildings, 21.6 per cent for roads, footpaths, bike paths and drainage and 16.3 per cent to parks, open space and streetscapes.

Comprehensive Income Statement

The comprehensive income statement shows how much we earned during the 2021–22 financial year. It details where we received our income and how it was spent.

Net Result

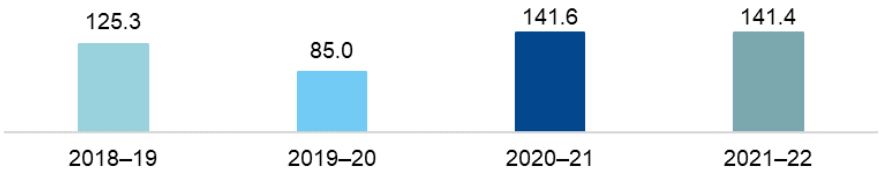


FIGURE 2: Net result 2018–19 to 2021–22 ($m)

Total Comprehensive Results



FIGURE 3 Total comprehensive results 2018–19 to 2021–22 ($m)

Recurrent Operating Results

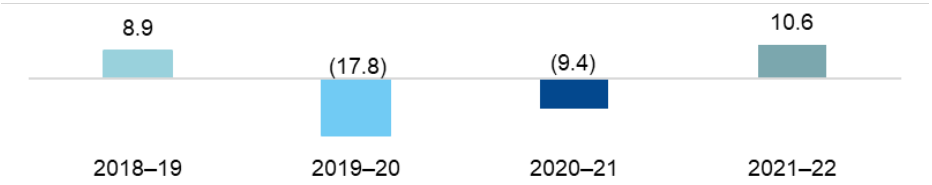


FIGURE 4: Recurrent operating results 2018–19 to 2021–22 ($m)

The net result – that is, income minus expenditure – is shown in Figure 2.

This result can largely be attributed to:

- rates and charges increasing by $17.0 million due to a wider property base and increases in the general waste charge
- user fees increasing by $8.9 million as services recovered from the COVID-19 pandemic
- grants increasing by $6.5 million, largely from the federal government assistance grant
- materials and services costs increasing by $18.4m to reflect inflationary and contractual changes and services returning from the COVID-19 pandemic
- employee costs increasing by $4.5 million.

The total comprehensive result accounts for items that will not be classified to surplus or deficit in future periods. In this case, it is the net asset revaluation of land, buildings and infrastructure which, in 2021–22, was an increment of $852.9 million.

The total surplus includes an operating recurrent surplus of $10.6 million ($9.4 million deficit in 2020–21) and a non-recurrent surplus of $130.8 million ($151.0 million in 2020–21). The non-recurrent result includes gifted assets of $79.3 million ($98.3 million in 2020–21).

Our 4-year budget forecasts surpluses over the next four years, including a $187.9 million surplus in 2022–23. This is a critical part of our financial sustainability strategy, as it gives us the capacity to maintain our services and renew our community assets.

Balance Sheet

The balance sheet shows what we own (assets), what we owe (liabilities) and our net worth (equity).

Assets

Our assets are primarily made up of:

- cash and cash equivalents of $100.5 million – used to cover our short-term commitments including long-service leave and debt obligations and provide funds for capital works that have been carried over
- property, plant and equipment worth $4.2 billion – an increase of $1,005.2 million on the previous year.

These asset types make up 94.9 per cent of our total assets.

Total Assets

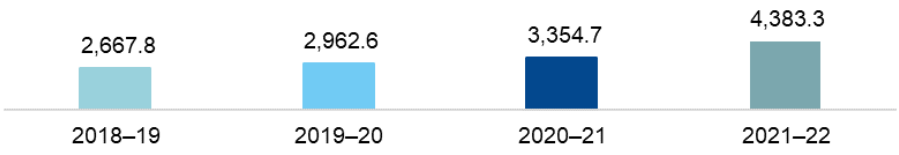


FIGURE 5: Total assets 2018–19 to 2021–22 ($m)

Investments

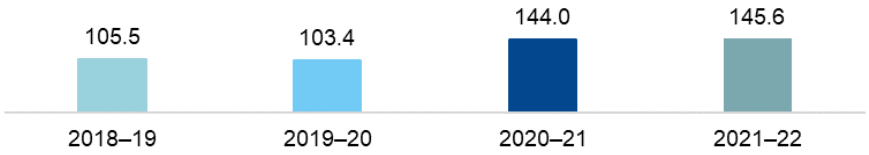


FIGURE 6: Investments 2018–19 to 2021–22 ($m)

Capital Program

We deliver an extensive capital works program – renewing, upgrading and building assets to meet community need.

As Figure 7 shows, our capital works expenditure in 2021–22 was $195.7 million. This included:

- $147.3 million on new assets (75.3 per cent)
- $36.4 million on renewal works (18.6 per cent)
- $12.0 million on upgrade works (6.1 per cent).

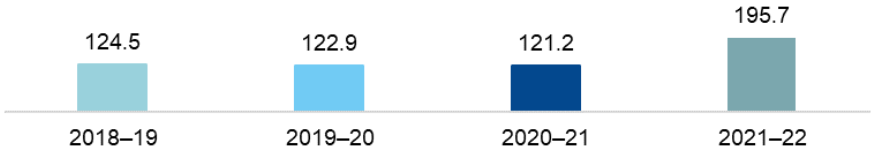


FIGURE 7: Capital works expenditure 2018–19 to 2021–22 ($m)

The main categories of expenditure were:

- $92.8 million on land and buildings
- $24.8 million on roads
- $32.0 million on parks, open space and streetscapes
- $10.6 million on plant and equipment
- $7.5 million on drainage
- $9.9 million on foot and bike paths
- $11.4 million on recreational, leisure and community facilities
- $6.7 million on other assets.

Liabilities

Our liabilities include future commitments to suppliers, employees (for leave entitlements), loans and costs associated with providing landfill.

Total Liabilities

As Figure 8 shows, total liabilities were $277.5 million, an increase of 14.1 per cent on the 2020–21 balance. This increase is due to new loans financing our civic precinct project and other key community projects and grants received in advance.

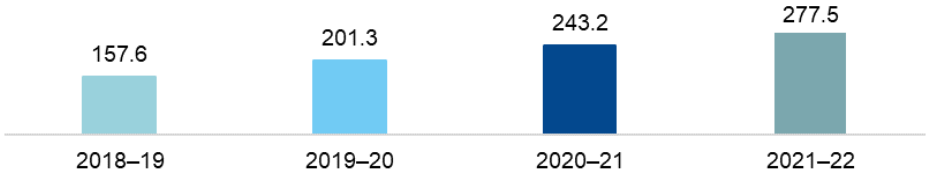


FIGURE 8: Total liabilities 2018–19 to 2021–22 ($m)

Loans

Our loan balance equates to 50.5 per cent of total liabilities, which is slightly higher than 2020–21 (48.1 per cent).

The overall increase in our loan balance of $23.0 million is due to $32.3 million in new loans, offset by $9.3 million of debt paid off during the year.

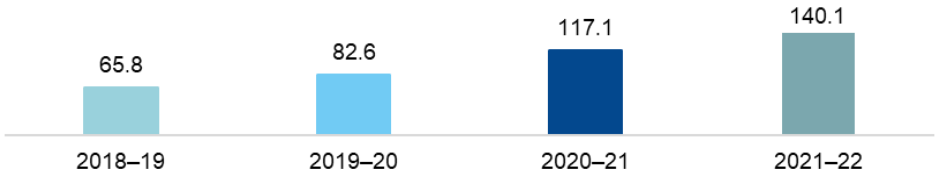


FIGURE 9: Loans from 2018–19 to 2021–22 ($m)

Debt Commitment

The debt commitment ratio shows the percentage of rates required to meet loan repayments for the following 12 months.

Figure 10 shows that a low percentage of rates are being used to service loans and we have ample capacity to meet our debt repayments.

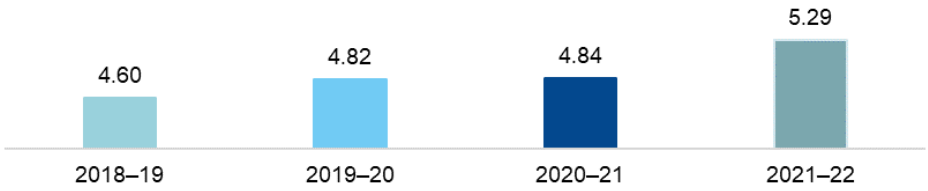


FIGURE 10: Debt commitment percentage 2018–19 to 2021–22 (%)

Ratepayer Equity

Ratepayer equity is represented by our net worth – that is what we own ($4,383.3 million) minus what we owe ($277.5 million).

As Figure 11 shows, ratepayer equity as at 30 June 2022 was $4,105.8 million – a 32.0 per cent increase on the previous year. This is due to continued growth of our fixed asset base – that is, property, plant and equipment – and the impact of land building and infrastructure revaluations.

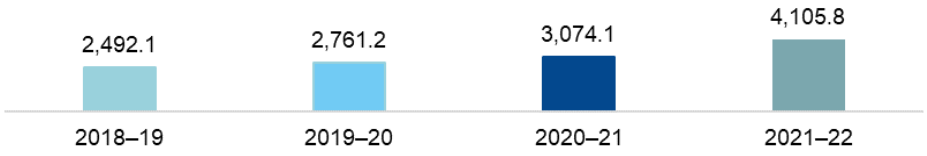


FIGURE 11: Ratepayer equity 2018–19 to 2021–22 ($m)

KEY CAPITAL PROJECTS

We deliver an extensive capital works program each year to create infrastructure for our community.



PROJECTS COMPLETED

1. Leisurelink 2020–21 50m Pool Replacement – $6.6m
2. Hume Reserve – Pavilion Replacement & Gender Neutral Changerooms – $3.25m
3. Estuary Reserve Leopold Sports Pavilion – $2.25m
4. Moorabool St Public Toilet – $460k
5. Grinter Reserve Pavilion – $1m
6. Landy Field Toilet/Change Facility Upgrade – $200k
7. Barwon Heads Arts and Community Hub – $1m

PROJECTS COMMENCED / DESIGN PHASE

8. Waurn Ponds Skate Park – Stage 2 – $1.95m
9. Barwon Heads Bowling Club – Pavilion Upgrade – $1.2m
10. Lara Recreation Reserve Masterplan Stage 2 – Baseball Precinct – $3.145m
11. Shell Reserve Corio Changeroom Redevelopment – $3.581m
12. Armstrong Creek Town Centre Library & Learning Hub – $18.43m
13. Little Malop Street West – Automated Bollards for Vehicle Restriction – $95k
14. Chilwell Library Upgrade 2020-21 – Community Hub Meeting Rooms – $142k

PROJECTS UNDER CONSTRUCTION

15. Queens Park Golf Club – Irrigation Upgrade – $1.2m
16. LED Lighting & Smart Controls Delivery – $13.48m
17. North Bellarine Aquatic Centre – $15.5m
18. Wandana Gully #02 & Cholet Court Reserve – Landscaping / Civil Project – $2.8m
19. St Leonards Streetscape – $820k
20. Armstrong Creek West Community Hub – $13m
21. Building Better Bike Connections – Southern Corridor – $4.92m
22. Greenville Kindergarten Grovedale – Facility Upgrade – $453k
23. Drysdale Library – $9.156m
24. Lara Lakelands WSUD Wetland Development – $2.25m
25. Lara Recreation Reserve Master Plan Stage 1 – $2.75m
26. Northern Arc Aquatic & Community Hub – Construction – $61.6m
27. Queens Park – Sports Lighting – $630k
28. Tim Hill Reserve Upgrade – Wandana Heights – $393k
29. Elcho Basin Lara – Stage 4 Earthworks – $500k

FIGURE 12: Key Capital Projects 2021–22

OUR COMMITMENT TO SUSTAINABILITY

Sustainability is a key theme of *Our Community Plan 2021–25* and a strong focus of the community's 30-year clever and creative vision.

Sustainability refers to a continual way of thinking that focuses on the best outcomes for our community, environment and the economy, now and in the future. Our goal is to incorporate sustainable thinking into every aspect of our business to address some of the long-term challenges facing our community, including climate change, population growth, demands for community infrastructure and social inequity.

In July 2020, Council adopted the *Sustainability Framework 2020* committing the City to take action across three key priority areas of sustainability: protecting our environment, community wellbeing and social equity, and responsible and transparent business.

The framework is implemented through the delivery of short, medium and long-term initiatives within the *Sustainability Framework Action Plan 2020–22* and tracked over time against an endorsed set of sustainability indicators and targets.

In March 2021, we released the *Sustainability Performance Report 2021,* allowing the community to track the City's progress. The report shows that of the 66 actions being implemented, almost 90 per cent were on track or complete by the end of 2021. Five actions were deemed 'off-track', with three directly impacted by the COVID-19 pandemic.

Highlights included:

- reducing the City's operational carbon emission by a further five per cent in the year to 30 June 2021, a reduction of 30 per cent in the past four years
- increasing the area of natural habitat under the management of the City by 105.1 hectares to 1380.8 hectares
- starting a household food organic collection trial in Lara and partnering with Barwon Water and other councils to create a regional organics processing facility
- providing $1.0 million to help the Geelong Food Relief Centre open a large-scale emergency food hub in North Geelong
- introducing the first fully electric vehicles to our fleet, with plans to add another four electric vans and two electric commercial ride-on mowers in 2022.

A copy of the report can be viewed at www.geelongaustralia.com.au.

Our Sustainability Advisory Committee provides a sustainability lens on the City's strategic work including the development of our *Climate Change Response Plan 2021–30*, *Social Equity Framework 2022–25*, draft Economic Development Plan and draft Biodiversity Strategy.

We are at the beginning of a long journey with regards to sustainability and have set ambitious targets in response to community feedback that will take time and hard work to achieve. As our organisational approach matures, we will develop more structured, restorative and coordinated methods of addressing sustainability that will create lasting impacts on all our services, projects and plans.

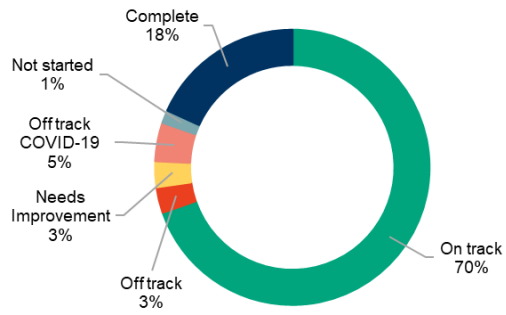


FIGURE 13: Progress of *Sustainability Framework Action Plan 2020–22* (to 31 December 2021)

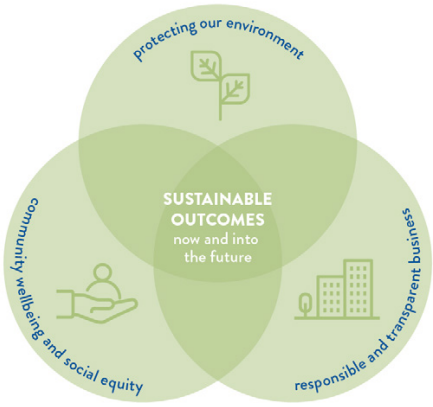


FIGURE 14: *Sustainability Framework 2020* Key Priority Areas

OUR COMMITMENT TO HEALTH AND WELLBEING

The health and wellbeing of our community is central to everything we do.

Under the *Victorian Public Health and Wellbeing Act 2008*, councils are required to prepare a four-year municipal public health and wellbeing plan, identifying goals for creating a local community where people can experience their best possible health and wellbeing. Acknowledging that health and wellbeing is everyone's business, we incorporated our municipal public health and wellbeing plan into our council plan to create *Our Community Plan 2021–25*.

Our health and wellbeing priority areas

There are five health and wellbeing priority areas we'll be focussing on over the next four years. We formed these priorities after a thorough review of the policy context, identifying health challenges and engaging with the community and key stakeholders:



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

Working with our partners

We have formed a network of health and wellbeing partner organisations to identify opportunities for collaboration in the five health and wellbeing priority areas.

A partnership survey identified the following principles to guide our future work together:

- network to share data and information
- collaborate on projects
- advocate on joint health and wellbeing priorities.

Over the coming years, we will work with current partners and explore new partnerships guided by community needs, organisational priorities, business planning and funding opportunities.

Our health and wellbeing indicators

A set of 19 indicators in *Our Community Plan 2021–25* help track the health and wellbeing of our community and gauge progress made towards the priority areas:

IMPROVING MENTAL WELLBEING AND SOCIAL CONNECTION

Proportion of adults experiencing high / very high psychological distress – **20%**

Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) – **56%**

Level of agreement that multiculturalism makes life better – **66%**

Number of jobs located in the City of Greater Geelong – **120,031**

Small area unemployment rates across Greater Geelong – **3.0%**



DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES

Family incident rate violence per 100,000 population – **1,557.7** (March 2022)

Community perception of safety in the area where they live – **61%**



INCREASING HEALTHY EATING

Proportion of adults consuming the recommended number of serves of fruit and vegetables:
Fruit – **46%**
Vegetable – **15%**



TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH



Proportion of community concerned about effects of climate change on health – **51%**

Community greenhouse gas emissions – **3,060,000 tonnes** CO2–emissions total (2019–20)

Hectares of protected natural habitat – **1,335.79 hectares**

Number of trees planted – **2,522 street and park trees, 4,000 tubestock**

INCREASING ACTIVE LIVING

Proportion of adults meeting the physical activity guidelines – **67%**

Quantity of open space – **2,459 hectares**

Journeys to work made by public transport, walking or cycling – **8.75%**

Percentage of residences within 400 metres of public open space in urban areas – **44%**

Kilometres of bicycle, walking paths and shared paths – **84 km bicycle paths, 1,927 km footpaths, 181 km shared paths**



Our health and wellbeing evaluation framework

We are currently developing a Theory of Change for each of the health and wellbeing priority areas. Combined with tracking the above indicators, the Theory of Change supports monitoring and evaluation of the health and wellbeing priorities. In 2022–23, we will undertake further work to develop a monitoring, evaluation and learning framework.

Key actions to support health and wellbeing

The following highlights some of the key actions for each health and wellbeing priority from *Our Community Plan 2021–25*. More information on these and other actions supporting health and wellbeing is outlined in the 'Our Performance' section of this report commencing on page 38. We have also included some other achievements to demonstrate the breadth of the City's work in each of the priority areas.

Health Priority 1: Tackling climate change and its impact on health

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	STRATEGIC DIRECTION	PAGE
Plant more trees through the Urban Forest Strategy and create opportunities for community planting	2	63
Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan	2	65
Implement a pilot food waste collection service for residents	2	66

Other achievements

Tracking the weather together

We are working with the community to improve the accuracy of local weather data through the Weather Together Project. In an effort to monitor changes in real time, residents have volunteered to host weather sensors at their home or workplace to record temperature and humidity in different parts of the city where climate can vary significantly. These real-time observations will help us to better understand climate variations across Greater Geelong and make more informed decisions about how we manage heat in the city. Data is also available to view on the Geelong Data Exchange, www.geelongdataexchange.com.au.



Claire Koch and Oscar Phillip from Marcus Oldham Farm Management College, utilising an IoT (Internet of Things) sensor.

Health Priority 2: Increasing healthy eating

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities	1	42
Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–25 Regional Plan	1	42

Other achievements

Building healthy eating habits

As part of the City's Eat Well Live Well campaign, and in partnership with Geelong Regional Library Corporation, our community had the opportunity to attend free information sessions to learn key tips on meal planning and preparation with Mel Bald, The Passionate Nutritionist.

The sessions were held in Waurn Ponds, Corio and Leopold, and aimed at saving time, money and stress with ideas on how to create a healthy recipe bank and apps to make meal preparation easier.



Mel Bald, The Passionate Nutritionist

Health Priority 3: Increasing active living

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services	1	43
Continue to advocate for funding to deliver the Northern Aquatic and Community Hub	1	47
Progress the design and construction of the Northern Bellarine Aquatic Centre	1	49
Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan	2	62

Other achievements

Partnering to support aspiring athletes to reach their potential

In a world-first international collaboration, we worked with New Zealand-based company, Lazy Sneakers, to bring the Sneaker Bank Project to our region. Our community were encouraged to donate pre-loved or new sneakers to our Leisuretime Sports Precinct in Norlane. To help kick-start the initiative, local business The Running Company Geelong donated 40 pairs of near-new runners. Shoes in suitable condition were donated to those in need to encourage sports participation.



Jaques Verstraten, The Running Company Geelong and Thewin Robertson, City student intern and Lazy Sneakers ambassador pictured with the donated sneakers.

Health Priority 4: Demonstrating and promoting gender equity practices

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Partner with key stakeholders and community safety networks to develop a community safety framework	1	43
Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women	1	44
Implement the Gender Impact Analysis tool across a range of community focused services	1	44
Explore a range of opportunities to embed the City's social equity principles across a range of community focused services	1	45
Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis	1	46

Other achievements

Celebrating the contributions and leadership roles of local women

Each year, the City celebrates local women and their achievements through the Women in Community Life Awards. The 2022 awards were held on Thursday 10 March 2022 and featured special guest, ABC journalist Annabel Crabb. The awards recognised the extraordinary contributions of 22 women who lead in neighbourhoods, clubs, business or challenge the status quo of gender equity and human rights. The award categories were: First Nations Women, Climate Action – Disaster and Resilience, Disability Rights, Education, Human Rights, Leadership in Times of Crisis, Leadership in Women's Health.

Strengthening the representation of women artists in street art

Through the $150,000 Geelong Women's Street Art Project, we commissioned 19 female street artists to create murals throughout Central Geelong. The murals add vibrancy and colour to our city centre, and increase the representation of women in street art. Two of the artists, Manda Lane and Kerrie Poliness worked with our local community, offering workshops in paste-up art and large-scale chalk, respectively. The project was launched Saturday 14 May 2022 and featured an artist-lead guided tour of the work. Several artists were on hand to talk about their work including Manda Lane, Jasmine Mainbridge, Geelong Illustrators and Kaff-iene.



2022 Women in Community Life Award winners Meagan Howell, Leah Irving, Fiona Threlfall, Noreen Nicholson, Renee Owen, Leah Alstin and Dr Bianca Forrester.



Geelong Illustrators Street Art artists in front of their commissioned work 'Support Local Artists' L-R Rachel Bishop, Clare Holder, Sam Harvey, Cecilia Cabalquinto, Alison O'Connor, Terri Pollock, Benett Hernandez, Belinda Bellavista.

Health Priority 5: Improving mental wellbeing and social connections

KEY ACTIONS	STRATEGIC DIRECTION	PAGE
Develop opportunities for community groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability	1	42
Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community	1	43
Implement the City's *Social Housing Plan 2020–41*	1	46
Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan	1	47
Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places	1	48
Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas	3	77

Other achievements

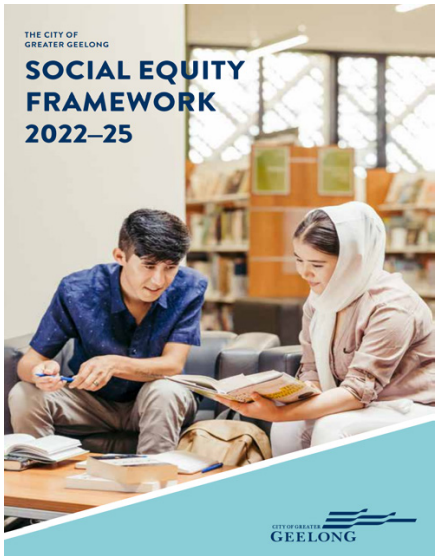
Outlining our approach to social equity

Council adopted the *Social Equity Framework 2022–25* to ensure everyone in our community has the support they need to have a healthy life, be included, and participate fully. The framework aims to ensure fair and equitable access to all the City's services and facilities, regardless of gender, age, background and ability. It will guide how we work with our community to improve health and wellbeing and drive lasting change. The framework outlines six key 'social equity enablers': fairness, access, voice, participation, inclusion and empowerment.

Design to encourage lifelong learning, social connection and a sense of community

We unveiled the concept designs for the new Armstrong Creek Library and Community Hub, one of several community facilities we are developing in response to the current and future needs of local children, families and residents within the Armstrong Creek Growth Area.

The design reflects our community's vision of a state-of-the-art, environmentally sensitive, technologically enabled library and community space, that caters to the diverse needs of the growing local community, while celebrating Wadawurrung culture with a 'Living Water' design narrative. The Wadawurrung narrative illuminates the library as a gathering place for all of Armstrong Creek's residents and First Nations Peoples to connect, socialise, learn and thrive.



The City worked with its partners and the community to develop a Social Equity Framework



Concept design for the Armstrong Creek Library and Community Hub

COMMUNITY ENGAGEMENT

Engaging with our community ensures that Council listens and make decisions based on our community's lived experience and in line our with community's views and values.

Under the guidance of the *Local Government Act 2020,* community engagement at the City during 2021–22 made significant advancements including:

- improved accessibility and inclusivity of our online Have Your Say platform through the addition of new tools (translate and page reader options) and functionality (the ability for our community to share individual pages with their networks and on social media)
- initiatives to better utilise our Advisory Committees, some of whom represent the interests of historically harder-to-reach communities and can provide expertise to help Council make informed decisions
- more deliberate and timely engagement with Wadawurrung Traditional Owners and Aboriginal and Torres Strait Islander Peoples
- conducted more deliberative engagement projects with our community including our *Long-term Financial Plan 2021–31, Asset Management Plan, Social Equity Framework 2022–25* and *Climate Change Response Plan 2021–30*
- delivery of hybrid engagements (online and face to face) providing greater choice
- development of a resource to assist the City in making engagement activities more accessible, safe and comfortable for residents with support needs.

Delivering deliberative engagement

Deliberative engagement is a tailored process that ensures a representation of participants who reflect our community are brought together into the engagement process and closer to the decision-makers than other forms of engagement.

Deliberative practices allow for a representative group to deliberate on an issue in depth, over time, before coming to an informed consensus or decision

Deliberative engagement methods this year have included advisory committees, workshops, community panels, reference groups and focus groups.

Our Engagement Principles

We delivered engagement activities under our five engagement principles in the design, delivery and reporting of all engagement activities:

1. A community engagement process must have a clearly defined objective
2. Participants taking part in a community engagement must have access to objective, relevant and timely information to inform their participation
3. Participants taking part in a community engagement must be representative of the persons and groups affected by the matter that is the subject of community engagement
4. Participants taking part in community engagement are entitled to reasonable support to enable meaningful and informed engagement
5. Participants taking part in community engagement are informed of the ways in which the community engagement process will influence Council decision-making

Advisory Committees

Our advisory committees enable community members to provide community insights, share lived experience and ongoing feedback to guide our decision-making. We would like to thank each of the committee members for the time, enthusiasm, ideas and energy they've put into the committee meetings over the past 12 months.

212,025 visitors to the Have Your Say platform

166,311 views of the Have Your Say platform

10,764 contributions received

222 projects on the platform

17,747 engagement summary report downloads

CHALLENGES IMPACTING OUR SERVICES

CHALLENGE	WHAT IT MEANS FOR US	HOW WE NEED TO RESPOND
Pandemic response and management	We must continue to deliver essential services and provide support to address the social and economic impacts of ongoing government restrictions caused by COVID-19.	Due to the ever-changing landscape of the COVID-19 pandemic, we need to continue to be flexible, agile and responsive in our approach to the needs of our community. We must also manage the impacts on our employees and long-term operational sustainability.
Technology	Rapidly advancing technology shifts the world in which we work.	We need the skills and know-how to cost efficiently adopt cost-effective modern technology, allowing us to better meet our community's expectations.
Environmental sustainability and climate change	As part of a growing global focus on climate and environmental sustainability, our community expects us to show leadership in both policy and work practices.	We must work with our community and stakeholders towards zero carbon emissions, better resource recovery mechanisms, protecting and restoring our natural environment and building resilience to climate impacts such as temperature rise, sea level rise and extreme weather events.
Social inequity	Some members of our community are the most at risk of social exclusion in Victoria, with the impacts of COVID-19 magnifying these risks and impacts.	We must apply a social equity lens to all our policies, programs and services to create better opportunities for all. Our responses must be deliberate, driven by data and evidence-based.
High growth	Timing and sequencing of services and infrastructure in growth areas is a challenge as Geelong and surrounding local government areas experiencing unprecedented population growth.	We need a 'whole-of-organisation' effort to service, plan and deliver infrastructure for growth corridors and areas impacted by infill development. This must be balanced against maintaining service delivery in established areas. We also need to continue advocating to state and federal governments to secure the investment required to deliver infrastructure essential to maintain the liveability of our region.
Growing community and customer expectations	Our community is seeking greater input into local decision-making, as well as more responsive customer services.	While we prepare for our changing future, we must also manage our community's evolving and growing expectations of the services we currently deliver, as well as those we will deliver in the future.
Growing pressure on financial sustainability	Cost increases, including those associated with our COVID-19 response, will have longer-term implications for our budget.	We need to operate on a sustainable financial model and continuously improve the efficiency of our services.
Organisational change	We must learn to adapt to a changing work environment and culture, taking on new work practices and digital modernisation.	We need to align our culture with strategy, so people can be productive and engaged, while upgrading their skills to deliver quality services.
Balancing our asset investment	As Greater Geelong's population grows, it is becoming increasingly difficult to get our asset investment mix right.	We need to achieve optimal investment in maintaining, renewing, replacing, enhancing and disposing of assets.

OUR COVID-19 RESPONSE

The impacts of COVID-19 provided ongoing challenges to the organisation and the Greater Geelong community in 2021–22. We focused on delivering targeted and far-reaching responses to the pandemic, aimed at accelerating our region's recovery.

According to the 2022 Local Government Community Satisfaction Survey, our COVID-19 response was well received by our community, with results significantly higher than the statewide and Regional Centres Council averages.

How we supported our community to navigate the pandemic and rebound from its impacts in 2021–22

Following multiple support packages worth a total of $16.9 million in the 2019–20 and 2020–21 financial years, Council approved further support measures in November 2021.

The seventh support package, with a combined value of $2.04 million, provided:

- Free CBD on-street parking in two-hour metered zones for the month of December 2021
- Fee and rent relief for sporting and community tenants in City facilities, through to March 2022
- Grants worth a combined $590,000 to assist community groups and the arts, culture and heritage sectors in their recovery from the pandemic
- $200,000 for media and marketing campaigns to encourage more domestic tourists to the region including the It's Your Backyard and Visiting Friends and Relatives initiatives
- Extension of the outdoor dining permit applications, approvals and waiver of permit fees program
- Assistance from the Victorian Government to extend the popular street activations and roving performer program
- The expansion of the April 2020 COVID-19 Financial Hardship Policy to assist a wider range of our community impacted by events including loss of employment, adverse family circumstances or natural disasters.

Other ways we supported our community in 2021–22

- We commissioned research into the effects of the pandemic on women and gender diverse people in Greater Geelong, which led to a Gender COVID-19 Impact Analysis Report and an action plan to improve wellbeing, economic and social outcomes for these community members
- We continued to deliver the Working for Victoria program, supporting jobs during the pandemic
- We worked with Barwon Health to develop and promote a COVID-19 vaccination program to our community
- We worked with Diversitat to develop and create COVID-19 information sheets for culturally and linguistically diverse communities
- With financial support from the Federal Government, we worked with Volunteering Geelong to introduce a free bus service for those in our community seeking COVID-19 vaccination
- We continued to adhere to all Victorian Government health directives in our facilities, which operated under COVID-Safe plans, maximising the safety of our employees and visitors
- We provided essential services to a number of vulnerable older clients with COVID-19, suspected COVID-19 or influenza throughout their period of illness.

OUR COUNCIL AND ORGANISATION

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation. Collectively, we work together to serve our community.

The Council set the strategic direction for the municipality and make decisions on behalf of the community they've been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.

OUR COUNCIL

Our council provides leadership for the good governance of the municipality and the local community. This means:

- considering the diverse needs of the local community in decision-making
- establishing strategic objectives and monitoring achievements
- managing resources in a responsible and accountable manner
- advocating local community needs to other communities and governments
- giving everyone the opportunity to participate in the democratic process and decision-making that shapes our community.

OUR COUNCILLORS

Our community elected its Council for a four-year term on 24 October 2020.

The Councillors work together to set the strategic direction for the municipality, which influences policy, service standards and performance across the organisation.

The municipality is divided into four, multiple-councillor wards (see Figure 15):

- Bellarine Ward: three councillors
- Brownbill Ward: three councillors
- Kardinia Ward: three councillors
- Windermere Ward: two councillors.



FIGURE 15: Ward map of the City of Greater Geelong

In 2021–22, Council included the following elected representatives:

- Cr Stephanie Asher stood down as Mayor of Greater Geelong City Council on 15 June 2022
- Cr Peter Murrihy was elected Mayor at a special meeting on 17 June 2022.



Cr Peter Murrihy
Mayor
Brownbill Ward

Portfolios:
- Arts, Live Entertainment & Hospitality
- Economic Development (Chair)
- Heritage (Chair)
- Leisure & Recreation (Chair)
- Tourism
- Innovative Solutions (Chair)

Committees:
- CEO Employment and Remuneration Committee (Chair)
- Audit and Risk Committee (Chair)
- G21 Geelong Region Alliance (Chair)
- Regional Capitals Australia
- Regional Cities Victoria
- Geelong Major Events
- Geelong Heritage Advisory Committee (Chair)
- G21 Pillar – Economic Development
- G21 Pillar – Sports and Recreation



Cr Trent Sullivan
Deputy Mayor
Bellarine Ward

Portfolios:
- Creative Communities & Culture (Chair)
- Major Events
- Tourism (Chair)

Committees:
- Bellarine Multi Arts Facility (Potato Shed) (Chair)
- CEO Employment and Remuneration Committee
- Geelong Major Events
- Geelong Art Gallery
- Geelong Regional Library Corporation
- G21 Pillar – Arts, Heritage and Culture
- Regional Cities Victoria
- Tourism Greater Geelong and The Bellarine Inc



Cr Anthony Aitken
Windermere Ward

Portfolios:
- City Works, Parks & Gardens (Chair)
- Citizenship & Community Engagement (Chair)
- Finance (Chair)
- Social Housing
- Volunteering & Disability (Chair)
- Osbourne House

Committees:
- Access & Advisory (Chair)
- Affordable Social Housing Advisory Committee
- CEO Employment and Remuneration Committee



Cr Stephanie Asher
Bellarine Ward

Portfolios:
- Finance
- Sustainability Performance (Chair)

Committees:
- Sustainable Advisory Committee (Chair)



Cr Kylie Grzybek
Windermere Ward

Portfolios:
- Arts, Live Entertainment & Hospitality
- Statutory & Strategic Priorities (Chair)
- Shared Trails

Committees:
- Audit and Risk Committee
- CEO Employment and Remuneration Committee
- G21 Pillar – Planning and Services
- Planning Committee (Chair)
- Municipal Association of Victoria
- Submissions Review Panel (Chair)



Cr Bruce Harwood
Kardinia Ward

Portfolios:
- Economic Development
- Statutory & Strategic Priorities
- Sport
- Transport (Chair)

Committees:
- Barwon South West Waste and Resource Recovery Group Committee Forum
- G21 Pillar – Transport
- Planning Committee
- Submissions Review Panel



Cr Eddy Kontelj
Brownbill Ward

Portfolios:
- Arts, Live Entertainment & Hospitality (Chair)
- Osbourne House (Chair)
- Veteran Affairs (Chair)

Committees:
- Geelong Major Events



Cr Sarah Mansfield
Brownbill Ward

Portfolios:
- Aboriginal Affairs
- Climate Change Action
- Circular Economy (Waste Management)
- Community Health & Aged Care (Chair)
- Diversity, Inclusion & LGBTIQ+ (Chair)
- Innovative Solutions
- Social Housing (Chair)
- Transport

Committees:
- Affordable Social Housing Advisory Committee (Chair)
- Ageing-Well Advisory Committee (Chair)
- Geelong Regional Library Corporation
- G21 Pillar – Health and Wellbeing



Cr Jim Mason AM
Bellarine Ward

Portfolios:
- Aboriginal Affairs (Chair)
- Citizenship & Community Engagement
- Creative Communities & Culture
- Diversity, Inclusion & LGBTIQ+
- Environment (Chair)
- Leisure & Recreation
- Multicultural Affairs (Chair)
- Rural & Coastal (Chair)
- Shared Trails (Chair)

Committees:
- Association of Bayside Municipalities
- Australian Coastal Councils Association
- CEO Employment and Remuneration Committee
- Geelong-Queenscliff Coastal Adaptation Program
- Geelong Regional Library Corporation
- G21 Pillar –Education and Training
- Kilangiti (formally Karreenga) Aboriginal Advisory Committee (Chair)
- Multicultural Action Plan Committee (Chair)
- Rural and Peri-Urban Advisory Committee (Chair)



Cr Belinda Moloney
Kardinia Ward

Portfolios:
- Climate Change Action (Chair)
- Circular Economy (Waste Management) (Chair)
- City Works, Parks & Gardens
- Community Health & Aged Care
- Environment
- Heritage
- Multicultural Affairs
- Rural & Coastal
- Sustainability Performance
- Volunteering and Disability

Committees:
- CEO Employment and Remuneration Committee
- Geelong Heritage Advisory Committee
- G21 Pillar – Education and Training
- Rural and Peri-Urban Advisory Committee
- Sustainable Advisory Committee
- Women in Community Life Advisory Committee (Chair)



Cr Ron Nelson
Kardinia Ward

Portfolios:
- Major Events (Chair)
- Sport (Chair)
- Veterans Affairs

Committees:
- Geelong Major Events (Chair)
- Geelong Regional Library Corporation
- G21 Pillar – Sports and Recreation

OUR ORGANISATION

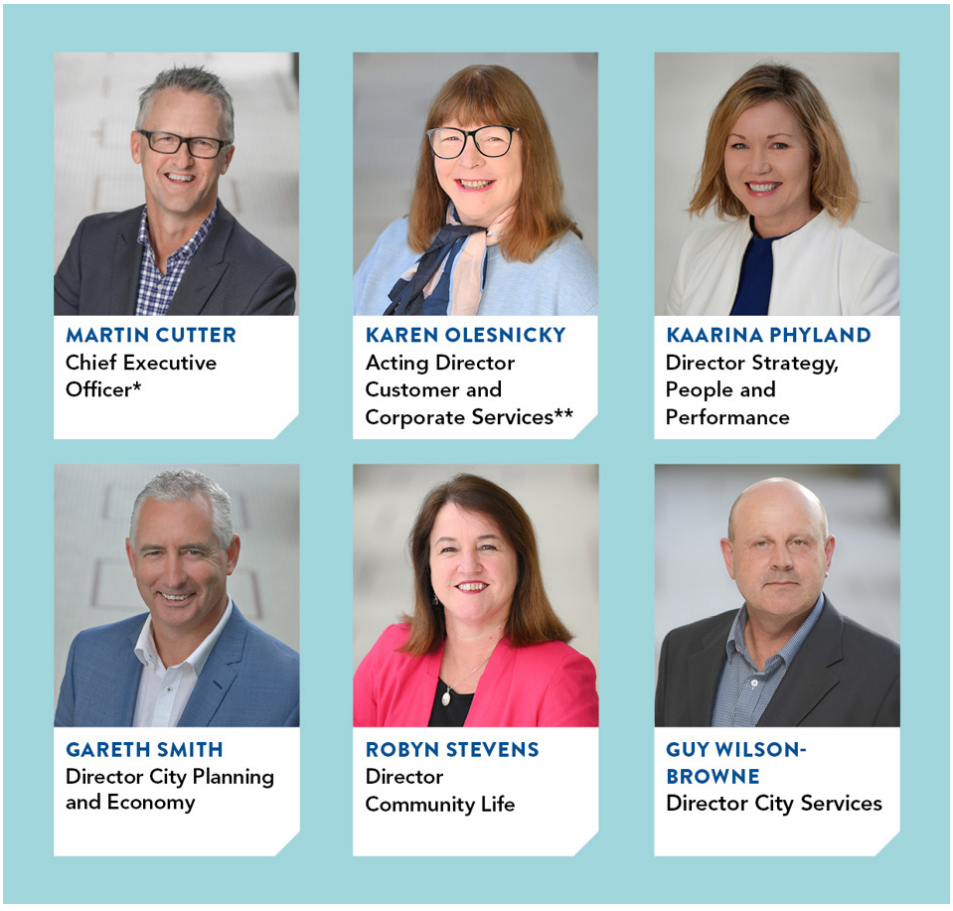
We are an inclusive and flexible organisation and one of the largest employers in the region. We are responsible for:

- providing support and professional expertise to assist the Council in developing policies and making decisions
- engaging with the local community and significant stakeholders to make sure Council decisions are in line with community expectations
- delivering services and programs that benefit the whole community, such as waste management and roads
- delivering services and programs for specific communities, such as maternal child health and youth services
- enforcing legislation that has a local community impact, such as food safety and planning legislation
- building and maintaining infrastructure, such as local roads and community hubs
- protecting our natural environment, while supporting sustainable development
- supporting economic development that will benefit the whole community
- helping our community to plan for, and recover from, natural disasters and other emergencies

OUR LEADERSHIP TEAM

We are led by the Chief Executive Officer, who operates under the delegation of the elected Council and is responsible for our overall management and performance.

Our Executive Leadership Team, consisting of five directors and the Chief Executive, are responsible for implementing council decisions and delivering sustainable and effective services, activities and infrastructure to the community.



* Martin Cutter held the position of Chief Executive Officer to 2 September 2022

** Michael Dugina held the position of Director Customer and Corporate Services to 24 June 2022

FIGURE 16: Our leadership team as at 30 June 2022

OUR ORGANISATIONAL STRUCTURE

Our organisation is structured around five directorates that work together to deliver a range of services, activities and infrastructure.

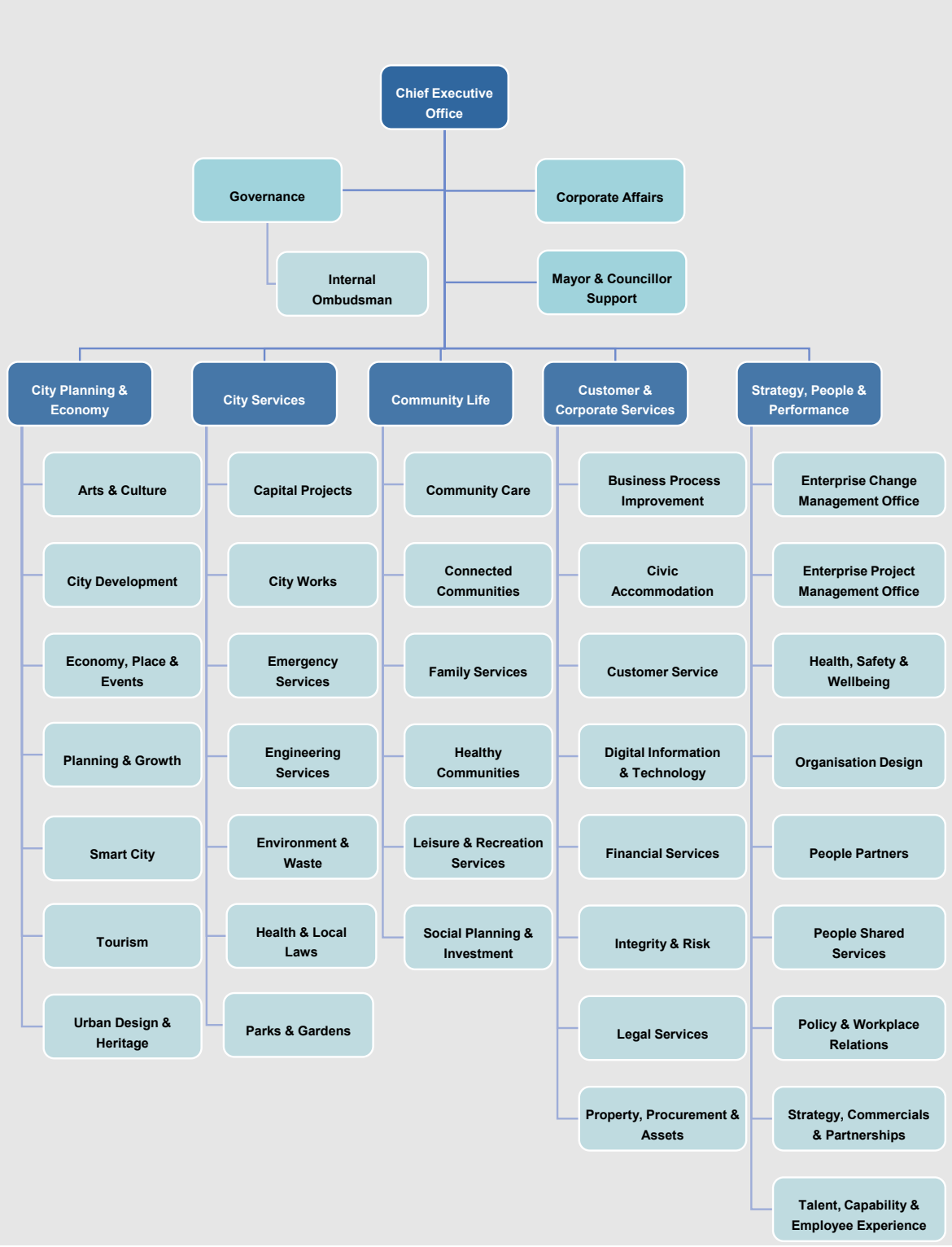


FIGURE 17: Our organisational structure as at 30 June 2022

OUR PEOPLE

We are proud to be an inclusive and flexible organisation that is one of the largest employers in the region.

We currently employ a total of 2,814 people – equivalent to 1,756.27 full-time employees[4].

Our turnover[5] in 2021–22 was 17.3 per cent – up from 10.4 per cent the previous year.

TABLE 1: Total full-time equivalent employees by directorate, employment condition and gender in 2021–22

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY PLANNING AND ECONOMY	CITY SERVICES	COMMUNITY LIFE	CUSTOMER AND CORPORATE SERVICES	STRATEGY, PEOPLE AND PERFORMANCE
Full Time – W	20.9	113	99.4	252.7	68.5	58.9
Full Time – M	9.1	111.7	404.1	66.5	73.4	21
Full Time – X	0	0	0	0	0	0
Part Time – W	1.5	46.7	32.5	268.3	24.2	6.7
Part Time – M	0	15.5	13.6	22	2.5	0.1
Part Time – X	0	0	0	0	0	0
Casual – W	0	4.1	0.3	66	1.3	4.4
Casual – M	0	3.3	3.6	24.8	0.2	0.4
Casual – X	0	0	0	0	0	0
Total[6]	**31.5**	**294.3**	**553.5**	**700.6**	**170.1**	**91.5**

Legend: W = Women, M = Men, X = persons of self-described gender

TABLE 2: Total headcount of employees by employment classification and gender in 2021–22

EMPLOMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	100	82		182
Band 2	244	49		293
Band 3	394	359	1	754
Band 4	168	92		260
Band 5	215	100		315
Band 6	154	94		248
Band 7	121	131		252
Band 8	59	60		119
Early Childhood Educators & Teachers	294	8		302
Maternal & Child Health Nurses	53			53
Senior Officer	29	28		57
Total	**1,831**	**1,003**	**1**	**2,835**

[4] As at 30 June 2022
[5] Excludes casual employees
[6] Total includes 0.3 FTE of self-described gender

EQUAL EMPLOYMENT OPPORTUNITY – AN INCLUSIVE AND DIVERSE WORKPLACE

We believe that our people are our greatest asset. We are committed to creating an inclusive and fair organisation that encourages our employees to do their best work.

In July 2021, we conducted our first Workplace Gender Audit in accordance with our legislative obligations outlined in the *Gender Equality Act 2020*. The audit included an employee survey and analysis of our employee data including gender, age, status, access to flexible working arrangements, and workplace experiences. The feedback from employees and the data analysis were key in informing the development of our first *Gender Equality Action Plan* (GEAP). The plan's initiatives are aligned with our *Inclusion and Diversity Roadmap* horizons.

Our audit report was submitted to the Commission for Gender Equality in the Public Sector on 1 December 2021. Our GEAP was endorsed by our Executive Leadership Team in December 2021 and submitted on 31 March 2022. Key foundational activities including governance, reporting and capacity building are well underway.

We successfully recruited for the position of Aboriginal Employment and Engagement Officer to build relationships and support the delivery of key workplace initiatives.

We also became members of The Australian Network on Disability and reviewed our recruitment practices through a disability lens, identifying exciting opportunities to improve our practices.

We continue to report against our organisation's sustainability indicators and targets in accordance with several Global Reporting Initiative indicators relevant to equal opportunity employment, including parental leave by gender, incidents of discrimination and workforce representation and diversity.

Other plans we are using to further improve diversity and inclusion in our workplace include:

- *Gender Equality Action Plan 2022–25*
- *Reflect Reconciliation Action Plan, May 2020 – May 2021*
- *Sustainability Framework 2020*
- *Social Equity Framework 2022–25*

OCCUPATIONAL HEALTH AND SAFETY

Health and safety matters to us.

Our safety management system, CitySafe, gives us the tools and processes we need to address employee, contractor and community health and safety. Due to the continuing pandemic restrictions in 2021, we were unable to offer alternative duties to injured employees as part of the return-to-work process. This led to an increase in the lost time injury frequency rate.

TABLE 3: Occupational health and safety performance in 2021–22

	LOST TIME INJURY FREQUENCY RATE		TOTAL RECORDABLE INJURY FREQUENCY RATE		HIGH POTENTIAL INCIDENT FREQUENCY RATE	
2020–21 Results	21.4		24.9		2.9	
2021–22 Targets	15		14		1	
2021–22 Results	26.5		34.9		0.0	
2021–22 Variation	+55%	X	+85%	X	-200%	✓

COVID-19 response

Several coronavirus working groups and sub-committees, overseen by the Crisis Management Team, guided activities to help our employees, volunteers, services and community respond to the impact of the virus on our region. We have transitioned to COVID normal, and from crisis to business as usual. COVIDsafe plans and protocols remain in place and will be continually monitored.

Contractor and volunteer safety

In 2021, we expanded the functionality of LinkSafe (contractor induction management) to include volunteer and event inductions. This will be further expanded to include visitor check in when we move to our new civic precinct, Wurriki Nyal.

Injury Management

Risk funding has been secured from workers compensation provider EML to target body stressing injuries. This is the largest cause of injury at the City. Over the next few months, work will now progress on project plan and implementation.

Psychological Support

An Occupational Violence and Aggression (OVA) Policy and Framework has been implemented. The OVA public campaign ‘kind people are our kind of people’ is currently running throughput the Geelong Region.

Our Welfare Contact Officer (WCO) program continued during the 2021–22 financial year. In 2020, more than 35 of our employees, whose roles were impacted by necessary facilities closures, underwent expediated training to become a WCO. Our WCOs offer confidential social and emotional support and connect fellow employees with relevant resources. They continue to actively reach out to employees.

HOW WE PLAN

We have developed an integrated, long-term and transparent approach to planning, monitoring and performance reporting, aligned with the clever and creative vision.

The *Local Government Act 2020* requires all councils to prepare the following documents:

- Community Vision
- Council Plan
- Financial Plan
- Asset Plan
- Budget
- Revenue and Rating Plan
- Annual Report
- Workforce Plan.

Our Integrated Strategic Planning and Reporting Framework (represented in Figure 18) demonstrates the relationship between these key planning and reporting documents. The framework helps us set goals, make decisions, prioritise our workload, allocate resources, monitor how we're going and adapt to changing circumstances that might challenge our progress.

In 2021, we introduced an internal organisation strategy and business planning cycle to guide our budget and business planning for 2022–23. This process will continue to develop and enhance our strategic decision-making around priorities, performance and resource allocation.

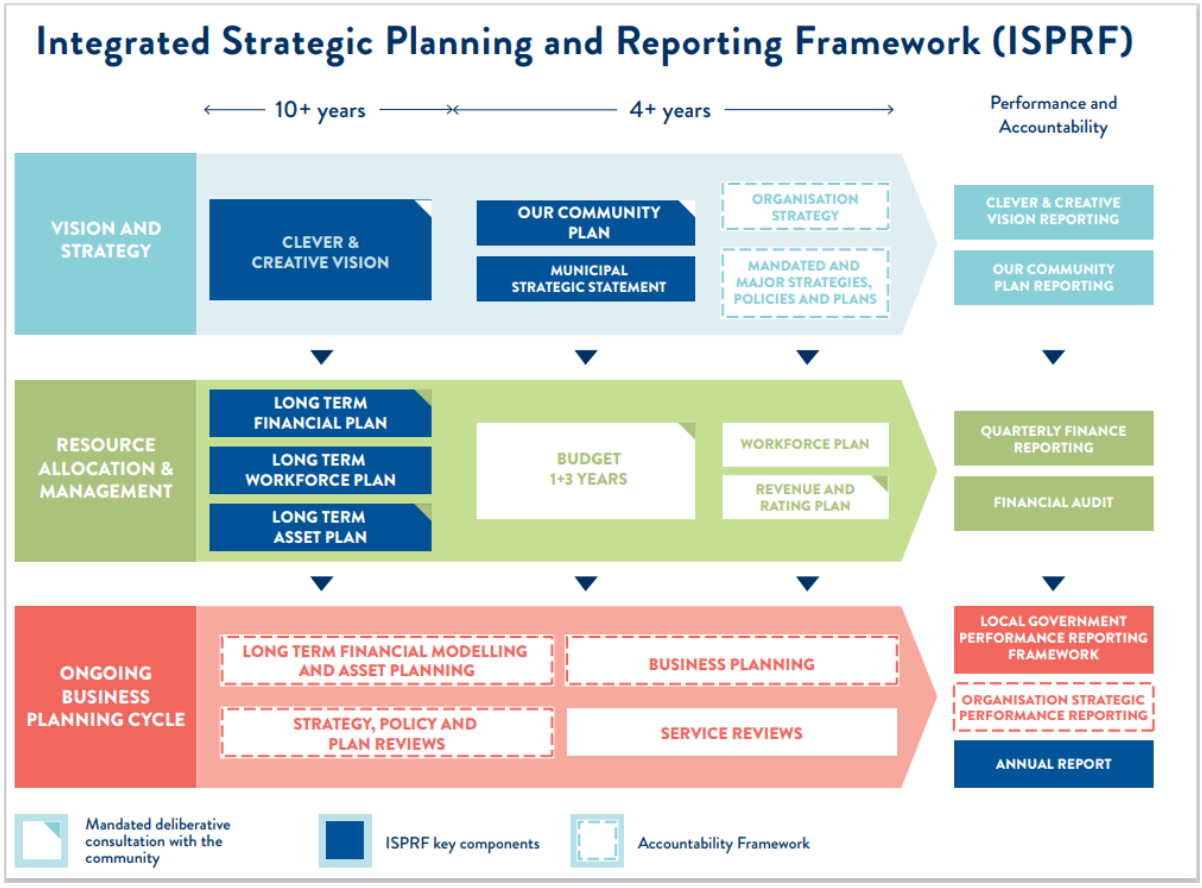


FIGURE 18: Our integrated strategic planning and reporting framework

OUR PERFORMANCE

Our Community Plan 2021–25 outlines how we are working towards the 30-year community vision to make Greater Geelong a clever and creative city-region.

The plan tells the community what the councillors are aiming to achieve during their four-year term, and guides how we allocate resources so we can deliver infrastructure, services and programs to the community to ensure the social, economic and environmental sustainability of our region.

The four strategic directions we've chosen to guide us are:

- Healthy, caring and inclusive community
- Sustainable growth and environment
- Strong local economy
- High-performing Council and organisation.

As well as the strategic directions, the plan also outlines:

- Desired outcomes – the future state we're aiming for in four years
- Four-year priorities – the priorities we'll focus on to help achieve our desired outcomes
- Indicators – how we will monitor our progress.

Our Community Plan 2021–25 is supported by an annual action plan and budget which highlight the projects, initiatives and programs that will take place within the financial year to address our four-year priorities.

The following provides an end-of-year overview of our performance in delivering the *Annual Action Plan 2021–22* and how we are tracking against the indicators. It also highlights achievements and results for the prescribed service performance indicators as set out in the Local Government Performance Reporting Framework.

Actions that support the health and wellbeing priorities have been identified with the relevant health and wellbeing icon:



Tackling climate change and its impact on health



Increasing healthy eating



Increasing active living



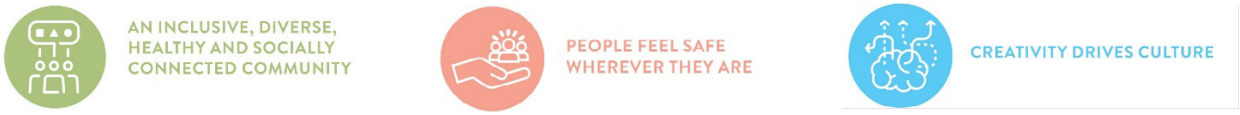
Demonstrating and promoting gender equity practices



Improving mental wellbeing and social connection

STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY

LINKS TO THE CLEVER CREATIVE VISION



DESIRED OUTCOMES

- Our community feels welcome, safe and connected
- Our community has equitable access to health and social services, information and infrastructure
- Healthy behaviours and environments are promoted, supported and accessible

FOUR-YEAR PRIORITIES

1.1 Help our community, recreation groups and volunteers to prosper and grow

1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages

1.3 Foster and embrace community connectedness

1.4 Demonstrate and promote gender equity practices

1.5 Foster an inclusive community culture

1.6 Facilitate social and affordable housing in Greater Geelong

1.7 Provide access to places, spaces and services where and when people need them the most

1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong

1.9 Support the City's cultural and creative life, history and heritage

1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes

1.11 Respond to the findings of the Royal Commissions into aged care and mental health

PROGRESS REPORT

Indicators

Municipal Indicators	Data at 30 June 2022	Progress comments
Proportion of adults experiencing high / very high psychological distress *Source: City of Greater Geelong Preventative Health Survey*	20% (2021) 10.3% (2017)	There was an increase in the proportion of our adult community experiencing high / very high psychological distress since 2017.
Proportion of adults meeting the physical activity guidelines *Source: City of Greater Geelong Preventative Health Survey*	67% (2021) 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017.
Proportion of adults consuming the recommended number of serves of fruit and vegetables *Source: City of Greater Geelong Preventative Health Survey*	Fruit – 46% (2021) Fruit – 53% (2017) Vegetable – 15% (2021) Vegetable 10% (2017)	There was an increase in the proportion of our adult community consuming the recommended serves of vegetables and a decrease in the proportion consuming the recommended serves of fruit since 2017.

Municipal Indicators	Data at 30 June 2022	Progress comments
Family incident rate per 100,000 population for Greater Geelong *Source: Crime Statistics Agency website www.crimestatistics.vic.gov.au*	1,557.7 (March 2022) 1,595.9 (March 2021)	For the year ending March 2022, the family incident rate for Greater Geelong was higher compared to the Victorian rate (1,360.4).
Community perception of safety in the area where they live *Source: City of Greater Geelong Preventative Health Survey*	61% (2021) 54% (2017)	More of our adult community is feeling safe where they live than in 2017.
Level of agreement that multiculturalism makes life better (definitely or sometimes) *Source: City of Greater Geelong Preventative Health Survey*	66% (2021)	This result comprised 48% definitely and 18% sometimes. *This is a new strategic indicator and therefore no prior year data is available.*
Proportion of community concerned about effects of climate change on health (very or quite concerned) *Source: City of Greater Geelong Preventative Health Survey*	51% (2021)	This result comprised 28% very concerned and 23% quite concerned. *This is a new strategic indicator and therefore no prior year data is available.*
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) *Source: City of Greater Geelong Preventative Health Survey*	56% (2021)	This result consisted 28% members of a sports group. *This is a new strategic indicator and therefore no prior year data is available.*

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Community satisfaction with support services *Source: Local Government Community Satisfaction Survey*	Family – 64 (2022) Family – 66 (2021) Elderly – 63 (2022) Elderly – 65 (2021) Disadvantaged – 61 (2022) Disadvantaged – 62 (2021)	Our result for Family Support was lower compared to the Regional Centres average (67) while Elderly Support was lower compared to the statewide average (67).
Community satisfaction with recreational facilities *Source: Local Government Community Satisfaction Survey*	72 (2022) 75 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community and was among our highest rated services. Our result was also higher than the statewide average (69).

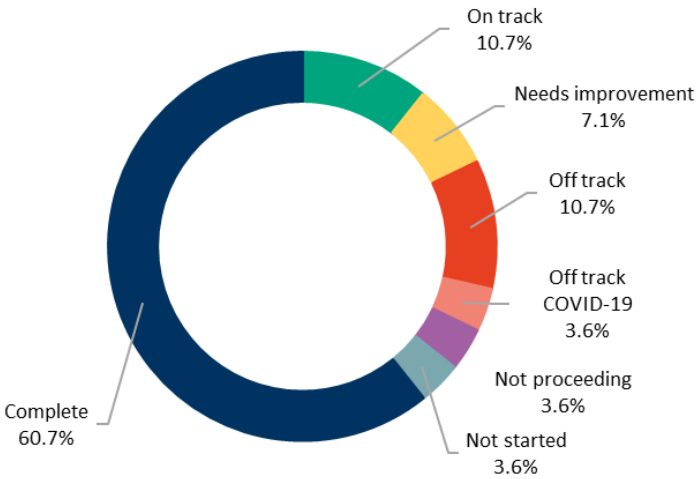
City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Level of agreement that Council infrastructure is equitable (fair access to facilities that are needed across the municipality including healthy, safe and inclusive places and spaces) *Source: Local Government Community Satisfaction Survey*	56% (2022)	*This is a new strategic indicator and therefore no prior year data is available.* Comparison to statewide and Regional Centres average is unavailable.
Level of agreement that Council infrastructure is accessible (for all abilities, affordable and easy for people to get to). *Source: Local Government Community Satisfaction Survey*	63% (2022)	*This is a new strategic indicator and therefore no prior year data is available.* Comparison to statewide and Regional Centres average is unavailable.
Number of key community infrastructure projects completed *Source: City of Greater Geelong*	86.5% (2022) 84% (2021)	In 2021–22 we delivered a further three key infrastructure projects: Drysdale Town Centre – Community Facilities, the Grovedale Men's Shed and the Regional Indoor Sports & Events Centre – Feasibility Study. We have delivered 32 of the 37 key community infrastructure projects identified for delivery by 2022.
Community satisfaction with community and cultural activities *Source: Local Government Community Satisfaction Survey*	64 (2022) 65 (2021)	Our result was comparable to both statewide and Regional Centres average (65 respectively).

Annual Action Plan 2021–22

We committed to 28 actions which demonstrate how we are addressing our four-year priorities under Healthy, Caring and Inclusive community.

At the end of June 2022:

- 17 were ‘complete’
- three were ‘on track’
- two were ‘needs improvement’
- three were ‘off track’
- one was ‘off track COVID-19’
- one was ‘not started’
- one was ‘not proceeding’.



41

On track Needs improvement Off track Off track COVID-19 NP Not proceeding ✓ Complete

Four-year priority	2021–22 actions	Progress comment	Status
1.1 Help our community, recreation groups and volunteers to prosper and grow	*Develop opportunities for community, groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability.*	Development opportunities were created, including: • an alternative online Community Leadership Program for 2022 • onboarding the Grovedale Neighbourhood House community steering group. Community groups and organisations were supported through initiatives including: • the Community Agents of Sustainability (CAOS) network • hosting community grant information sessions and workshops • publishing a free quarterly Community Training Calendar • hosting and coordinating the Geelong Pre-employment Professionals Network • gathering data on the use of, and challenges for, sports and recreation clubs across the municipality to assist with future planning • implementation of *Community Garden Assessment Guidelines* for local communities to establish and manage a community garden on City owned and/or managed land. • providing one-on-one support meetings and expanding online content to build understanding of our Community Infrastructure Grants Program • moving our Sports Club User Guide online • distributing the monthly Sports Club Noticeboard newsletter.	✓
1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages	*Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities.*	In October 2021, we released a free nutrition toolkit, Eat Well Live Well-Healthy Eating for Every Life Stage, with information and practical advice to help community members develop healthy and sustainable eating patterns, habits, and skills at home. In March 2022, we launched a version of the toolkit translated into several languages. This project is now complete with a final report provided to the Department of Families, Fairness and Housing.	✓
	Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–2025 Regional Plan.	We worked with G21 to review and update the *Healthier Eating and Active Living (HEAL) Orientation Guide – G21 Region Planning and Action 2017–2021*. With changes with the G21 Primary Care Partnership program, responsibility for this program is now transitioning to Barwon Health. We will continue to work to progress our healthy eating and active living agenda to support our community to make healthy lifestyle changes to improve health and wellbeing. There have been a number of projects completed as a result of the HEAL work including the free Eat Well Live Well nutrition toolkit, the Choose Water campaign (for healthy eating) and supporting Women's Health Week (for active living).	✓

Four-year priority	2021–22 actions	Progress comment	Status
	Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community.	On 28 September 2021, Council adopted the *Respected, Connected and Thriving – Positive Ageing Strategy 2021–2047*. This long-term strategy outlines several priorities that support healthy and happy ageing for people over 55 years of age in Greater Geelong. Workshops with internal stakeholders, service organisations and community members were held in May to co-design the action plan which is currently being drafted and will be published on the City's website by end July 2022.	
	Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services.	Wellness opportunities for our community were provided through the delivery of programs and activities, ensuring our leisure and recreation facilities remained agile during COVID-19 restrictions. This included: • recreational programming • general membership • learn to swim, lap swimming • active adults • outdoor and indoor exercise. Social media was utilised to engage and deliver updates; provide virtual training; and monthly e-newsletters to members presenting children activities, water safety, recipes, and health and fitness tips to all members of the community. In addition, we continued to upskill our leisure and recreation employees' qualifications in First Aid, lifeguarding and CPR. The easing of COVID-19 restrictions saw the full resumption of programs with family-fun days delivered in January-February 2022.	✓
	Develop the Municipal Early Years Plan 2022–2025 to support the wellbeing and development of children and families.	We consulted with families and stakeholders to inform the development of the draft *Municipal Early Years Plan 2022–2025*. This draft plan aligns our efforts to support the health and wellbeing of children in our municipality, and influence and improve their educational and developmental outcomes. We received feedback on the outgoing *Municipal Early Years Plan 2018–2022* and will now be seeking community and stakeholder feedback on the draft Municipal Early Years Plan 2022–2025. The draft plan will then be considered by council in August/September 2022.	
1.3 Foster and embrace community connectedness	*Partner with key stakeholders and community safety networks to develop a community safety framework.*	Our community safety framework supports the achievement of a community that feels welcome, safe, and connected. We sought feedback on the framework with over 120 submissions received and these are currently being considered. It is intended that the draft framework will be ready for Council adoption in August 2022.	

Four-year priority	2021–22 actions	Progress comment	Status
	Partner with the Victorian Equal Opportunity and Human Rights Commission to deliver the Reducing Racism Project in response to the increase in racism towards our culturally and linguistically diverse communities through the COVID-19 pandemic.	We are not proceeding with Phase 2 of the Reducing Racism Project due to resourcing issues. The purpose of this project was to raise awareness about the prevalence and seriousness of racism, discrimination, and vilification in our society and drive down the rising experiences of racism through campaigns, education, and awareness raising. Phase 2 of the project, raising awareness training, was due to take place in 2021 but was placed on hold due to COVID-19 restrictions. Our community can currently access information and report racism via the City's website.	NP
1.4 Demonstrate and promote gender equity practices	*Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women.*	We partnered with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 *Respect 2040* plan aimed at reducing violence against women through primary prevention initiatives. Workshops were held to develop common language and identify the range of organisational responses and responsibilities. We also held a partners and stakeholders forum in December 2021 to identify collaborative actions that can prevent violence against women before it occurs. This resulted in identifying some key strategies and actions to promote messages and implement prevention strategies. G21 partners identified two actions for 2022–23; collaborating on the 16 days of activism campaign against gender-based violence and participating in an intersectionality workshop.	✓
	Implement the Gender Impact Analysis tool across a range of community focused services.	We established a dedicated project to increase gender equality in the workplace and appointed a role to help develop our first *Gender Equality Action Plan* (GEAP). The GEAP will build on our strategy for diversity and inclusion, and commitment to build a healthy and inclusive culture. We successfully submitted our Workplace Gender Audit and GEAP, inclusive of a Gender Impact Analysis (GIA) tool, to the Gender Equality Commission for the Public Sector (December 2021 and March 2022 respectively). The Plan was deemed compliant by the commission in June 2022. Gender analysis will allow us to identify opportunities and new, inclusive ways of doing business to support our community. We recognise that power imbalance of gender and the impact that this inequality has on safety, health, wellbeing, and economic life of gender diverse people. It is also evident that gender inequality is crucial to ending violence against women and children.	✓

Four-year priority	2021–22 actions	Progress comment	Status
1.5 Foster an inclusive community culture	*Implement and report on the fourth year of the Access and Inclusion Action Plan 2018–22 to inform new direction priorities.*	Our *Access and Inclusion Action Plan 2018–22* aims to improve outcomes for members of our community who otherwise may face inequity in accessing community facilities or activities. The final report has been put on hold pending approval to extend the current plan. We need to understand the full impact of the New Disability Bill that will come from the Disability Royal Commission and are also awaiting the City's integrated planning work to be completed.	
	Implement an inclusive events tool that promotes inclusive practices for people with a lived experience of a disability and considers all ages, abilities and backgrounds.	We developed an Inclusive Events tool so that the events we deliver consider the needs of people with access challenges. The tool was trialled and assessed via an internal pilot program as our ability to trial the tool more broadly was significantly impacted by COVID-19 restrictions. It is now ready for implementation and promotion for 2023 major events.	
	Explore a range of opportunities to embed the City's social equity principles across a range of community focused services.	We held workshops with members from Council's Advisory Committees, our Clever Creative vision partners, and employees to inform the development of the *Social Equity Framework 2022–25*. The framework outlines our approach with a common set of principles and sets out the outcomes that will guide how we engage and support our community to be able to participate, be included and have the opportunity to live a healthy and fulfilling life. We sought feedback on the framework across February 2022 with 13 submissions received and considered. Council adopted the framework in May 2022. We are currently developing an action plan to monitor and gauge the implementation of the framework.	✓
	Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders.	Our planned review of the *Multicultural Action Plan 2018–2022* has been delayed due to resourcing issues. This plan guides how we plan for and support our multicultural community as we recognise that many people from multicultural backgrounds can experience unique barriers to participation including access to information, cultural differences, racism, discrimination, and exclusion. Given these barriers can lead to poorer health and wellbeing outcomes, we strive to foster inclusive cultural practices and learn from the community voice as much as possible. It is anticipated that we will commence work to refresh and update the action plan with members of the Multicultural Action Plan Advisory Committee in the second half of 2022.	Not started

Four-year priority	2021–22 actions	Progress comment	Status
1.6 Facilitate social and affordable housing in Greater Geelong	*Implement the City's Social Housing Plan 2020–41* ***(Major budget initiative)***	Council endorsed the *Social Housing Plan 2020–41* in February 2020 and since that time a range of actions were implemented. In addition, we partnered with Homes Victoria, to fund the One Hundred Dwellings feasibility study to identify Council owned land suitable for the delivery of social and affordable housing dwellings. We sought community feedback on three proposed sites identified in Corio, Belmont and Bell Post Hill and received over 700 submissions. We also held four meetings with members of the recently formed Social and Affordable Housing Advisory Committee to gain feedback on a range of discussion points, including the state government's draft *Ten-Year Social and Affordable Housing Strategy for Victoria* and involvement in and the establishment of a Geelong Affordable Housing Trust.	
1.7 Provide access to places, spaces and services where and when people need them the most	*Develop agreed policy and standards to guide the delivery of all social infrastructure in a manner consistent with our social equity and sustainability principles.*	We designed the process for delivery of the *Our Community Places, Spaces and Services – A Social Infrastructure Plan for the City of Greater Geelong Generation One: 2020 – 2023*. We revised timelines for the delivery of Generation 2 of the Social Infrastructure Plan and anticipate it will go to council for endorsement in December 2022. As part of Generation 2, a series of new standards were developed to address social equity and sustainability principles and used to inform the deliberative engagement process for the *Asset Management Strategy* in November 2021.	✓
	Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis.	Our Vital Communities research project provides a contemporary look at the challenges faced by some of our most socio-economically disadvantaged communities. It also has recommendations on how the City can assist in bridging the gaps around key determinants of health including employment, education, housing, and access to services. Council noted the *Vital Communities – Strategies for Alleviating Locational Disadvantage in Geelong* in June 2021. Specific recommendations underway from this program include: • implementation of the Regional Industry Sector Employment program • implementation of the One Hundred Dwellings feasibility study for social housing • establishment of an Advisory Committee that supports the development of the Northern Aquatic and Community Hub • concept planning for the Whittington Family & Community Centre • re-development of Labuan Square, Norlane.	✓

Four-year priority	2021–22 actions	Progress comment	Status
		Actions implemented as a result of the Gender COVID impact analysis include: • development of an integrated communication plan linked to safe at home family violence information is currently underway • completion and publication of the YourGround safety in public space project • report and specialist forum in February 2022 regarding access to emergency and crisis accommodation for women • commencement of mapping of free Wi-Fi across the municipality for public access.	
	Continue to advocate for funding to deliver the Northern Aquatic and Community Hub.	We successfully advocated for state and federal government funding for construction of the Northern Aquatic and Community Hub. In addition to Council's funding commitment of $44.84 million, we received $8.5 million in the 2021–22 Budget and $8.26 million through the Australian Government Local Roads and Community Infrastructure Fund. The Northern Aquatic and Community Hub will directly contribute to the health and well-being of residents in the north and surrounding areas by providing state of the art health and fitness facilities, with a projected preventative health benefit of over $111 million over the first 10 years of operation. We commenced construction in February 2022 and will continue to seek further state and federal funding opportunities to support delivery of this facility.	✓
1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong	*Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan.*	We commenced evaluation of the *Reflect Reconciliation Action Plan May 2020–May 2021* with a report provided to Reconciliation Australia outlining the key milestones and responding to questions raised. Council re-engaged the consultants who facilitated this plan to undertake a review process with Councillors, key stakeholders, and members of the Kilangigj Aboriginal Advisory Committee. A review of the Reflect Reconciliation Action Plan was presented to Council at the June meeting. Of the 50 actions, 24 were completed, 19 in progress and 7 actions will be addressed in the next stage of the Reconciliation Action Plan framework. Some of the key actions which have been implemented include engagement with Wadawurrung Traditional Owners Aboriginal Corporation as part of the development of Wurriki Nyal, the award-winning NAIDOC 2020 week, online cultural heritage locations and digital projections as part of National Reconciliation Week.	✓
	Partner with Wathaurong Aboriginal Co-operative to review the Closing the Gap agreement and targets.	We are involved in the implementation of the Best Start initiative that supports families and caregivers to provide the best possible environment, experience and care for children from birth to age eight. Our Best Start facilitator co-brokers the Best Start Partnership meetings with Aboriginal Best Start facilitators to plan, deliver and monitor evidence-based strategies that deliver positive outcomes for children.	

Four-year priority	2021–22 actions	Progress comment	Status
		Closing the Gap aims to close the health and life expectancy gap within a generation between Aboriginal and Torres Strait Islander people and non-indigenous Australians. This program is ongoing, relying on a strong partnership between the City and members from the Wathaurong Aboriginal Cooperative with whom we are meeting to finalise local targets. Unfortunately, due to resourcing changes, a partnership agreement has not progressed, however, the interest remains to be further explored with the Wathaurong Aboriginal co-operative. It is likely that this action will be reviewed for action in the next financial year.	
1.9 Support the City's cultural and creative life, history and heritage	*Progress business cases for the improvement and transformation of three of the City's cultural venues - the Potato Shed, National Wool Museum and Geelong Gallery.*	We are working on business cases to extend, expand and reinvigorate three of our cultural facilities to meet the current and future needs of our community. These facilities contribute to improved health and wellbeing by providing our community with accessible places and spaces to participate, connect, learn, be inspired, and contribute to the cultural life of the city. Actions on these three business cases include: • completion of the business case for the expansion of the Geelong Gallery • seeking state government partnership support and ministerial support for the Potato Shed - Bellarine Arts Centre Redevelopment business case • completion of the National Wool Museum Vision and Business Plan for consideration by council in July 2022. Once endorsed, we will then seek partnership funding for a business case from state government in 2022–23.	✓
	Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places.	Our First Nations Cultural Heritage Grant program was developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation. It provides funding for projects that recognise, restore, protect and preserve Aboriginal cultural heritage across Greater Geelong. Council adopted this program in November 2021 and we completed our first round of the 2021–22 First Nations Cultural Heritage Grant program, awarding $60,000 to the Geelong Gaol Museum to research the provenance of Aboriginal art work that currently resides in the Gaol. We commenced a second round of grants in June 2022.	✓
1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes	*Progress the design and construction of the Armstrong Creek West Child and Community Hub.* ***(Major budget initiative)***	The building design for the Armstrong Creek West Child and Community Hub was completed in September 2021 and the construction tender awarded in December 2021. Works commenced onsite in January 2022. We are halfway through construction with an expected completion date of early 2023. This facility will provide additional kindergarten places and facilities for maternal and child health services to support the health and wellbeing of children in this local community during the important early life stages.	✓

Four-year priority	2021–22 actions	Progress comment	Status
	Progress the design and construction of the Northern Bellarine Aquatic Centre. ***(Major budget initiative)***	The Northern Bellarine Aquatic Centre design was completed in September 2021 with the construction tender awarded in December 2021. We have commenced construction with an expected completion date of late 2023. When completed, this facility will address an identified inequity in the provision of aquatic facilities that support community participation in aquatic recreation activities and increase participation in physical activities to improve health and wellbeing.	✓
	Review and update the Social Infrastructure Plan, with particular regard to the needs of young people and early years services.	We commenced identifying opportunities to improve access to safe, adaptable spaces that enhance social connections for youth across the municipality. Upon further consultation with the Youth Council, we completed the draft youth and early network plans which will form part of the *Social Infrastructure Plan Generation 2*, anticipated to go to council for endorsement in December 2022.	
	Upgrade an existing fenced dog park located at Stead Park, Corio and deliver a new fenced dog park located in Rennie Street, Lara.	We upgraded and opened the Stead Park dog park in July 2021. In addition, we completed construction of a new fenced dog park in Lara in December 2021. The provision of fenced dog parks across the municipality provides an opportunity for dog socialisation and acts as a place of local connection for dog owners.	✓
1.11 Respond to the findings of the Royal Commissions into aged care and mental health	*Provide a briefing on the impact of Federal government response to the findings of the Aged Care Royal Commission and next steps for the role of local government.*	We provided details to Council on 5 September 2018 about our aged care services and the national aged care reform agenda. We then updated Council on 14 September 2021 on the outcome of The Royal Commission into Aged Care Quality and Safety, the federal government's response, and potential impact on our services. Given the ambiguity about the form and function of future services in some areas, Council agreed to our recommendation to monitor advice about service changes and provide a further update in June 2022. However, federal government is now developing a new Support at Home Program which we will monitor and brief Council in November 2022.	
	Provide a briefing on the impact of state government response to the findings of the Mental Health Royal Commission and next steps for the role of local government.	We provided a Councillor briefing note to Councillors in March 2022 on this matter. Improving mental health and social connection is one of our key health and wellbeing priorities and addressing the ongoing impact of the COVID-19 pandemic continues to be a focus area. The Royal Commission into Mental Health provides recommendations on strategies to promote social connection, inclusion and community participation.	✓

Other achievements

- Council adopted a new road safety strategy, *Vision Zero Geelong: Safe Local Travel 2022–27*, which seeks to elimate deaths and serious injuries on Greater Geelong roads by 2050
- Council endorsed the *Gender COVID-19 Impact Analysis Report* and the 2021–2022 short term action plan
- The National Wool Museum won numerous awards, including the Australian Museums and Galleries Association Victoria medium museums/galleries award for the On the Land: Our Story Retold exhibition
- We partnered with Community Care Chemist to support people 'sleeping rough' in the municipality by providing care packs containing essential personal care items
- We supported the STREETFACE See Me, Respect Me campaign aimed at challenging age discrimination
- We marked National Reconciliation Week with arts projections on City Hall and the release of a video about National Sorry Day and the legacy of the Stolen Generations in Greater Geelong and Wadawurrung Country more broadly
- We delivered the inaugural Surround Sounds Geelong and the Bellarine Music Festival, attracting audiences of 14,251 and employing 840 artists, in 35 participating venues
- We delivered playground upgrade projects worth $559,722 as part of the playground development program
- We engaged with the community in the development of the *Domestic Animal Management Plan 2022–2025*, which was adopted by Council in November 2021
- We delivered new and upgraded sporting and community facilities including:
  - Barwon Heads Arts & Community Hub
  - Leisurelink 50 metre pool replacement
  - Thomson Reserve change facility
  - Shell Reserve netball courts and cricket nets
  - Hume Reserve, Estuary Reserve and Grinter Reserve pavillions
- We invested more than $4.9 million in Community Grants program in 2021–22
- We launched the Geelong Preventative Health Survey Dashboard via the City's Geelong Data Exchange – an online platform providing access to data the City collects
- We supported the Aboriginal Maternal and Child Health Initiative through secondment of a Community Child Health Co-ordinator to Wathaurong Co-operative Women and Child Program
- We carried out more than $500,000 in restoration works to Osborne House and stables, including underpinning and stabilisation of the stable walls, façade repairs and painting
- We completed construction of the Mt Duneed Community Shed, a purpose-built space for people of all ages and interest and new home to the Mount Duneed Men's Shed
- We were highly commended in the National Safety Awards of Excellence for Best Communication of Safety Message. The project was about getting a young persons perspective on Occupation Health and Safety and how it impacts on their working and personal life.

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

	RESULTS				
SERVICE/INDICATOR/MEASURE	2019	2020	2021	2022	COMMENT
Animal Management					
Timeliness *AM1 Time taken to action animal management requests* [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	1.21	Over 85 per cent of animal management requests were actioned in one day. Due to COVID-19 restrictions, our cat trapping service was suspended, resulting in an increase to the average response time.
Service standard *AM2 Animals reclaimed* [Number of animals reclaimed / Number of animals collected] x100	18.65%	23.92%	25.49%	24.07%	Before they are impounded, we make every effort to reunite registered cats and dogs with their owners.
Service standard *AM5 Animals rehomed* [Number of animals rehomed / Number of animals collected] x100	New in 2020	59.61%	61.27%	62.37%	We actively seek to rehome unclaimed animals by advertising them for adoption on websites and via social media platforms.
Service cost *AM6 Cost of animal management service per population* [Direct cost of the animal management service / Population]	New in 2020	$13.48	$8.75	$9.35	Our service cost increased in 2021–22, reflective of a return to pre-COVID rates of animal impoundments and prosecutions, and previously vacant positions now being filled.
Health and safety *AM7 Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	100.00%	100.00%	100.00%	We continue to successfully prosecute all matters brought before the court, with three animal management court cases in 2021–22.
Aquatic Facilities					
Service standard *AF2 Health inspections of aquatic facilities* [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.00	1.00	Pandemic restrictions reduced pool inspections of our six pools to one visit per pool.

SERVICE/INDICATOR/MEASURE	RESULTS 2019	2020	2021	2022	COMMENT
Utilisation *AF6 Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Population]	8.82	6.53	3.32	4.73	In 2021–22, the easing of pandemic restrictions saw an increase in the use of our facilities by our community.
Service cost *AF7 Cost of aquatic facilities* [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	$3.01	$7.53	$5.83	In 2021–22, the easing of pandemic restrictions resulted in an increase in the use of our facilities by our community. Overall, costs have not signifcantly increased, reducing the cost-per-visit.
Food Safety					
Timeliness *FS1 Time taken to action food complaints* [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.78	1.64	1.43	1.46	Of the 193 food complaints we received in 2021, 78 per cent were actioned within one day.
Service standard *FS2 Food safety assessments* [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the *Food Act (Vic) 1984* / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the *Food Act (Vic) 1984*] x100	99.94%	98.27%	35.84%	52.17%	While COVID-19 restrictions, businesses not operating, and significant staff shortages continued to affect our ability to complete food safety assessments, we did increase the number of assessments completed from the previous year.
Service cost *FS3 Cost of food safety service* [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the *Food Act (Vic) 1984*]	$517.04	$532.42	$469.45	$522.07	Following the easing of COVID-19 restrictions, a return to more field operations resulted in increased spending on goods and materials for regulating our food businesses. The increase in costs brings the costs closer to what they were pre-COVID-19.

SERVICE/INDICATOR/MEASURE	RESULTS 2019	2020	2021	2022	COMMENT
Health and safety *FS4 Critical and major non-compliance outcome notifications* [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.32%	98.19%	95.45%	100%	A strong focus on following up all major and critical non-compliances and easing of COVID-19 restrictions resulted in all follow-ups being completed during 2021.
Libraries					
Utilisation *LB1 Physical library collection usage* [Number of physical library collection item loans / Number of physical library collection items]	5.96	4.45	3.52	4.38	Geelong Regional Library Corporation branches were closed for 43 days. Upon reopening, strict density limits were enforced, affecting borrowings. A Click & Collect online ordering service was offered to our community. A delivery service was also offered to our more vulnerable community members. The easing of restrictions saw an increase of the number of active borrowers, however numbers were down on pre-pandemic figures. Note: From 2019–20, this indicator measures the performance of physical library items as a subset of the wider library collection, so past results are not comparable.
Resource standard *LB2 Recently purchased library collection* [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	74.08%	73.18%	63.31%	66.02%	The Geelong Library and Heritage Centre is now over five years old and, even though we purchase new items each year, this impacts the overall result.

SERVICE/INDICATOR/MEASURE	RESULTS 2019	2020	2021	2022	COMMENT
Participation *LB4 Active library borrowers in the municipality* [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100	18.20%	17.57%	15.70%	13.98%	Geelong Regional Library Corporation branches were closed for 43 days. Upon reopening, strict density limits were enforced, affecting borrowings. During lock-down, a Click & Collect online ordering service was offered to our community to increase loans of library items. A delivery service was also offered to our more vulnerable community members. The easing of restrictions saw an increase in the number of active borrowers, however numbers were down on pre-pandemic figures. Note: The definition of this indicator changed in 2019–20 and now averages the past three years data, so past results are not comparable.
Service cost *LB5 Cost of library service per population* [Direct cost of the library service / Population]	New in 2020	$37.00	$36.88	$37.71	Over the past three years, our service cost has remained consistent. Note: the measure replaces the previous *Cost of library service* indicator, which was based on number of visits rather than population. Result for 2022 is interim only as data has not been verified by Victorian Auditor General's Office.
Maternal and Child Health (MCH)					
Service standard *MC2 Infant enrolments in the MCH service* [Number of infants enrolled in the MCH service / Number of birth notifications received] x100	98.89%	101.12%	101.01%	100.86%	Over the past four years, enrolments in our Maternal and Child Health service have kept pace with increased birth rates.
Service cost *MC3 Cost of the MCH service* [Cost of the MCH service / Hours worked by MCH nurses]	$80.35	$80.18	$80.66	$80.73	Slight increases are due to annual labour costs, othwerise our results remain consistent.

SERVICE/INDICATOR/MEASURE	RESULTS 2019	2020	2021	2022	COMMENT
Participation *MC4 Participation in the MCH service* [Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100	73.17%	73.14%	72.56%	74.40%	The increase in participation rates reflects a return to pre-pandemic Maternal Child and Health service delivery.
Participation *MC5 Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	63.39%	76.37%	77.47%	72.02%	From January 2022, the local Aboriginal Co-operative Maternal Child and Health Service began using their own database to record service participation. Families have a choice to attend either the Aboriginal Maternal and Child Health Service or the City's Maternal and Child Health Service.
Satisfaction *MC6 Participation in 4-week Key Age and Stage visit* [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	93.77%	94.37%	94.02%	Participation data indicates that COVID-19 restrictions did not prevent families from engaging with the comprehensive 4-week Key Age and Stage visit.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicators:

RETIRED SERVICE/INDICATOR/MEASURE	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2022	MATERIAL VARIATIONS AND COMMENTS
Animal Management					
Service cost *Cost of animal management service* [Direct cost of the animal management service / Number of registered animals]	$66.26	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by *Cost of animal management service per population*.
Health and safety *Animal management prosecutions* [Number of successful animal management prosecutions]	19	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by an amended *Animal management prosecution* measure that is a proportion rather than a number.

RETIRED SERVICE/INDICATOR/MEASURE	RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2022	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
Health and safety *Reportable safety incidents at aquatic facilities* [Number of WorkSafe reportable aquatic facility safety incidents]	18	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, councils are no longer required to report on this indicator.
Service cost *Cost of indoor aquatic facilities* [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	$0.69	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, *Cost of indoor aquatic facilities* and *Cost of outdoor aquatic facilities* have been merged into one measure.
Service cost *Cost of outdoor aquatic facilities* [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	$6.21	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, *Cost of indoor aquatic facilities* and *Cost of outdoor aquatic facilities* have been merged into one measure.
Libraries					
Service cost *Cost of library service* [Direct cost of the library service / Number of visits]	$5.49	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by an amended *Cost of library service per population* measure.
Maternal and Child Health (MCH)					
Participation *Participation in first MCH home visit* [Number of first MCH home visits / Number of birth notifications received] x100	96.84%	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by *Participation in 4-week Key Age and Stage visit*.

STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT

LINKS TO THE CLEVER CREATIVE VISION



DESIRED OUTCOMES

- We are delivering our vision for sustainable growth across the municipality
- We have a choice of housing and lifestyles to meet the diverse needs of our community
- There are connected transport networks throughout the region that support liveability and prosperity
- Greater Geelong has quality, vibrant public spaces
- We are leading a reduction in community emissions and are increasing the City's resilience to climate change impacts
- We protect and restore our natural environment
- We minimise waste with good design and manage effective recovery of resources

FOUR-YEAR PRIORITIES

2.1 Meet the housing needs of our future community

2.2 Meet existing and future transport needs

2.3 Create engaging places and spaces

2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods

2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks

2.6 Support our community and region to reduce emissions and build resilience to climate change

2.7 Reduce the impact of waste

2.8 Support greater indigenous biodiversity

PROGRESS REPORT

Indicators

Municipal Indicators	Result at 30 June 2022	Progress comments
Residential land supply *Source: City of Greater Geelong*	22 years (April 2022) 24 years (March 2021)	There is a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.
Employment land supply *Source: City of Greater Geelong*	26 years (June 2022) 27 years (June 2020)	There continues to be sufficient long-term industrial land supply.
Diversity of housing supply *Source: Australian Bureau of Statistics Census of Population and Housing 2021.*	13.90% (2021) 15.10% (2020)	There was a significant decline in the share of housing growth occurring in established areas. This type of development is typically smaller-medium density housing.
Journeys to work made by public transport, walking or cycling *Source: Australian Bureau of Statistics Census of Population and Housing 2016*	8.75% journeys (2016)	This result comprised 5.3% public transport and 3.45% bike or walked. This data will be updated once results from the Australian Bureau of Statistics Census of Population and Housing 2021 are released.
Percentage of residences within 400 metres of public open space in urban areas *Source: The Australian Urban Observatory Liveability Report for Geelong*	44% (2020)	*This is a new strategic indicator and therefore no prior year data is available.*
Community greenhouse gas emissions *Source: Beyond Zero Emissions and Ironbark Sustainability, Snapshot – community climate tool (accessed 29 August 2022)*	3,060,000 tonnes CO2–emissions total (2019–20) 3,101,000 tonnes CO2–emissions total (2018–19)	Updated data will be available late 2022.
Diversion of waste from landfill *Source: Local Government Performance Reporting Framework 2021–22*	52.96% (2021–22) 53.87% (2020–21)	Slight decreases in the tonnage of recycling and garden organics and an increase in waste due to population growth have resulted in less waste diverted from landfill.

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Community satisfaction with planning for population growth *Source: Local Government Community Satisfaction Survey*	52 (2022) 54 (2021)	Our result was comparable to the statewide average but lower compared to other Regional Centres.
Percentage housing construction within existing urban areas *Source: City of Greater Geelong and Barwon Water*	21% (2021) 32% (2020)	There was a significant decline in the number and share of housing growth occurring in established areas this year. Half as many infill housing dwellings were constructed this year compared to the year before.

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Kilometres of bicycle, walking paths and shared paths *Source: City of Greater Geelong*	84 km bike paths (2022) 78 km bike paths (2021) 1,927 km footpaths (2022) 1,900 km footpaths (2021) 181 km shared paths (2022) 169 km shared paths (2021)	Since 2021, bike paths increased 6 km, shared paths increased 12 km and footpaths increased 27 km, a total increase of 45 km in the path network.
Community satisfaction with local streets and footpaths *Source: Local Government Community Satisfaction Survey*	59 (2022) 60 (2021)	Our result was comparable to both statewide and Regional Centres averages (57 and 59 respectively).
Community satisfaction with sealed local roads *Source: Local Government Community Satisfaction Survey*	57 (2022) 62 (2021)	Satisfaction decreased in 2022. Despite this, Geelong rated higher compared to the statewide average and other Regional Centres (53 and 54 respectively).
Quantity of open space (civic, community parks, sports reserves and heritage open space) *Source: City of Greater Geelong*	2,459.00 hectares - 495 sites (January 2022) 2,146.79 hectares - 495 sites (January 2021)	There was an approximately 300 hectare increase primarily attributed to the acquisition of Sparrovale Wetlands for development as drainage infrastructure to service the Armstrong Creek Growth Area.
Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips) *Source: Local Government Community Satisfaction Survey*	70 (2022) 71 (2021)	Our performance continued to be well regarded by our community with appearance of public areas among our highest rated services. Our result was comparable with the statewide average (71) but was lower compared to other Regional Centres (73).
Greenhouse gas emissions generated by City-managed operations *Source: Azility*	23,057 tonnes CO2-emissions (2021–22)* 32,630 tonnes CO2-emissions (2020–21) 34,429 tonnes CO2-emissions (2019–20) *Provisional figure as bill estimations will continue to come in over coming months	Our operational CO2-emissions decreased by 29 per cent over the past 12 months. We signed up to the Victorian Energy Collaboration which sources renewable electricity for a number of Victorian councils. This contract came into full effect from 1 July 2021. We now generate zero emissions through our electricity usage. Annual emissions have also decreased with the capture and use of methane from landfill, building efficiency improvements, and onsite renewable energy from solar photovoltaic (PV) generation and increasing use of hybrid and low emission vehicles.

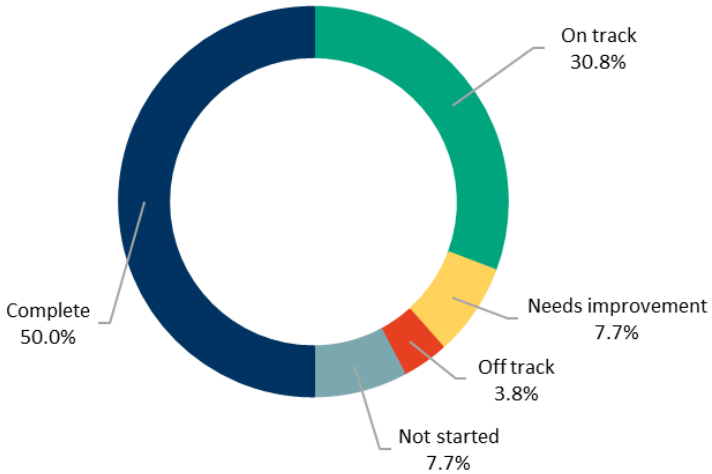
City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Hectares of protected natural habitat *Source: City of Greater Geelong*	1335.79 hectares (June 2022) 1,380.80 hectares (June 2021)	There was a decrease of 45 hectares of natural habitat managed by the City in 2021–22. Natural habitat on City land had grown to 1,434.01 hectares, however we handed over Breamlea Flora and Fauna Reserve (98.22 hectares) to Barwon Coast to manage in April 2022.
Number of trees planted *Source: City of Greater Geelong*	2,522 street and park trees 4,000 tubestock	In 2021–22 we planted a total of 2,522 trees (1,877 street and 645 park trees) and removed 2,209 resulting in a net gain of 313 trees. We also planted 4,000 tubestock along the Ted Wilson trail.
Community satisfaction with waste management *Source: Local Government Community Satisfaction Survey*	70 (2022) 69 (2021)	Our performance continued to be well regarded by our community with waste management among our highest rated services. Our result was comparable to both the statewide and Regional Centres averages (68 respectively).

Annual Action Plan 2021–22

We committed to 26 actions which demonstrate how we are addressing our four-year priorities under Sustainable Growth and Environment:

At the end of June 2022:

- 13 were ‘complete’
- eight were ‘on track’
- two were ‘needs improvement’
- one was ‘off track’
- two were ‘not started’.



On track Needs improvement Off track Off track COVID-19 NP Not proceeding ✓ Complete

Four-year priorities	2021–22 actions	Progress comment	Status
2.1 Meet the housing needs of our future community	*Prepare the Elcho Road East and Creamery Road Precinct Structure Plans.*	We presented a draft future urban structure for the *Creamery Road Precinct Structure Plan* to landowners. Agency and landowner consultation on the *Creamery Road Precinct Structure Plan* concluded on 10 June 2022. The *Elcho Road East Precinct Structure Plan* will progress in parallel with the strategic impact assessment for matters of national environmental significance.	
	Adopt an updated Heritage Strategy 2017–2021.	We plan to undertake an update of the *Heritage Strategy 2017–2021* in the second half of 2022.	Not started
	Deliver program of Structure Plans and Urban Design Frameworks to facilitate housing supply.	Council adopted the Gordon Avenue and Heritage Core Precincts in the *Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework* in December 2021. We will undertake further community consultation on the *Pakington Street North Precinct* in late 2022. In addition, we concluded consultation on the interim final *South Geelong Urban Design Framework*. Further work is being undertaken on heritage properties to inform the final framework. These projects will assist to facilitate a range of different housing types to meet community needs.	✓
	Finalise a long-term settlement boundary for urban Geelong.	We prepared a background report and discussion paper in relation to a long-term settlement boundary. Essential field work was delayed due to COVID-19 restrictions. We sought community feedback on the discussion paper which concluded in late May. Submissions will used to determine if further work is required on the long-term boundary.	
2.2 Meet existing and future transport needs	*Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan.* ***(Major budget initiative)***	Council approved the governance framework for the delivery of our *Shared Trails Masterplan* adopted in March 2020. The masterplan encourages recreational activity and connections between locations and townships, promoting active living. We delivered three major shared trail projects in East Geelong, Corio and Barwon Heads to improve connections and access for our community. We also completed feasibility studies for the four *Shared Trails Masterplan* priority connections: Ocean Grove to Point Lonsdale, Ocean Grove to Drysdale, Drysdale to Portarlington, and Lara to You Yangs. The results of the feasibility work and project updates were provided to Councillor Shared Trails Portfolio Committee in June 2022.	✓
	Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurn Ponds to Central Geelong.	We completed construction works for Stage 1 of the Southern Link from Malop Street to the Barwon River. In addition, Council approved the tender process for Stage 2 in March 2022 with detailed design continuing. Across April/May, we engaged with more than 260 people on the completed sections and Stage 2. Council will consider the Stage 2	

Four-year priorities	2021–22 actions	Progress comment	Status
		tender award later in 2022. The Building Better Bike Connections project provides routes that are designed to be used by cyclists of a wide range of ages and abilities to safely ride to destinations like shopping areas and key employment precincts	
	Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport.	We delayed the development of an Integrated Transport Plan pending project resources.	Not started
	Adopt the Central Geelong Parking Strategy.	We completed a draft *Central Geelong Parking Strategy,* reviewed by the Central Geelong Business Reference Group in April 2022, and by Councillors in May 2022. The draft strategy will be considered by Council in late 2022.	
	Implement the Armstrong Creek Land Acquisition Program. ***(Major budget initiative)***	We implemented the Armstrong Creek Land Acquisition Program for the current year. A total of 10 properties (or part thereof) were acquired with one acquisition still in progress. Planning for the next stage of required land acquisitions will be undertaken in 2022–23. The acquired land will create active open space, drainage, or road infrastructure.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
2.3 Create engaging places and spaces	*Commission new public art assets to develop the City's outdoor collection.*	We continued to commission new public art assets to develop the City's outdoor collection including: • Geelong Women's Street Art Project, a series of street murals by 19 female artists to celebrate International Women's Day 2022 and promote gender equity by encouraging female artists to contribute to our cultural life • relocatable public art to activate public spaces across the municipality. We launched 'I AM', a relocatable sculpture, providing an opportunity to raise awareness and celebrate members of the community who have a lived experience with disability • engaging three Wadawurrung artists in the design of artwork for our new civic building, Wurriki Nyal • completing restoration of the Belcher Drinking Fountain in April 2022 • seeking expressions of interest for commissions for the Drysdale Library, Chilwell Library and Labuan Square redevelopment • public art projections by artists living in Barwon, Marngoneet and Karreenga correctional facilities celebrating First Nation's Peoples culture and heritage during National Reconciliation Week 2022 • consulting with the Osborne Park Association on the redevelopment of fountain and memorials • reviewing options to acknowledge Gerry Smith, the first Mayor of the newly amalgamated City of Greater Geelong • developing interpretive options for the Bills Cement Horse Trough Lara.	✓
	Plant more trees through the Urban Forest Strategy and create opportunities for community planting.	We planted 2,248 street and park trees in areas with the highest need and low canopy cover. We collaborated with the Rotary Club, Ocean Grove to plant 100 trees to commemorate 100 years of Rotary. As these trees grow and mature over the next five to 15 years, they will provide canopy cover and shade. Tree planting is suspended during the warmer months and this time is used to water, mulch, and care for our young trees, as well as plan for our 2022 planting season. Providing water and arboriculture care to young trees in their first few years, particularly in hot months, helps them establish well and grow into healthy mature canopy trees. The trees will form the future of Geelong's Urban Forest, shading our streets and parks, cooling and beautifying our municipality and encouraging people to be more active.	■

Four-year priorities	2021–22 actions	Progress comment	Status
	Work with the Department of Environment, Land, Water and Planning to deliver the Central Geelong Framework Plan.	We provided evidence to a public hearing for the *Central Geelong Framework Plan* in September 2021. The Central Geelong Framework Plan Advisory Committee submitted its report to the Minister for Planning in December 2021. A decision on this matter is expected by the end of 2022.	✓
	Continue construction of the Green Spine project between Gheringhap and Moorabool Streets, on the north side.	We partnered with the state government to progress construction of Geelong's Green Spine, aimed at supporting Central Geelong to be a liveable, walkable, and bicycle-friendly city. As the site is recognised as being significant to the Traditional Owners of Geelong, a key outcome was for enhanced cultural respect and recognition of the continuing culture of the Wadawurrung. Work on the north side of Malop Street between Gheringhap Street and Moorabool Street is completed.	✓
2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods	*Develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas.*	We commissioned Deakin University to develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas. We completed consultation on the sustainable development initiatives with landowners and government agencies in June 2022.	■
	Review the City's Sustainable Building Policy to ensure best practice standards for new buildings, renovations and retrofitting, and maintenance and minor works.	We reviewed our *Sustainable Building Policy* which guides organisational practices to manage the social, environmental, and financial aspects of our buildings. The final draft will be considered by the Policy Review Committee in July/August 2022 and will subsequently be considered by Council.	■
	Review the Environmentally Sustainable Design Local Planning Policy for new developments for opportunities to strengthen the breadth of the application of the policy.	We joined the Council Alliance for Sustainable Built Environment (CASBE) and other Victorian Councils on a joint research project, Elevating ESD Targets, which aims to elevate Environmentally Sustainable Development (ESD) targets for new development. At its meeting in June, Council authorised the City to enter into Stage 2 of the project which involves the planning scheme amendment process to implement the findings and recommendations from Stage one.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks	*Identify actions to achieve the City's emissions reduction targets and manage climate-related risks through development of the Climate Change Response Plan.*	Council adopted the *Climate Change Response Plan 2021–30* in November 2021. This plan provides a roadmap for the City to support the region to reduce emissions, minimise climate change impacts and facilitate new opportunities and partnerships with community in relation to the global climate emergency. A key feature of this plan is the new community target of zero net emissions by 2035.	✓
2.6 Support our community and region to reduce emissions and build resilience to climate change	*Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan.*	Our *Climate Change Response Plan 2021–30* recognises the importance of equity, access and inclusion as key priority areas contributing to the long-term sustainability of our community. The actions contained within this plan aim to improve social equity, including reducing climate change impacts, and increasing access to affordable clean/low emission sourced energy.	✓
	Design a framework for the community climate action strategic partnerships funding.	As part of the development of the Climate Change Response Plan 2021–30, we committed to an innovative new funding model to support climate action delivered by community volunteers and not-for-profit groups. Council endorsed the guidelines for the 2022–23 Climate Action Partnership Grants in May 2022. The inaugural round of grants opened June 2022. We expect funding decisions will be presented to Council for endorsement December 2022.	✓
	Upgrade to LED street lighting with smart control technology. ***(Major budget initiative)***	We completed Stage 1 of the upgrade to LED street lighting with the changeover of approximately 13,000 residential streetlights and installation of 130 new lights. Stage 2 of the street light changeover on roads with higher traffic volumes (main roads) commenced in June 2022, with completion expected by February 2023. Stage 3 which involves the remaining decorative lighting will be completed in 2023. The changeover will reduce energy consumption and save more than 8,000 tonnes of carbon emissions each year as well as making our streets and public spaces safer through higher quality and better directed lighting.	■
	Deliver a regional Integrated Water Management Strategy with key stakeholders including Barwon Water and Corangamite Catchment Management Authority.	The Department of Environment, Land, Water and Planning funded a joint City and Barwon Water resource. The resource will support the development of an inter-agency storm water harvesting protocol, a storm water quality treatment offsets scheme and an Integrated Water Management Plan for the City. Work is ongoing in alignment with the Integrated Water Management Policy, expected to be completed October 2022.	■

Four-year priorities	2021–22 actions	Progress comment	Status
		A consultant has been onboarded and is currently developing an Offset Scheme Framework with an estimated completion of Q1 2023. Work related to the Collaboration Framework is underway with current state roles and responsibilities being tracked and documented with the future state work gaining momentum next quarter. To align with the more clear project requirements based on a now completed consultant tender, the Project Manager has been extended an additional 3 months till January to oversee the completion of all deliverables. Integrated water management reduces use of potable water, improves water quality in our creeks and ocean and creates greener open spaces for fauna, flora, and passive recreation.	
2.7 Reduce the impact of waste	*Implement a pilot food waste collection service for residents.*	We commenced a trial household food organics collection on 5 November 2021, with an aim to reduce the amount of food waste going to landfill and helping to reduce greenhouse gas emissions, odour, and leachate production. The trial is a key action from our *Climate Change Response Plan 2021–30 and Waste and Resource Recovery Strategy 2020–2030* and will run for 12 months. After evaluating the trial, we aim to roll out the service municipal-wide in 2024. The initial trial was successful, with high bin presentation rates, low contamination and 25 tonnes of material diverted from landfill.	✓
	Collaborate with Barwon Water, G21 councils and Wyndham City Council to develop an organic waste processing facility to support the circular economy.	We are partnering with Barwon Water, G21 Councils and Wyndham City Council to explore opportunities for a regional organics processing facility. Council signed a Waste Supply Agreement with Barwon Water to supply the regional organics facility with organic waste from the City's kerbside collection. It is anticipated that the Regional Renewable Organics Network will convert 40,000 tonnes of organic waste each year into 8,000 tonnes of high-value, nutrient-rich soil enhancers to support local agriculture. It will also convert gas produced by the organic matter into renewable electricity.	✓
2.8 Support greater indigenous biodiversity	*Adopt a Biodiversity Strategy to protect and restore the natural environment.*	We appointed a consultant to assist in the development of a *Biodiversity Strategy* and conduct consultation with key stakeholders. We are continuing to work on the State of Nature report, the background document for the *Biodiversity Strategy*, due for completion later 2022. Spending time in nature and open space has strong links to improved health and wellbeing. The strategy will include actions to improve access to nature.	◆
	Adopt and commence implementation of a masterplan to protect and restore the Sparrovale Wetlands Reserve.	Council adopted the *Sparrovale Ngubitj yoorree Wetlands Master Plan* in July 2021. The plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years. As part of this plan there are access walking trails to allow engagement with nature for improved mental and physical health.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
		We commenced implementation of master plan actions including: • small scale revegetation • shed asbestos check and structural assessment • completion of levee condition assessment and maintenance manual • drafted a Fire Preparedness Plan • weed management • rubbish removal • community guided tours • monitoring and surveys of birds, native vegetation offset sites, automated water levels and salinity.	
	Work with the Federal and State Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.	We worked with the state and federal governments on an overarching *Biodiversity Conservation Strategy* for the Northern and Western Geelong Growth Areas which will protect or offset areas of biodiversity significance. Actions completed to date include: • project scoping • initial community and government stakeholder engagement • state and federal government planning approval agreements developed • funding secured. We are also developing a structured decision-making process to help determine the functional layout of the growth area. Local biodiversity assets are critical to our health, wellbeing, and prosperity, providing clean air and water, productive soils, natural pest control, pollution and flood mitigation and carbon sequestration.	

Other achievements

- Our two world first, 100-year maintenance free bridges in Seagull Paddock, North Geelong, were recognised with three awards and a commendation at the Institute of Public Works Engineers Australasia Victorian Division awards
- We installed electric vehicle charging stations at our Corio, Belmont and Drysdale Depots to support our transition to a zero-emission light vehicle fleet
- We trialled the use of recycled building materials, tyres and plastics in road construction projects including at Maple Place, Waurn Ponds where 366 tonnes of fine crushed rock was reused and 150,000 plastic bags were diverted from landfill
- We won the ‘Sustainable City of the Year’, ‘Energy Award’ (for Zero Carbon Buildings Program), ‘Environment Award’ (for the Ramblers Reef Foreshore Project) and ‘Waste Award’ (for the recycled roads project) as part of the 2021 Keep Victoria Beautiful Awards. Our Bella Wiyn Birralee Family Centre was highly commended by the judges for its Sustainability Champions of Tomorrow program
- We provided $149,092 in funding to support 24 community environmental sustainability projects

- We established the Community Green Achiever Awards to recognise and celebrate community-led actions that promote sustainability, support biodiversity and protect our environment
- We partnered with Outdoors Victoria to present the third annual Nature Stewards program which allows people to discover more about their local native plants and animals and learn ways to care for the natural places where wildlife lives
- We launched a home composting program, providing subsidised compost bins and worm farms through our project partner, Wormlovers, as well as a free online home composting workshop
- We secured $120,000 funding from the Australian Renewable Energy Agency to install electric vehicle charging stations at Barwon Valley Activity Centre and Leisurelink Aquatic and Recreation Centre
- We developed a new Urban Forest dashboard to improve data-driven decision-making and increase our ability to plan, monitor, predict and manage the local environment
- We worked with the Department of Environment, Land, Water and Planning to prepare and release the draft Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan for community feedback
- We adopted the *Portarlington Recreation Reserve Master Plan*, that outlines the refurbishment of the existing main football and cricket pavilion, the extension of the tennis and netball pavilions and improved passive recreation spaces
- We partnered with the Australian Government and Barwon Water to deliver a new pedestrian and cycling path on Scenic Road in Highton.

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

	RESULTS				
SERVICE/INDICATOR/MEASURE	**2019**	**2020**	**2021**	**2022**	**COMMENTS**
Roads					
Satisfaction of use *R1 Sealed local road requests* [Number of sealed local road requests / Kilometres of sealed local roads] x100	45.70	85.86	79.21	106.53	After two years of limited use, the request for repairs to sealed roads increased.
Condition *R2 Sealed local roads maintained to condition standards* [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	95.30%	91.86%	95.26%	94.76%	The decrease in condition rating is the result of changes to new road rating condition reporting.
Service cost *R3 Cost of sealed local road reconstruction* [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	$177.83	$201.39	$124.09	$186.13	In 2021–22, our road reconstruction program consisted of mainly larger scale projects, with few smaller scale projects, enabling us to keep costs relatively low.

SERVICE/INDICATOR/MEASURE	RESULTS 2019	2020	2021	2022	COMMENTS
Service cost *R4 Cost of sealed local road resealing* [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$16.45	$18.23	$18.94	$23.11	The increased service cost reflects the change in reporting procedures, using actual figures from our assets database.
Satisfaction *R5 Satisfaction with sealed local roads* [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	54	60	62	57	Community satisfaction with sealed roads has decreased in line with the significant increase in the number of requests received. Inclement weather and the impact of the pandemic and flu season has resulted in a shortage of available resources, significantly reducing the City's ability to respond to maintenance issues. Response times to maintenance issues are still aligned to the Road Management Plan. Whilst lower than the last two years, results are above the statewide and Regional Centres average.
Waste Collection					
Satisfaction *WC1 Kerbside bin collection requests* [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	256.80	256.85	276.30	280.64	The installation of our new customer service portal, designed to provide an improved customer experience, has resulted in an increase of service requests.
Service standard *WC2 Kerbside collection bins missed* [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.71	12.14	12.28	10.89	We continue to work with our contractor to reduce the number of missed bin collections.
Service cost *WC3 Cost of kerbside garbage bin collection service* [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	$104.98	$115.38	$108.89	$133.19	In 2021–22, the increased cost of service was largely driven by an increase in state government landfill levy charges.

	RESULTS				
SERVICE/INDICATOR/MEASURE	2019	2020	2021	2022	COMMENTS
Service cost *WC4 Cost of kerbside recyclables collection service* [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$37.58	$57.40	$60.85	$59.32	The reduction in value of sorted materials on the world market increased the cost of recycling sorting. A waste levy increase was added on the contaminated components of recycled materials.
Waste diversion *WC5 Kerbside collection waste diverted from landfill* *[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100*	54.00%	55.73%	53.87%	52.96%	Since 2018, green waste and recycling as a ratio has been consistent. Green waste tonnages, affected by rainfall patterns and smaller subdivisions producing less green waste, have decreased. The thinner profile of glass, PET plastics and aluminium containers contributed to the reduction in recyling tonnage. Waste tonnage continues to increase due to population growth in new subdivisions.

STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY

LINKS TO THE CLEVER CREATIVE VISION



DESIRED OUTCOMES

- We have a global, national and local reputation as a place to do business – especially in our key sectors
- We have a diversified, future-focused and sustainable economy to drive employment and support growth
- We are an influential Council that builds effective private and public partnerships, taking the lead role in advocating for future investment

FOUR-YEAR PRIORITIES

3.1 Attract and facilitate public and private investment

3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally

3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity

3.4 Attract businesses with a carbon neutral and circular economy focus

3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic

3.6 Attract, retain and enable participation in the workforce to meet industry needs

3.7 Address high levels of unemployment in targeted areas of our region

3.8 Promote our region as a trial location for innovation and new technologies

PROGRESS REPORT

Indicators

Municipal Indicators	Result at 30 June 2022	Progress comments
Number of jobs located in the City of Greater Geelong *Source: .id and National Institute of Economic and Industry Research (NIEIR)*	120,031 (2020–21) 118,765 (2019–20)	In 2020–21 there were an estimated 1,266 jobs created in Greater Geelong. 2021–22 update expected early 2023.
Small area* unemployment rates across Greater Geelong *Belmont, Corio-Norlane, Geelong, Geelong West-Hamlyn Heights, Grovedale, Highton, Lara, Leopold, Newcomb-Moolap, Newtown, North Geelong-Bell Park, Clifton Springs, Ocean Grove-Barwon Heads, Portarlington and Point Lonsdale-Queenscliff *Source: National Skills Commission*	3.0% (March quarter 2022) 4.6% (March quarter 2021)	The unemployment rate is at historic lows in 2022. June quarter 2022 data will be available in September 2022.

Municipal Indicators	Result at 30 June 2022	Progress comments
Gross Regional Product (GRP) *Source: National Institute of Economic and Industry Research (NIEIR) 2021. Compiled and presented in economy.id by .id (informed decisions)*	$15.4 billion (2020–21) $15 billion (2019–20)	GRP increased by $400 million in 2020–21.
Value of non–residential building approvals in City of Greater Geelong *Source: City of Greater Geelong Building Services*	$1.2 billion (2021–22) $603.2 million (2020–21)	2021–22 commercial building approvals doubled with major construction activity underway on the Spirit of Tasmania development, Geelong Arts Centre expansion, Geelong Quarter, Quest Geelong Central, The McKellar Centre, GMHBA expansion, civic precinct and prison precinct.
Number of businesses *Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2021*	19,604 (2020–21) 18,532 (2019–20)	In 2020–21 there were an additional 1,072 businesses.
Tourism Sentiment Index (TSI) *Source: Destination Think*	24 (June 2022) 22 (June 2021)	Geelong and the Bellarine is ranked 93 on the global scale. With a Sentiment Score of 24, our region outperformed all three benchmarks at the global, national and state levels. Our top three most-loved assets are festivals/events/concerts, beaches and dining. The global ranking score is a brand new metric for the TSI program which only started in the 2021–22 financial year.
Investment in Geelong *Source: Cordell by CoreLogic*	137 projects valued at $13.9 billion (June 2022) 139 projects valued at $11.5 billion (June 2021)	The value of major investment projects increased by $2.4 billion in the year to June 2022.
Visitor expenditure *Source: Tourism Research Australia's National Visitor Survey*	$876 million (June 2022) $637 million (June 2021)	For the first time in two years, our region has experienced positive growth across all visitation metrics with visitation up 13 per cent, nights up 18 per cent and spend up 51 per cent.

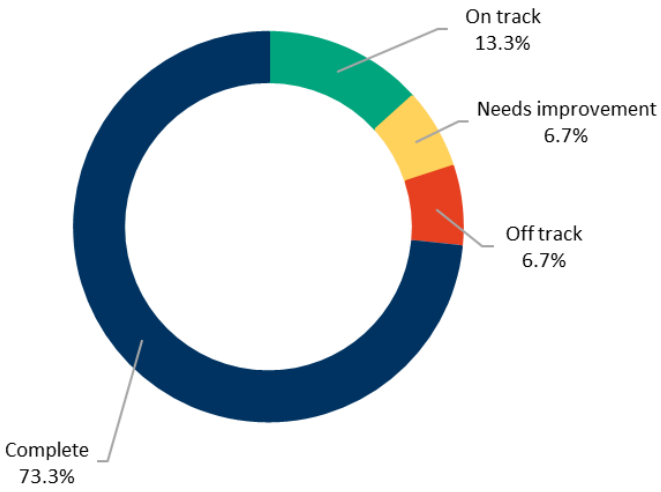
City of Greater Geelong Indicators	Result at 30 June 2022	Progress comments
Community satisfaction with business and community development *Source: Local Government Community Satisfaction Survey*	59 (2022) 64 (2021)	While satisfaction decreased in 2022, performance was comparable to both statewide and Regional Centre averages (58 respectively).
Return on investment of Geelong major events *Source: Geelong Major Events Committee Annual Report*	24:1 (2021–22) 28:1 (2020–21)	The 13 major events supported via Geelong Major Events stimulated economic activity estimated at $24.8 million.

Annual Action Plan 2021–22

We committed to 15 actions which demonstrate how we are addressing our four-year priorities under Strong Local Economy.

At the end of June 2022:

- eleven were 'complete'
- two were 'on track'
- one was 'needs improvement'
- one was 'off track'.



On track | Needs improvement | Off track | Off track COVID-19 | NP Not proceeding | ✓ Complete

Four-year priorities	2021–22 actions	Progress comment	Status
3.1 Attract and facilitate public and private investment	*Develop and implement an advocacy plan for major infrastructure investment with our stakeholders.*	Council developed its priority project document identifying key advocacy projects needed to drive our region's recovery from COVID-19, protect our highly valued liveability, and deliver essential transport, community, tourist and cultural infrastructure. We are updating the document to highlight our advocacy work in the lead up to the state election. This is expected to be completed by the end of July 2022.	✓
	Ensure there is diversity of employment land to meet forecast growth and attract investment.	We are working with Wyndham City Council, our community, and the state government to set the future direction for land use and development between Lara and Werribee with the development of the *Avalon Corridor Strategy*. The strategy seeks to maintain a 'green break' between Greater Geelong (Lara) and metropolitan Melbourne (Werribee) to protect significant cultural, landscape and biodiversity values and safeguard important infrastructure and assets. It also establishes a high-level framework plan to guide land use decision-making in the Avalon Corridor. The Victorian Planning Authority are progressing with the Avalon Employment Precinct.	

Four-year priorities	2021–22 actions	Progress comment	Status
3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally	*Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region.*	We confirmed the project scope, background paper, economic profile, appointed a consultant and completed the first round of consultations. A discussion paper is being finalised capturing the feedback from this process. The 10-year Economic Development Plan identifies our priorities to support and grow the economy to ensure economic prosperity. It focusses on jobs, education, business capacity, industry growth, liveability and sustainability to support the health and wellbeing of our community.	◆
	Lead Geelong's UNESCO City of Design Designation and implement actions that support our commitment to the UNESCO's Creative Cities Network.	We continue to promote and deliver projects in support of the UNESCO City of Design designation including: • attending the virtual UNESCO Annual General Meeting in July 2021 • hosting the three-day online 2021 UNESCO Cities of Design Subnetwork Meeting in October 2021 • delivering the City of Design guiding principles with extensive input from key stakeholders • assessing applications to the City of Design Network and making recommendations to UNESCO • submitting our first four-year monitoring report to UNESCO, Geelong: Australia's *Creative City of Design Our Monitoring Report 2017–2021* • coordinating over 70 events as part of Geelong Design Week 2022 • launching our Geelong City of Design Guiding Principles • leading the Victorian Creative Cities Network and securing funding through the Creative State 2025 strategy coordinating the CODE Souvenir initiative that promotes local designers and artists.	✓
	Implement the Geelong Major Events Strategy to ensure Geelong is positively recognised globally for hosting accessible and inclusive major events of an international standard.	Council noted the *Geelong Major Events (GME) Annual Report 2020–21* in August 2021. We resumed major events in 2022, following two years of cancellations and postponements due to the COVID-19 pandemic. Thirteen GME supported major events were staged between 1 July 2021 and 30 June 2022 including: the Archie 100 @ Geelong Gallery, Festival of Sails and the Geelong Revival Motoring Festival.	✓
	Adopt and commence implementation of the Arts and Cultural Strategy to support our creative industries.	Council adopted the *Arts and Cultural Strategy 2021–2031* and endorsed the *Arts and Cultural Strategy Overview 2021–2025* in October 2021. The strategy aims to support a more sustainable and thriving region through investing in arts and culture, supporting creative communities, and helping the creative industries to recover from the impacts of COVID-19.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
		We have begun to implement the strategy by: • launching Surround Sounds Geelong and the Bellarine Music Festival March 2022. The Festival attracted audiences of 14, 251, featured 840 artists across 35 venues • supporting professional development workshops for artists, delivered by by Jump Leads / Arts Action • partnering with Indirect Object and our northern community to open the North Geelong Community Lantern Trail across Norlane, Rosewall and Cloverdale Community Centres • supporting the VACANTCity project led by Deakin University with artist lab workshops at Creative Geelong • hosting major exhibitions and public programs at the National Wool Museum including 'Geelong Nature Forum', 'Necessity', 'Alphabet Bird Project' and 'Wadawurrung Dja: Awakening Country' • expanding the content of the National Quilt Register and Geelong Heritage Collections • completing the Naval and Maritime Collection audit and adding it to the digital database • supporting the Open Studios program held during Geelong Design Week 2022 • supporting the Sweethearts Foundation Sweetfest Festival, May 2022, Lt Malop Precinct • Expanding the new outdoor space, planning for a community garden and addressing access issues at the Potato Shed • supporting the Journey on Wadawurrung Country installation at the Potato Shed • reviewing and aligning the Arts & Culture Community Grants Program with the priorities and objectives of the *Arts and Cultural Strategy 2021–2031.*	
	Adopt a tourism destination masterplan focused on a ten-year planning horizon to update the Tourism Development Plan in partnership with the Tourism industry (Tourism Greater Geelong and the Bellarine).	In March 2022, Tourism Greater Geelong & the Bellarine (TGGB) secured funding from the Victorian Government to develop a 10-year destination masterplan. With commencement of the masterplan development subject to state government funding, engagement with local regional business networks and our community is now complete, with the final masterplan due 30 November 2022.	

Four-year priorities	2021–22 actions	Progress comment	Status
	Provide publicly accessible external urban space around the site of the proposed Geelong Convention and Exhibition Centre which is safe, attractive and designed considering the needs of people of all ages, abilities and backgrounds. ***(Major budget initiative)***	In March 2022, TGGB gave an industry briefing to the Victorian Government outlining planning for, and design of, the Geelong Convention and Exhibtion Centre. Early exploratory work includes geotechnical investigations to prepare the site for construction and work on streetscape masterplan encompassing Gherhinghap Street. We worked with Development Victoria to develop design principles for EOI and Request for Proposal documents.	■
	Partner with the Vision Partners to develop and implement a place brand for the region.	We partnered with the Vison Partner Group to develop, test, and endorse place branding for our region. The new place brand, 'Greater Geelong, Greater Australian Stories' was launched on 2 June. A six-month strategic marketing campaign is now underway.	✓
3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity	*Implement the Smart Cities Framework to support the City's objectives in business support innovation, research and digital connectivity and consideration of community connectivity, particularly in the northern suburbs.*	Our Smarter Suburbs project will deliver an enhanced Broadband trial and expansion of the free public Wi-Fi to improve digital connectivity in our northern suburbs. This was delayed in part due to COVID-19 disruptions to the building and construction industry and is on track to be completed in 2022. We entered into a contract with not-for-profit organisation, AARNet, to install and utilise a high-speed optical fibre network to provide community facilities and public spaces with access to ultra-high-speed internet. All Stage 1 Northern suburbs Smart Nodes were installed with Wi-Fi expected to be activated by late July 2022. The project supports better community health outcomes by helping to lessen the digital divide and associated social and economic disadvantages.	✓
3.4 Attract businesses with a carbon neutral and circular economy focus	*Develop and implement business programs to support the circular economy in partnership with state government.*	We supported circular economy initiatives through Cleantech Innovations Geelong (a partnership program of the City, the Geelong Manufacturing Council, and the state government), including: • provision of a grant to Regional Innovation for a Circular Economy (RICE) which allowed RICE to subsidise local businesses to participate in a Circular Economy Business Growth Program, delivered by Runway • provision of eight Geelong start-ups with access to a mentoring program • research into a self-funding model and establishing Geelong as a Cleantech Centre of Excellence • developing an e-learning training course, so practitioners in other organisations can learn how to apply the Procurement for Innovation method • a second Procurement for Innovation project for the design and construction of surface level road infrastructure products that adhere to circular economy principles.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic	*Deliver support programs to our business community to assist recovery and adapt to the effects of the COVID-19 pandemic.*	We supported our business community through several initiatives including: • promoting the professional advice vouchers for small businesses • providing access to the Geelong Business Support COVID-19 website • visiting more than 1,600 small businesses to support them with COVID-19 compliance requirements including more than 90 food registration refunds • providing a dedicated Business Concierge service as a single point of contact for businesses • delivering the Geelong Small Business Festival in August 2021 with over 700 participants at 42 events and planning for the 2022 event • conducting 170 business support surveys across industries hardest hit by COVID-19, including hospitality, retail, and health and beauty • delivering the first Business Victoria training workshop for 2022.	✓
	Implement second hour free parking in 2P parking zones in central Geelong. ***(Major budget initiative)***	We implemented a second hour of free parking in 2P parking zones in Central Geelong in July 2021 with parking meters reprogrammed to support the changes, a media campaign and street decals updated.	✓
3.7 Address high levels of unemployment in targeted areas of our region	*Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas.*	The Regional Industry Sector Employment (RISE) program aims to increase access and reduce barriers to employment opportunities, with some graduates achieving full-time work and apprenticeships in construction, and some participants pursuing other employment options or educational pathways. Since the program inception in 2018, 175 participants commenced the program and 136 participants graduated from the program. Of those who completed the program 65 have entered apprenticeships, 22 have commenced other jobs and 17 have returned to further education. The majority of participants (57 per cent) came from targeted postcodes while 37 per cent are from diverse backgrounds.	✓
3.8 Promote our region as a trial location for innovation and new technologies	*Develop a structured program and process to enable innovative ideas and solutions, for Council consideration and action.*	We developed a Smart City Innovation Blueprint in addition to the Smart City Strategic Framework, adopted in March 2021. The blueprint aims to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making. The implementation plan continues to be rolled out, and the supporting draft Innovation Blueprint remains a focus.	✓

Other achievements

- Geelong was announced as one of four regional hubs hosting 2026 Commonwealth Games events, alongside Bendigo, Ballarat and Gippsland
- The Bellarine and Geelong took out the 25th and 69th places respectively in *Leading Places: The 100 Most Loved Destinations Around the World for 2021*, released by the Tourism Sentiment Index
- We distributed $399,726 as part of the COVID-19 Arts, Culture and Heritage Recovery Grants to support local arts, cultural and heritage practicitioners and businesses adversely impacted by COVID-19
- We celebrated local design and creativity during Geelong Design Week 2022 which attracted over 6,000 participants
- We installed 19 Smart Nodes including three Tower Nodes as part of Smarter Suburbs Program
- We secured 54 business events delivering over $3.5 million in economic benefit to the region
- We held the Geelong Small Business Festival, providing low-cost and free events designed to connect, inspire, grow and support our local business community
- We entered into a Memorandum of Understanding with Changwon City South Korea, with a focus on trade, education and cultural exchange
- We presented the Tastes of Central Geelong festival, showcasing Central Geelong cafes, bars and restaurants through dining events, guided food tours, masterclasses and demonstrations
- Council endorsed a business case to investigate the delivery of a Regional Livestock and Rural Information Exchange Hub and Truck Wash in Greater Geelong.

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION

DESIRED OUTCOMES

- Our services are accessible and meet the diverse needs of our community
- We are acknowledged and recognised as a leading council and organisation
- We have a healthy, safe, inclusive and diverse culture
- We are a financially sustainable and resilient organisation

FOUR-YEAR PRIORITIES

4.1 Enable a customer-focused approach that delivers efficient and responsive service

4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf

4.3 Deliver on our community's most important needs for infrastructure and services

4.4 Continue to strengthen our workplace culture

4.5 Create a more efficient and effective organisation

4.6 Ensure that our employees are safe at work

4.7 Focus on financial sustainability

PROGRESS REPORT

Indicators

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Customer complaints resolution completed within 30 days *Source: City of Greater Geelong*	85% (April–June 2022)	This result is for resolution of phone and online complaints captured through our corporate system (Pathway) and does not include complaints captured via other processes.
Community satisfaction with customer service *Source: Local Government Community Satisfaction Survey*	72 (2022) 77 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community with customer service among our highest rated services. Geelong's performance was also higher than the statewide average (68).
Community satisfaction with informing the community *Source: Local Government Community Satisfaction Survey*	58 (2022) 60 (2021)	Our result was comparable with both statewide and Regional Centres averages (59 and 58 respectively).
Community satisfaction with consultation and engagement *Source: Local Government Community Satisfaction Survey*	54 (2022) 57 (2021)	Satisfaction decreased from 2021, the rating consistent with historical results. Our result was comparable with both statewide and Regional Centres averages (54 respectively).

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Community satisfaction with overall council direction *Source: Local Government Community Satisfaction Survey*	52 (2022) 56 (2021)	Satisfaction decreased in 2022. Despite this, performance was comparable to the statewide and Regional Centres averages (50 and 52 respectively).
Community satisfaction with overall performance *Source: Local Government Community Satisfaction Survey*	63 (2022) 63 (2021)	Our result was significantly higher than both statewide and Regional Centres averages (59 respectively).
Community satisfaction with advocacy on behalf of the community *Source: Local Government Community Satisfaction Survey*	55 (2022) 57 (2021)	Our result was comparable with both statewide and Regional Centres averages (53 and 55 respectively).
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) *Source: City of Greater Geelong*	26.5 LTIFR (June 2022) 21.4 LTIFR (June 2021) 34.9 TRIFR (June 2022) 24.9 TRIFR (June 2021)	The June 2022 results are up significantly from June 2021 with the LTIFR up 23.7 per cent (up 5.1) and the TRIFR up 42 per cent (up 10.3). During 2021–22, body stressing accounted for 56 per cent of Total Recordable Injuries followed by falls accounting for 9 per cent.
Gender breakdown of City employees *Source: City of Greater Geelong*	64.32% – female (June 2022) 64.12% – female (June 2021) 35.64% – male (June 2022) 35.85% – male (June 2021) 0.04% – self-described gender (June 2022) 0.04% – self-described gender (June 2021)	Gender breakdown of City employees remains consistent from 2021. In addition to the result, we have 50.9 per cent female and 49.1 per cent male in leadership roles.
Number of Aboriginal and Torres Strait Islander people employed at the City *Source: City of Greater Geelong*	19 (June 2022) 14 (June 2021)	We appointed an Aboriginal Employment and Engagement Officer and have a commitment to increasing Aboriginal and Torres Strait Islander people employed at the City.
Employee satisfaction and engagement *Source: City of Greater Geelong Better Together Survey*	Satisfaction – 59% (2022) Satisfaction – 63% (2020) Engagement – 53% (2022) Engagement – 52% (2020)	From 2022, the employee opinion survey will report on employee satisfaction using a new 'Sustainable Engagement' score which has proven linkages to key performance outcomes. The City achieved a score of 76% for Sustainable Engagement in June 2022.
Recurrent surplus / deficit *Source: City of Greater Geelong*	$10.63 million (2021–22)	We achieved a recurrent surplus of $10.63 million against a budget deficit of $8.065 million. The favourable result is largely due an increase in federal and state government grants, reduced salary and depreciation costs and one-off prior year adjustments.

City of Greater Geelong Indicators	Data at 30 June 2022	Progress comments
Funds from sale of assets *Source: City of Greater Geelong*	$12.8 million (2021–22)	Asset sales were below the target of $35.4 million as key asset sales were deferred to the 2022–23 financial year.
Cost recovery of services and revenue growth from new sources (fees and charges) *Source: City of Greater Geelong*	$9.4 million (2021–22)	An increase in the 'rates and charges' revenue stream was caused by an approximate 4,300 increase in rateable properties, as well as supplementary valuations.
Efficiency target *Source: City of Greater Geelong*	$2.965 million (2021–22)	Efficiency targets set in the budget have been achieved.
Asset renewal gap and upgrade ratio *Source: City of Greater Geelong*	68.9% (2021–22) 51.9% (2020–21)	The value of expenditure on asset renewal, compared to depreciation, increased in 2021–22 as a result of continual investment in asset renewal.

Annual Action Plan 2021–22

We committed to 16 actions which demonstrate how we are addressing our four-year priorities under High-Performing Council and Organisation.

At the end of June 2022:

- ten were 'complete'
- four were 'on track'
- two were 'off track'.



On track | Needs improvement | Off track | Off track COVID-19 | NP Not proceeding | ✓ Complete

Four-year priorities	2021–22 actions	Progress comment	Status
4.1 Enable a customer-focused approach that delivers efficient and responsive service	*Implement the City's Customer Experience Strategy.*	Our *Customer Experience Strategy* has activities underway that include: • establishment of customer first vision • adoption by the Executive Leadership Team of the Customer Access Plan • improvements in service redesign • development of a corporate Complaints Policy	

81

Four-year priorities	2021–22 actions	Progress comment	Status
		• implementation of Phases 1 and 2 of our Customer Relationship Management system and commencement of Phase 3 • establishment of a corporate customer reporting and measurement framework • reviewing the City's website to make information and services more convenient and efficient for those who prefer to self-service • preparing for the service experience at Wurriki Nyal • quarterly voice of the customer surveys to measure customer satisfaction levels • commencing work on a streamlined customer service model to provide an improved customer experience, high quality outcomes and allowing customers to engage with the City via their preferred contact method.	
	Implement the City's Digital Modernisation Project to improve our digital capability. ***(Major budget initiative)***	We progressed the review and refresh of our IT business systems, to modernise and streamline our processes by introducing updated tools and technology. We completed Phase 1 and 2 and commenced Phase 3 of the Customer Relationship Management project to improve how we deliver services by boosting accessibility and connectivity to our customers and the wider community via our online platforms. The first phase of our improvements to the finance systems is nearing completion, with further testing and refinements underway. Phase 2 is on hold as we work through the complexities of the project. Human Capital Management is due to occur in the second half of 2022. These improvements to our digital capability will improve how we deliver services, and accessibility and connectivity to our customers and the wider community.	
4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	*Implement the City's Community Engagement Policy with a focus on hard to reach communities.*	We made improvements to the accessibility of our Have Your Say community engagement page on our website including: • adding translate and page reader options • ensuring pages are easy to understand and use plain English • the sharing of individual pages to networks, including via social media We also: • developed a series of Have Your Say postcards in eight languages • supported safe and accessible community engagement during COVID-19 restrictions, including providing greater online engagement options and the use of QR codes to promote engagements and reach more targeted and impacted community members	✓

Four-year priorities	2021–22 actions	Progress comment	Status
		• implemented initiatives to better utilise the City's Advisory Committees, some of whom represent the interests of historically harder to reach communities and can provide expertise to help council make its decisions • released the Community Engagement Impact Report 2022 detailing highlights and key statistics. Being heard and engaged in decision-making empowers members of our community to contribute to the future direction of the places where they live, play and work.	
	Continue to embed Youth Council and the Councillor Connect Mentoring Program as an opportunity for the voice of Geelong's youth to be considered in decision-making of the Council.	We facilitated programs including the Youth Council, Councillor Connect Mentoring Program and Youth on Board, aimed at connecting young people to local decision-making. These programs create processes, skills, confidence, and opportunities for all young people to influence local decision-making across Council. Our Youth Council 2022, comprising 12 young people aged 12–17 years from across the municipality, commenced in February 2022. The Youth Council attended YMCA Advocacy Training in March 2022 and Victorian LGA training in April 2022. Youth on Board have six young people who have completed relevant training, four organisations committed to the program, two matches completed and young people participating on Boards of Management, connecting young people to local decision-making.	✓
4.3 Deliver on our community's most important needs for infrastructure and services	*Advocate on behalf of the community to secure funding and policy change to deliver on key / priority infrastructure and services.*	We are undertaking a first revision of Council's Priority Projects document. The document is an important part of our advocacy plan to secure funding for key projects needed to drive our region's recovery from COVID-19 and deliver essential infrastructure. We advocated for these projects as part of the federal election campaign and are now moving our focus to the state election at the end of 2022.	✓
	Divest surplus assets to invest in the development and renewal of community infrastructure.	We sold our industrial land within the Geelong Ring Road Employment Precinct (GREP) with the exception of one site on which a redevelopment project has commenced. Other properties considered for sale will be subject to community engagement in accordance with the *Local Government Act 2020* and addressed within the 2022–23 budget process. The sale of surplus assets will assist in providing additional budget capacity to support funding availability to renew community infrastructure. Community infrastructure makes a key contribution to liveability and facilitating social connections that are important for better health and wellbeing outcomes.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
	Review the City's services to ensure they meet existing and emerging community needs in line with our organisational strategy.	We are developing a service review approach framework and roadmap, for reviewing and evaluating the performance, cost and value of our services. This allows us to assess and benchmark that our services are being delivered efficiently and delivering optimal value to our community. Part of this review aims to ensure we make organisation-wide decisions on our role in delivering different services and that we identify optimal timings for maintenance, renewals and upgrades throughout a service's lifecycle. Some of our services have material impact on the health and wellbeing of our community members, and therefore will be reviewed accordingly so that we continue to provide these critical services to our community.	
4.4 Continue to strengthen our workplace culture	*Implement the Diversity and Inclusion Roadmap with the City's social equity principles embedded.*	We completed the following actions as part of the *Diversity and Inclusion Roadmap* implementation: • launched the new Unconscious Bias e-learning training • conducted a new Gender Audit • implemented new Gender Impact Assessments • developed the *Gender Equality Action Plan 2022–25* • embedded social equity principles as part of the new Inclusion and Diversity roadmap.	✓
	Transform our workplace culture through delivery of our Working Better Together program.	We launched a range of initiatives to support the delivery of our *Working Better Together program* including: • Leadership Capability Framework • Leadership Development Program • employee opinion survey, Better Together Survey, in April 2022 • learning and development course offerings • new and refreshed Learning Hub platform design with process improvements to increase digital enrolments and engagement • culture forums for all people leaders in November 2021 and May 2022. We believe that by leading inclusively we can embrace and value diversity and create a culture where people can speak up about risks, health and wellbeing, and safety issues. A positive and healthy work climate will in turn foster higher employee satisfaction, where employees feel empowered in their job and produce better outcomes for the organisation and community.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
	Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community.	We ran an internal campaign to increase visibility of volunteering as an option for employees under our Enterprise Agreement. Community volunteering provides many benefits to both the mental and physical health of our employees. It also strengthens our fundamental connection with our community that broadens our perspectives and helps us understand the value and needs of the Greater Geelong community today and into the future.	✓
4.5 Create a more efficient and effective organisation	*Deliver the City's new civic precinct, Wurriki Nyal.* ***(Major budget initiative)***	We continued construction activities on the City's new civic precinct, Wurriki Nyal. Fit out works commenced included lighting, joinery, internal walls, and internal glazing. In addition, landscaping works commenced, and all brickwork was completed. Works on Wurriki Nyal are progressing well and the building and landscaping is expected to be completed in July 2022. Employees are expected to move into the building in stages from mid-August 2022.	
	Deliver the City's Future Ways of Working program.	• Our Future Ways of Working program aims to enhance how we work together and design our organisation for the future. We are doing this to create a place that serves our growing community in the best possible way. As part of this process, we progressed the implementation of an agreed Target Operating Model. This included several activities: • business planning cycle process, incorporating new tools and templates • strategy and business plans to guide our work over the next one to four years to deliver our strategic priorities • individual performance planning • design of the City's workforce plan to guide how we proactively build a capable and diverse workforce • an accountability framework that incorporates alignment of organisational priorities and key performance indicators • the City's structural change process mapping to support effective consultation and efficient practices • a new Mayor and Councillor support structure to improve the experience of support received and build our capability • a foundational workforce plan was finalised and submitted in December 2021 • building a stronger strategy function to integrate Council's strategies and plans and maximise the City's commercials and partnerships • driving the creation of a streamlined customer service model providing an improved customer experience, high quality outcomes and allowing customers to engage with the City via their preferred contact method	

Four-year priorities	2021–22 actions	Progress comment	Status
		• ensuring we effectively translate the Clever and Creative Vision and Our Community Plan, in an integrated way, into operational, service delivery • establishing an Enterprise Program Management Office that ensures we are effectively delivering on our community plan.	
	Implement the City's Sustainability Framework to create a culture of sustainable practice in our organisation. ***(Major budget initiative)***	We continued to implement the *Sustainability Framework* across the City. Sustainability is an ongoing priority for the City and has formed a strong part of our 2022–23 business planning process. We engaged the Sustainability Advisory Committee on the development of key strategic documents to ensure a strong sustainability lens including: • *Climate Change Response Plan 2021–30* • *Social Equity Framework 2022–25* • draft Economic Development Plan • draft Biodiversity Strategy. In March 2022, Council noted the *Sustainability Performance Report 2021* which provides progress updates on sustainability targets as well as actions listed in the *Sustainability Framework Action Plan 2020–22*.	✓
4.6 Ensure that our employees are safe at work	*Deliver the City's organisation wide risk register.*	We designed, configured, and launched our new enterprise risk software to capture and manage our strategic and operational risks. We conducted internal training and will continue to assess, record, and monitor operational organisation risks to improve our risk reporting.	✓
	Increase employee engagement and communication messages on physical and mental health, and safety in the workplace.	We provided various ongoing communications, campaigns and education opportunities promoting physical and mental health, and safety in the workplace including: • Kind people are our kind of people (new occupational violence and aggression marketing campaign) • Take 5 (safety in the workplace) • RUOK Day • World Gratitude Day • Get on Track health challenge • Movember • Local Government Blood Challenge • online yoga • Flu vaccinations for all employees and their families. We also implemented an expanded Occupational Health and Safety incident management system and an internal welfare contact officer program, accessible to all employees.	✓

Four-year priorities	2021–22 actions	Progress comment	Status
4.7 Focus on financial sustainability	*Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership.*	Our 2021–22 budget incorporated several programs of work expected to deliver ongoing cost efficiencies. We continually monitor our monthly financial results to assess the performance of these programs and to identify any further potential cost savings. Our current operating costs are tracking favourable to budget.	

Other achievements

- Council adopted the *Long-term Financial Plan 2021–31*
- We engaged with the community to seek their views on the draft Asset Plan 2022–32 which outlines how our assets will be managed and maintained over the next 10 years
- We updated our *Procurement Policy*, encouraging procurement of local goods, works and services and support local businesses and traditionally disadvantaged groups.
- We held the organisation's inaugural Strategy Week where we explored issues relevant to the future of our region, showcased key work delivering on our priorities and developed a shared understanding of future priorities
- Supported the delivery of the inaugural Workplace Gender Audit by providing pivotal employee data.

Local Government Performance Reporting Indicators

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

	RESULTS				
SERVICE/INDICATOR/MEASURE	2019	2020	2021	2022	COMMENTS
Governance					
Transparency *G1 Council decisions made at meetings closed to the public* [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors] x100	8.39%	9.03%	8.03%	6.55%	In line with the City's *Public Transparency Policy*, there has been a significant decrease in decisions made at closed meetings.
Consultation and engagement *G2 Satisfaction with community consultation and engagement* [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	55	53	57	54	While our community satisfaction score decreased three index points, the score was consistent with previous results. We continue to focus on the delivery of hybrid engagements (online and face-to-face), improving accessibility to our online engagement platform, and provide reasonable support to reduce barriers to participation.
Attendance *G3 Councillor attendance at council meetings* [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) × (Number of councillors elected at the last council general election)] x100	96.36%	93.45%	96.97%	98.70%	In line with the *Local Government Better Practice Guide - Annual Report Performance Reporting Indicator Guide (2021-22 & 2022-2023)*, councillors on an approved leave of absence are counted as having attended a council meeting. There were two recorded apologies for the financial year 2021-22.

	RESULTS				
SERVICE/INDICATOR/MEASURE	2019	2020	2021	2022	COMMENTS
Service cost *G4 Cost of governance* [Direct cost of the governance service / Number of councillors elected at the last council general election]	$48,135.89	$44,582.64	$45,711.91	$47,697.36	The marginal increase in the cost of delivering council's governance service this financial year is driven by the increase in councillor allowances per the new determination issued from the Victorian Independent Renumeration Tribunal.
Satisfaction *G5 Satisfaction with council decisions* [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55	56	59	56	While our community satisfaction score decreased three index points, the score was consistent with previous results. We continue to improve the quality of information and analysis to best support Councillor decision-making.
Statutory Planning					
Timeliness *SP1 Time taken to decide planning applications* [The median number of days between receipt of a planning application and a decision on the application]	84.00	83.00	78.00	80.00	The average median days for decisions has generally been at the same number for the past years.
Service standard *SP2 Planning applications decided within required time frames* [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	68.50%	69.39%	80.90%	78.70%	Reduced staffing capacity due to the impact of COVID-19 and staff shortages resulted in a decrease in the proportion of planning applications processed within statutory timeframes.
Service cost *SP3 Cost of statutory planning service* [Direct cost of the statutory planning service / Number of planning applications received]	$2,415.62	$2,453.48	$2,304.98	$2,260.19	The cost of the service is lower than the previous financial years.

	RESULTS				
SERVICE/INDICATOR/MEASURE	2019	2020	2021	2022	COMMENTS
Decision making *SP4 Council planning decisions upheld at VCAT* [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	64.00%	54.17%	71.79%	72.41%	In the 2021–22 financial year, VCAT supported 21 of our 29 planning decisions.

GOVERNANCE

COUNCIL INFORMATION

The role of council

The *Local Government Act 2020* (the Act) requires all councils to provide good governance in its municipal district for the benefit and wellbeing of the community.

Good governance includes giving effect to the overarching governance principles:

a) Council decisions are to be made and actions taken in accordance with the relevant law

b) priority is to be given to achieving the best outcomes for the municipal community, including future generations

c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted

d) the municipal community is to be engaged in strategic planning and strategic decision-making

e) innovation and continuous improvement is to be pursued

f) collaboration with other Councils and Governments and statutory bodies is to be sought

g) the ongoing financial viability of the Council is to be ensured

h) regional, state and national plans and policies are to be taken into account in strategic planning and decision-making and

i) the transparency of Council decisions, actions and information is to be ensured.

In giving effect to the overarching governance principles, a Council must take into account the following supporting principles:

a) the community engagement principles

b) the public transparency principles

c) the strategic planning principles

d) the financial management principles and

e) the service performance principles.

Local Government Act 2020

The final stage of the *Local Government Act 2020* was rolled out and implemented by 30 June 2022. Key activities / deliverables in 2021–22 included:

- Adoption of the community-led 30-vision *Greater Geelong: A Clever and Creative Future 2nd Edition*
- Delivery of Annual Report
- Adoption of the *Long-term Financial Plan 2021–31*
- Review of Delegations
- Review of Staff Code of Conduct
- Adoption of *Complaints Policy*
- Adoption of *Chief Executive Officer Employment and Remuneration Policy*
- Adoption of *Procurement Policy*
- Adoption of *Foundational Workforce Plan 2021–25*
- Adoption of *Talent Acquisition Policy*
- Adoption of *Asset Plan 2022–32.*

Council Meetings

The Governance Rules describe the way Council will conduct meetings and make decisions.

In response to COVID-19 restrictions, no off-site meetings were held during 2021–2022. Seven meetings were conducted virtually, with the first hybrid model Council meeting being conducted November 23, 2021. The hybrid model offered a mix of in person attendance and virtual attendance.

TABLE 4: Council meetings in 2021–22

Meeting type	Number held	Held at
Council Meetings	12	• Seven meetings conducted virtually • Five meetings at City Hall (30 Gheringhap Street, Geelong), including hybrid attendance
Meetings not fixed by Council	2	• 14 September 2021 – virtual meeting to consider the Annual Report 2020–21 and draft *Long-term Financial Plan 2021–31* • 17 June 2022 – in person meeting at City Hall for election of the Mayor

TABLE 5: Councillor attendance for 2021–22

Councillor	Leave of Absence *	Apology	Council Meeting Attendance
Cr Anthony Aitken	-	-	14
Cr Stephanie Asher	7	1	13
Cr Kylie Grzybek	-	-	14
Cr Bruce Harwood	1	-	14
Cr Eddy Kontelj	1	-	14
Cr Sarah Mansfield	1	-	14
Cr Jim Mason	1	-	14
Cr Belinda Moloney	-	-	14
Cr Peter Murrihy (Mayor)	1	-	14
Cr Ron Nelson	1	1	13
Cr Trent Sullivan (Deputy Mayor)	-	-	14

*In line with *the Local Government Better Practice Guide, Annual Report Performance Reporting Indicator Guide 2021–2022 & 2022–2023*, a councillor is counted as having attended a council meeting where a councillor is on an approved leave of absence.

Delegated Committees

TABLE 6: s 63 Delegated Committees in 2021–22

Committee	Purpose and Appointment
Geelong Major Events Delegated Committee	Appointed under s 63 of the Act To coordinate how we attract, assist and fund events.
Bellarine Multi-Arts Facility (Potato Shed) Community Asset Committee	Appointed under s 65 of the Act To support the long-term management and promotion of the Potato Shed.
Planning Committee	Appointed under s 63 of the Act To consider and determine planning permit applications that have been called in by a councillor.

The Instrument of Delegation appointing the Chief Executive Officer Employment and Remuneration Committee under s 63 of the Act was revoked by Council on 28 June 2022.

Code of conduct

In accordance with the *Local Government Act 2020*, all councils are required to develop and approve a Councillor Code of Conduct. The *Local Government (Governance and Integrity) Regulations 2020* prescribe the five standards of conduct that must be observed by every Councillor:

- treatment of others
- performing the role of a Councillor
- compliance with good governance measures
- councillor must not discredit or mislead Council or public
- standards do not limit robust political debate.

Councillor allowances

All councillors are entitled to an allowance while performing their duty.

Under section 39 of the Act, allowances are set by a Determination of the Victorian Independent Remuneration Tribunal. On 7 March 2022, in accordance with section 23A of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 (Vic) (VIRTIPS Act), the Tribunal made the Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2022.

The Determination applies to all Mayors, Deputy Mayors and Councillors (Council members) in all Victorian Councils. The Tribunal determined the City of Greater Geelong as a Category 3 Council.

The Determination takes effect from 18 December 2021.

TABLE 7: Current annual allowance from 18 December 2021 – 17 December 2022

Councillor	Allowance $
Cr Anthony Aitken	35,972
Cr Stephanie Asher	35,972
Cr Kylie Grzybek	35,972
Cr Bruce Harwood	35,972
Cr Eddy Kontelj	35,972
Cr Sarah Mansfield	35,972
Cr Jim Mason	35,972
Cr Belinda Moloney	35,972
Cr Peter Murrihy (Mayor)	119,316
Cr Ron Nelson	35,972
Cr Trent Sullivan (Deputy Mayor)	59,658

Councillor expenses

Councillors must be reimbursed for expenses incurred while performing their duties. Council has adopted a policy to determine what will be reimbursed, as well as other resources, facilities and support needed to help the mayor and councillors discharge their duties.

TABLE 8: Details of reimbursements and expenses paid in 2021–22

COUNCILLOR EXPENDITURE – JUNE 2022					
NAME	TRAVEL $	PROFESSIONAL DEVELOPMENT $	EXPENSES TO SUPPORT THE PERFORMANCE OF THE ROLE $	COUNCILLOR TRAINING $	TOTAL $
Cr Anthony Aitken	-	-	454	646	1,099
Cr Stephanie Asher[7]	8,634	(2,127)	815	646	7,967
Cr Kylie Grzybek	-	(1,469)	641	646	(182)
Cr Bruce Harwood	-	-	545	646	1,191
Cr Eddy Kontelj	-	-	760	646	1,405
Cr Sarah Mansfield	-	-	601	646	1,247
Cr Jim Mason	3,335	-	825	646	4,806
Cr Belinda Moloney	-	(1,469)	314	646	(509)
Cr Peter Murrihy[8]	309	-	634	646	1,589
Cr Ron Nelson	407	-	1,220	646	2,273
Cr Trent Sullivan[9]	9,479	-	895	646	11,020
Total Councillor Expenses	***22,164***	***(5,065)***	***7,703***	***7,103***	***31,906***

[7] Mayor June 2020 – June 2022
[8] Elected Mayor 17 June 2022
[9] Deputy Mayor June 2020 – June 2022, performing Mayoral duties January – June 2022

Public Transparency Policy

This policy describes the ways in which Council information is to be made publicly available and give effect to the public transparency principles prescribed in section 58 of the Act.

What information will be publicly available?

Under the Act (and, in some cases the *Local Government Act 1989*), certain information must be made publicly available, namely:

- Register of Delegations made by Council
- Council and Delegated Committees Meeting Minutes
- Local Laws and any documents incorporated
- Council Plan
- Strategic Resource Plan
- Budget
- Annual Report
- Councillor Code of Conduct
- Procurement Policy
- Register of interests
- Reappointment of CEO without advertisement
- Differential Rates
- Summary of Campaign Donation Returns.

The following information will also be made publicly available to ensure the community is informed, and can benefit from, access to information regarding Council's functions and operations:

- All adopted Council policies, plans and strategies
- Governance Rules
- Composition, Terms of Reference, Agendas and Minutes of Council Meetings, Committees and Groups
- Code of Conduct for Council Staff
- Register of Delegations made by the CEO
- Register of Authorised Officers
- Register of Interstate and Overseas Travel by Councillors and Staff
- Register of Land Leases entered into by Council
- Register of Donations and Grants made by Council
- Register of Contracts Awarded by Council
- Details of any Council Land proposed for Sale or Exchange.

Under various other Acts administered by Council, the following information will be made publicly available:

- Register of Planning Permits
- Register of Planning Applications on Advertising
- Copy of Planning Permits and Endorsed Plans (by application, charges will apply)
- Register of Building Permits, Occupancy Permits and Temporary Approvals

- Copies of Building Permits, plans and documentation (by application, charges will apply)
- Register of Animal Registrations
- Register of Public Roads
- FOI Part II Statement.

How can information be accessed?

The *Freedom of Information Act 1982* (FOI Act) gives you the right to apply for access to documents held by the City. The City is committed to, where possible, proactive and informal release of information in accordance with the Freedom of Information Professional Standards issued by the Victorian Information Commissioner.

A list of available information is provided in the Part II Statement (Statement) published on the City's website in accordance the FOI Act. This Statement requires government agencies and local councils to publish a number of statements designed to assist members of the public in accessing the information it holds.

Information privacy

We are committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act (Vic) 2014* and *Health Records Act (Vic) 2001.*

Our policies set out our requirements for the managing and handling of personal information. The policies are public documents which are available on request, or via our website.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the FOI Act, we are required to publish certain statements in the annual report or separately, such as on our website, concerning our functions and information available. We have chosen to publish the statements separately, however the following summarises the application and operation of the FOI Act.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the FOI Act and in summary as follows:

- it should be in writing
- it should identify the document being requested as clearly as possible
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in our possession should be addressed to the Freedom of Information Officer. Requests can also be lodged online, or by email.

Access charges may also apply once documents have been processed and a decision on access has been made – for example, photocopying, and search and retrieval charges.

Further information regarding freedom of information can be found at www.foi.vic.gov.au and on our website.

Public interest disclosure procedures

In accordance with section 69 of the *Public Interest Disclosures Act 2012* (the Act), our website at www.geelongaustralia.com.au provides information about making a public interest disclosure.

The Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

There were no disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) during 2021–22.

Contracts

During the year we extended a services agreement for the operations of the Breamlea Caravan Park without undertaking the relevant public processes in accordance with section 186 of the *Local Government Act 1989*. This is a reportable breach of the Act and was reported to the Local Government Inspectorate on 29 July 2021.

During the year one Ministerial exemption was granted in July 2021 to the Geelong Disability Group, to operate and maintain the Geelong Resource Recovery Centre, to the value of $700,000. This was an interim arrangement while the tender was finalised (section 186(5)(c) of the 1989 Act).

No other contracts valued at $150,000 or more for goods and services, or $200,000 or more for works, were entered into without engaging in a competitive process.

Food Act Ministerial directions

In accordance with section 7E of the *Food Act (Vic) 1984*, we are required to publish a summary of any Ministerial Directions received during the financial year in our annual report, however we did not receive any in 2021–22.

Road Management Act Ministerial direction

In accordance with section 22 of *the Road Management Act (Vic) 2004*, a council must publish a copy or summary of any Ministerial direction in its annual report. No such ministerial directions were received during the financial year.

Charter of Human Rights and Responsibilities

In June 2006, the Victorian Parliament passed the *Charter of Human Rights and Responsibilities Act (Vic) 2006* (the Charter). The Charter came into effect on 1 January 2008.

The Charter enshrines civil and political rights, and some cultural rights, into Victorian law, while promoting and protecting principles of freedom, respect, equality and dignity.

We consider the 20 human rights established by the Charter when delivering our services, developing our policies or implementing our plans.

Local Laws

The following local laws remain current.

Neighbourhood Amenity Local Law 2014

This local law regulates activities of people and provides standards and conditions for specified activities to protect people in, or the environment of, the municipal district. The local law aims to achieve the following objectives that align with our overall objectives and strategies:

- to secure community safety
- to protect public assets
- to enhance neighbourhood amenity.

Council Meeting Procedures Local Law 2017

This local law regulates the use of the Common Seal and offence provisions relating to the conduct of Council and Delegated Committee meetings.

AUDIT AND RISK COMMITTEE

Our Audit and Risk Committee provides structured, systematic oversight of Council's governance, assurance, risk management and internal control practices.

This oversight mechanism also helps maintain the integrity of these practices. The Committee:

- is comprised of five members, three independent members, the Mayor and one Councillor
- holds at least four regular meetings per annum plus one to consider the annual financial accounts
- reports its minutes to Council.

TABLE 9: Audit and Risk Committee

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Ms Lisa Tripodi (independent member – chair)	5
Mr Geoff Harry (independent member)	5
Mr John Watson (independent member)	5
Cr Stephanie Asher (Councillor member - Mayor)	1
Cr Trent Sullivan (Councillor delegate - Deputy Mayor)	3
Cr Kylie Grzybek (Councillor member)	5
Cr Peter Murrihy (Councillor member delegate)	2

Audit

Audit is an independent function that assesses the effectiveness of internal controls and governance processes. Internal audit is focused on processes and controls and the internal audit services are outsourced to a professional and qualified third-party. External audit provides an independent examination of the financial and performance statements prepared by the organisation. The Victorian Auditor-General's Office provides the City's external audit service.

Risk Management

Risk management is an important function that helps us meet the expectations of our many stakeholders and provide quality services to our community. It allows decision-makers to be better informed, more decisive and more confident in achieving our specified outcomes and objectives.

The objectives of our risk management program are to:

- provide a structured and consistent approach to identifying, rating, mitigating, managing and monitoring risks
- assist decision-makers to weigh risks against potential opportunities
- create an environment where employees understand and assume responsibility for managing risks and controls
- provide relevant and timely information using a clear reporting structure.

GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist, as at 30 June 2022.

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
GC1	**Community engagement policy** (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 23 February 2021
GC2	**Community engagement guidelines** (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of commencement of current guidelines: 18 May 2021
GC3	**Financial Plan** (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 26 October 2021
GC4	**Asset Plan** (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 28 June 2022
GC5	**Revenue and Rating Plan** (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 28 June 2022
GC6	**Annual budget** (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 28 June 2022
GC7	**Risk policy** (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 20 November 2019
GC8	**Fraud policy** (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 17 February 2021

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC9	**Municipal emergency management plan** (plan under section 20 of the *Emergency Management Act 1986* for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 60ADB of the *Emergency Management Act 2013* Date of preparation: 16 December 2019 Currently under review for alignment with the *Emergency Management Legislation Amendment Act 2018*. Part of the amendment moves responsibility for preparing and maintaining the Municipal Emergency Management Plan from a Council responsibility to the Municipal Emergency Management Planning Committee responsibility. Review must be completed by 16 December 2022.
GC10	**Procurement policy** (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 14 December 2021
GC11	**Business continuity plan** (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of commencement of current plan: 16 May 2011 Updated in the 2020–21 financial year to include a revised business impact assessment that identifies critical activities and formalises resource dependencies. Both the business continuity framework and policy were approved by our Executive Leadership Team.
GC12	**Disaster recovery plan** (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of commencement of current plan: 1 July 2020 We have an IT disaster recovery management procedure which is due for review by 1 July 2024.
GC13	**Risk management framework** (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of commencement of current framework: 21 October 2021
GC14	**Audit and Risk Committee** (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 1 September 2020
GC15	**Internal audit** (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 4 November 2021

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
GC16	**Performance reporting framework** (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Framework Date of adoption of current framework: 20 May 2020 We will review and update the current framework in 2022–23 in line with the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020.*
GC17	**Council Plan report** (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report: 22 March 2022 We provide quarterly reports on the progress of our council plan and annually on the progress of the strategic indicators as per section 98 of *Local Government Act 2020*.
GC18	**Quarterly budget reports** (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 97(1) of the Act Dates reports presented: 23 November 2021, 22 February 2022 and 24 May 2022
GC19	**Risk reports** (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Dates of reports: 4 August 2021, 17 November 2021, 2 March 2022 and 8 June 2022 We report to the Executive Leadership Team and Audit and Risk Committee quarterly on the strategic risks profile, including risk rating and minimisation strategies.
GC20	**Performance reporting** (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Report Dates of reports: 26 October 2021 and 22 February 2022 We report annually against a performance reporting framework, referred to in section 98 of *Local Government Act 2020*, and produce quarterly financial reports.
GC21	**Annual report** (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act Date of presentation: 26 October 2021
GC22	**Councillor Code of Conduct** (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed and adopted: 23 February 2021
GC23	**Delegations** (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review under section 11(7): reviewed 26 April 2022 Date of review under section 47(7) CEO to Staff: 31 March 2022

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC24	**Meeting procedures** (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 1 September 2020

CERTIFICATION OF THE GOVERNANCE AND MANAGEMENT CHECKLIST

We certify that this information presents fairly the status of council's governance and management arrangements.

Cr Peter Murrihy
Mayor
Dated: 12 October 2022

Kaarina Phyland
Acting Chief Executive Officer
Dated: 12 October 2022

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

We have a legal obligation under the *Domestic Animals Act (Vic) 1994* to prepare a four-year plan outlining how we will manage dogs and cats within our municipal boundaries and evaluate progress of the plan in our annual report.

Geelong has one of the largest dog and cat populations of any Victorian municipality, with 34,287 registered dogs and 10,232 registered cats. The Domestic Animal Management Plan identifies how Council will:

- help pets, pet owners and the general community to live together
- protect the environment and local wildlife from the negative impacts of dogs and cats
- balance the needs of those who own pets with those who do not
- address animal management welfare and legal issues
- promote responsible pet ownership
- improve the experience of animal ownership.

The plan not only outlines the City's role in animal management, but is also intended to have an educational focus, encouraging and teaching community members that it's every owner's responsibility to take care of their pets.

Council adopted the *Domestic Animal Management Plan 2022–25* on 23 November 2021.

Activities we've undertaken in the last 12 months in support of the plan include:

- engaged with the community in the review of our *Dog Controls in Public Places Policy* and in the development of the *Domestic Animal Management Plan 2022–25*
- completed the July 2021 cat desexing program
- opened two new off leash dog parks in Belmont and Lara and promoted dog parks and their intended use
- attended career sessions with local schools to promote tertiary education pathways into animal management
- enrolled an animal management officer into Certificate III in Dog Behaviour and Training to support responsible pet education in the community
- partnered with local support service to deliver responsible pet ownership information sessions to our culturally and linguistically diverse communities, including translating brochures and materials
- undertook a review of our *Emergency Animal Welfare Management Plan*
- trained animal management employees in the management of animals in emergency including working in an emergency relief centre
- updated our animal registration form to an online application and payment platform and commenced work to move from paper forms to digital for impounding of animals at the Geelong Animal Welfare Society (GAWS)
- transferred our dog walking maps to an interactive google maps platform on the City's website
- reviewed our safety equipment for animal management employees and fleet
- purchased safety lighting and scrolling variable messaging signs for our animal management fleet
- continued with branding of animal management fleet, aligning messaging on the rear of all vehicles to reflect key 'on leash' messaging
- undertook a Code of Practice audit of GAWS and commenced facility upgrades
- reviewed use of noise monitoring devices in barking dog investigations resulting in an increased number of devices
- collected, recorded and analysed dog attack and service request data to improve our service
- successfully secured funding for two additional animal management officers
- supported the second year of the dog control order trial on Barwon Coast Committee of Management land.

ACCESS AND INCLUSION PLAN UPDATE

We have a legal obligation under the *Disability Act (Vic) 2006* to produce a disability action plan and evaluate its progress in the annual report.

Our *Access and Inclusion Action Plan 2018–22* was endorsed by Council in November 2018. The action plan is based on four key areas and contains 37 goals, with 49 measures.

TABLE 10: Key projects undertaken in 2021–22

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2021–22 ACTIONS
PARTICIPATION Promoting inclusion and participation in the community of persons with a disability.	24	• Reviewed and updated the Events Planning Guide with current advice and guidance for event organisers on improving access and inclusion at events • Commenced planning to install the Marveloo at the Geelong Show in October 2022 • Facilitated six meetings of the City's Access and Inclusion Advisory Committee with a quorum in attendance. Members have a lived experience of disability and advise us on our strategies and policies, activities, projects and facility upgrades • Engaged Access and Inclusion Advisory Committee members in 18 consultations including the Wurriki Nyal development, Rippleside Inclusive Play Space and the Green Spine Project • Developed: – a Management Deed for the Mobi Chairs and a Request for Proposal for community agencies to optimise chair use in the community – the Coastal Accessibility Community Engagement Survey to identify how people with disabilities and mobility restrictions currently access coastal areas and what would make coastal sites more accessible • Provided an online peer support group for parents and carers of children with diagnosed or episodic Autism Spectrum Disorder (32 sessions) • Promoted and delivered the Sport4All Program, designed to help sporting clubs and schools become more accessible and inclusive to people with disability

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2021–22 ACTIONS
ACCESS Reducing barriers in accessing goods, services and facilities	32	• Developed: – an Internal register for Changing Places and listed on national public toilet register – a report on the number of, and total funding for grants awarded to the community that promote inclusion • Maintained the Mobility Directory live on the City's website, with 728 businesses listed • Planned community engagement to determine how people with a disability find out about business accessibility and whether the City's Mobility Directory is useful • Ensured all new public toilets are Disability Discrimination Act (DDA) compliant • Undertook: – a review of the accessibility of the Moorabool Street public toilets – a soft launch to the tourism industry of the Destination Accessible Toolkit • increased visibility of swipe card access points at our Corio Street site • Constructed: – four new kerb ramps and replaced or upgraded a further four – three new Disabled Parking Bays – five new raised road crossings • Installed 30 raised wombat crossings in Norlane and South Geelong
EMPLOYMENT Reducing barriers to obtaining and maintaining employment.	3	• Implemented a new e-learning module for valuing difference (Unconcious Bias training) • Launched the new Inclusion Roadmap in August which outlines our approach to embedding inclusion through organisational culture, capability and people practices, as well as our processes, policies and ways of delivering service to our community • Conducted a Recruitment Review, with the aim of identifying any unintended barriers that may prevent people with a disability from being recruited at the City

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2021–22 ACTIONS
INCLUSIVE ATTITUDES & PRACTICES Achieving tangible changes in attitudes and practices that discriminate against persons with a disability.	8	• Launched “I AM”, an interactive sculpture celebrating people in our community with a lived experience of disability • Increased the City’s Engagement Champions group to over 50 members to help improve the way we engage with our community • Attended nine of eleven monthly stakeholder meetings of the Having a Say Conference Reference Group • Partnered to deliver the 2021 My Story project, celebrating International Day of People with a Disability – over 250 people with a lived experience of disability or mental health challenges engaged with mentors in ‘story writing’ workshops over a 12 week period – participants came from a broad range of backgrounds and abilities, aged between 15 to 83 years • Delivered the 2021 Geelong Awards for People with a Disability across the award categories of Employment, Achievement, Leadership and Advocacy, and Volunteering • Celebrated Inclusion Week by – promoting a program of free events in the lead up to International Day of People with Disability – partnering with Geelong Library and Nelson Park School to feature the artwork of students participating in the My Story Project – Developing an inclusive image library, to ensure the City’s promotion of activities and events represents our community members who live with disability

DEVELOPMENT CONTRIBUTIONS PLAN (DCP) PROGRESS REPORT

In accordance with sections 46GM and 46QM of the *Planning and Environment Act 1987*, we must prepare and give a report to the Minister for Planning on infrastructure (not applicable to us) and development contributions including levies and works-in-kind that is published in our annual report.

Development contributions are payments or works-in-kind towards the provision of infrastructure made by the proponent of a new development.

For 2021–22, the following information about infrastructure and development contributions has been disclosed.

Development contributions

TABLE 11: Total DCP levies received in 2021–22

DCP NAME	YEAR APPROVED	LEVIES RECEIVED IN 2021–22 FINANCIAL YEAR ($)
DCP01 Armstrong Creek North East Industrial	2010	0.00
DCP02 Jetty Road Urban Growth Area Stage 1	2012	97,029.15
DCP03 Armstrong Creek East Precinct	2012	7,483,029.15
DCP04 Armstrong Creek West Precinct	2013	8,365,832.25
DCP05 Armstrong Creek Horseshoe Bend Precinct	2014	8,132,986.25
DCP06 Armstrong Creek Town Centre Precinct	2014	0.00
DCP07 Lara West Urban Growth Area	2014	2,650,904.55
DCP08 Central Rd Drysdale	2022	0.00

TABLE 12: DCP land, works, services or facilities accepted in-kind in 2021–22

DCP NAME (YEAR APPROVED)	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE ($)
DCP03 Armstrong Creek East Precinct 2012	DI_LA_4	Land acquisition for the Regional active open space reserve	Land	19,019.85
DCP03 Armstrong Creek East Precinct 2012	DI_TR_1	Off-road shared trail network	Trails	85,147.68
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_RD_11	Intersection - Horseshoe Bend Road and New Burvilles Road	Roads	37,721.68
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_OS_6	Play Ground Equipment - Regional Park	Open Space	582,361.11
DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	DI_TR_1	Shared Path Network - Off Road	Trails	100,215.78
DCP06 Armstrong Creek Town Centre Precinct 2014	DI_LA_7	Wetland / Retarding basin - South Western (Land)	Land	502,860.00
DCP04 Armstrong Creek West Precinct 2013	DI_LA_10	Drainage Works - Sedimentation Basin (property 22) - Land	Land	1,236,000.00
DCP04 Armstrong Creek West Precinct 2013	DI_DR_07	Drainage Works - Wetland retarding Basins (WLRB1) - construction	Drainage	2,988,203.95
DCP07 Lara West Urban Growth Area 2014	DI_P_1	PSP/DCP Preparation	Other	1,014,342.95
Total				**6,565,873.00**

TABLE 13: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP NAME (YEAR APPROVED)	TOTAL LEVIES RECEIVED ($)	TOTAL LEVIES EXPENDED ($)	TOTAL WORKS-IN-KIND ACCEPTED ($)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS-IN-KIND) ($)
DCP08 Central Rd Drysdale 2022	0.00	757,473.00	0.00	
		757,473.00		**0.00**

TABLE 14: Land, works, services or facilities delivered in 2021–22 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED ($)	WORKS-IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTION ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED (%)
Jetty Road Childrens & Community Hub DCP	C002	DCP02 Jetty Road Urban Growth Area Stage 1 2012	51,776				51,776	0.94
Drysdale Library	C003	DCP02 Jetty Road Urban Growth Area Stage 1 2012	2,324,804				2,324,804	41.49
Lara Early Years Library and Community Hub	CI_C_1	DCP07 Lara West Urban Growth Area 2014	33,135				33,135	2.19
Armstrong Creek Town Centre Library & Learning Hub	CI_CF_1	DCP06 Armstrong Creek Town Centre Precinct 2014	644,720			1,500,000	644,720	40.87
Armstrong Creek West Community Hub	DI_C_1	DCP04 Armstrong Creek West Precinct 2013	4,161,229			1,125,000	4,161,229	27.09
Patullos Rd East - Road Widening	DI_DO_7	DCP07 Lara West Urban Growth Area 2014	100,877				100,877	4.28
Sparrovale Wetlands Construction	DI_DR_12	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	13,466				13,466	0.76
Sparrovale Wetlands Project Implementation	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	209,757				209,757	3.41

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED ($)	WORKS-IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTION ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED (%)
Jetty Road Basin - Land (Ultimate)	DI_LA_04	DCP08 Central Rd Drysdale 2022	757,473				757,473	100.00
Land Acquisition - Horseshoe bend Road Section 3 (Boundary Road - Catholic school northern limit)	DI_LA_06	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	595,414				595,414	81.79
Land Acquisition - Horseshoe bend Road Section 3 (Catholic school northern limit - Geelong Ring Road)	DI_LA_07	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	1,143,978				1,143,978	58.24
Drainage Works - Reserve Road Retarding Basin - Land	DI_LA_14	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	1,516,436				1,516,436	44.53
Drainage Works - Barwon Heads Road South Retarding Basin - Land	DI_LA_17	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	19,414				19,414	0.96
Drainage Works - Barwon Heads Road to Harriot Road - Land	DI_LA_18	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	1,595,854				1,595,854	58.48
Sparrovale Wetlands - Land (1 - 87 Grove Road, Armstrong Creek)	DI_LA_22	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	6,084				6,084	0.28
Land Acquisition - Boundary Road - 412 Torquay Road Armstrong Creek (Property 1)	DI_LA_3a	DCP06 Armstrong Creek Town Centre Precinct 2014	322,707				322,707	100.00
Land Acquisition - Boundary Road - 350-360 Boundary Road Armstrong Creek (Property 2)	DI_LA_3b	DCP06 Armstrong Creek Town Centre Precinct 2014	9,707				9,707	3.37

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED ($)	WORKS-IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTION ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED (%)
Land Acquisition - Boundary Road (Surf coast Highway to Barwarre Road) - 412 Torquay Road	DI_LA_9a	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	322,707				322,707	80.68
Land Acquisition - Boundary Road (Surf coast Highway to Barwarre Road) - 350-360 Boundary Road	DI_LA_9b	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014	9,707				9,707	2.33
Intersection - GRR-4c and Connector (west of Airport Road)	DI_RO_01	DCP04 Armstrong Creek West Precinct 2013	2,987				2,987	0.20
Land acquisition for the Regional active open space reserve	DI_LA_4	DCP03 Armstrong Creek East Precinct 2012		19,020			19,020	1.15
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct 2012		85,148			85,148	1.67
Intersection - Horseshoe Bend Road and New Burvilles Road	DI_RD_11	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		37,722			37,722	2.00
Play Ground Equipment - Regional Park	DI_OS_6	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		582,361			582,361	100.00
Shared Path Network - Off Road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct 2014		100,216			100,216	1.94

PROJECT DESCRIPTION	PROJECT ID	DCP NAME (YEAR APPROVED)	DCP FUND EXPENDED ($)	WORKS-IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTION ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED (%)
Wetland / Retarding basin - South Western (Land)	DI_LA_7	DCP06 Armstrong Creek Town Centre Precinct 2014		502,860			502,860	17.00
Drainage Works - Sedimentation Basin (property 22) - Land	DI_LA_10	DCP04 Armstrong Creek West Precinct 2013		1,236,000			1,236,000	79.85
Drainage Works - Wetland retarding Basins (WLRB1) - construction	DI_DR_07	DCP04 Armstrong Creek West Precinct 2013		2,988,204			2,988,204	100.00
PSP/DCP Preparation	DI_P_1	DCP07 Lara West Urban Growth Area 2014		1,014,343			1,014,343	64.75
			13,842,232	**6,565,874**	**0**	**2,625,000**	**20,408,106**	

DocuSign Envelope ID: 59C99080-C815-4C5C-B289-6BE3622E36A2

THE GREATER GEELONG CITY COUNCIL

PERFORMANCE STATEMENT

FOR THE YEAR ENDED 30 JUNE 2022

CITY OF GREATER GEELONG

DocuSign Envelope ID: 59C99080-C815-4C5C-B289-6BE3622E36A2

PERFORMANCE STATEMENT

For the year ended 30 June 2022

Description of municipality

The City of Greater Geelong municipality is located 75 kilometres south west of Melbourne and is Victoria's largest regional municipality, covering an area of 1,252 square kilometres. The municipality has a population of over 270,000 people, which is expected to increase to more than 393,000 by 2041 – growth of over 45 per cent[1].

Comprising suburban, coastal and country areas, Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south. Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, coastline, parklands and wildlife sanctuaries.

Greater Geelong's economy has performed exceptionally well in recent years, recording the highest growth in Australia compared to similar large cities and regions. Greater Geelong has an estimated Gross Regional Product of $15.42 billion[2], 120,031 local jobs[2] and 19,604 businesses[3].

Local labour market conditions are strong with unemployment at historic lows of 2.5 per cent, 1.7 points lower than the Victorian rate and 1.9 points lower than Australia[3]. Job advertisements and demand for labour are at record highs, with 10,500 new jobs advertised in the June 2022 quarter[4].

Overview the year ended 30 June 2022

Due to the ever-changing landscape of the COVID-19 pandemic, we continued to be flexible, agile and responsive in our approach to the needs of our community. The relative easing of restrictions saw a return to services for our community in line with the Victorian Government directives.

We continued to support local residents and in particular, local businesses, adopting a seventh COVID support package worth just over $2.0 million in November 2021. The latest package included business support, support for the arts, culture and heritage sector, financial relief, and health and wellbeing support. Our ongoing response to the pandemic continues to be well-regarded by the community, rating higher than the Victorian average, according to the 2022 Local Government Community Satisfaction Survey.

As part of the 2021–22 budget, Council also committed to a record $209 million capital works program for the renewal of ageing assets and construction of new facilities to help drive the region's ongoing recovery from the pandemic and meet the needs of a growing population. During 2021–22 we delivered over $195 million on capital projects, towards our budget commitment.

Despite the challenges presented by lockdowns, most of our services – including waste and recycling, road maintenance and community services – continued, although some services had to be modified to comply with restrictions. Where COVID-19 impacts have been noted as affecting the indicators in this report, explanatory notes have been provided.

We also continued to progress construction of Wurriki Nyal, our new civic precinct, which will consolidate our city-based office locations into a single, energy-efficient building, as well as creating an accessible and welcoming public space. Works are progressing well, and the building and landscaping is expected to be completed in July 2022. Employees are expected to move into the building in stages from mid-August 2022.

[1] Source: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions), May 2019

[2] Source: National Institute of Economic and Industry Research (NIEIR) ©2021, compiled and presented in economy.id by .id (informed decisions)

[3] Source: Australian Bureau of Statistics

[4] Source: National Skills Commission

DocuSign Envelope ID: 59C99080-C815-4C5C-B289-6BE3622E36A2

Other information

Basis for preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance, and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable, the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from our information systems, or from third parties, such as the Australian Bureau of Statistics (ABS). In preparing this statement, we utilised March 2022 data published by the ABS.

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council applied a materiality threshold to all indicators and provided commentary for all indicators regardless of whether the variance was considered to be material.

The forecast figures included in the performance statement are those adopted by council in its annual budget on 28 June 2022. The annual budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long-term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The annual budget and long-term financial plan are available on the City's website or on request.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2022

		RESULTS				
***INDICATOR**/MEASURE*		**2019**	**2020**	**2021**	**2022**	**COMMENTS**
Population						
C1	*Expenses per head of population* [Total expenses / Population]	$1,439.94	$1,554.22	$1,504.49	$1,578.97	The easing of COVID-19 restrictions increased expenditure in the 2021–22 financial year. In addition, overall cost increases impacted the delivery of key services.
C2	*Infrastructure per head of population* [Value of infrastructure / Population]	$7,080.74	$7,955.62	$8,596.71	$11,311.66	The value of infrastructure assets has increased largely due to higher asset revaluations across our infrastructure, land and building assets.
C3	*Population density per length of road* [Population / Kilometres of local roads]	111.85	112.28	112.57	114.13	While we add to our local road network every year to meet the needs of our growing population, in 2021–22 the increase in length of local roads was slower than the increase in population.
Own-source revenue						
C4	*Own-source revenue per head of population* [Own source revenue / Population]	$1,258.73	$1,202.83	$1,197.71	$1,290.16	As COVID-19 restrictions eased, 'own sourced' revenue increased during the 2021–22 financial year.
Recurrent grants						
C5	*Recurrent grants per head of population* [Recurrent grants / Population]	$236.45	$229.83	$239.27	$291.32	The increase in 2021–22 is a result of receiving 75 per cent of the 2022–23 Financial Assistance Grant, 25 per cent higher than the expected 50 per cent received in previous years. We received additional COVID-19 government funding for family services in 2021–22.
Disadvantage						
C6	*Relative Socio-Economic Disadvantage* [Index of Relative Socio-Economic Disadvantage by decile]	6	6	6	6	Greater Geelong's Relative Socio-Economic Disadvantage Index from the 2016 Census was in the sixth decile within Victoria. The first decile indicates the most disadvantaged and the tenth decile indicates the least disadvantaged.

		RESULTS				
***INDICATOR**/MEASURE*		**2019**	**2020**	**2021**	**2022**	**COMMENTS**
						We acknowledge there are areas experiencing significant disadvantage and others with low disadvantage within the municipality. New results will be available in 2023.
Workforce turnover						
C7	*Percentage of staff turnover* [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.76%	8.94%	11.08%	15.77%	Our turnover rate has increased over the last two years in line with the national turnover trend. In 2021–22, employees leaving the City cited 'career change' as the main reason for departure. We also experienced an uptick in retirements as employees bring forward their planned retirement likely due to reasons related to the pandemic.

Definitions

‘Adjusted underlying revenue’ means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

‘Infrastructure’ means non-current property, plant and equipment excluding land

‘Local road’ means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

‘Population’ means the resident population estimated by council

‘Own-source revenue’ means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

‘Relative socio-economic disadvantage’, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

‘SEIFA’ means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

‘Unrestricted cash’ means all cash and cash equivalents other than restricted cash

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2022

	SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2019	2020	2021	2022	COMMENTS
Aquatic Facilities						
AF6	***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Population]	8.82	6.53	3.32	4.73	In 2021–22, the easing of pandemic restrictions saw an increase in the use of our facilities by our community.
Animal Management						
AM7	***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	100%	100%	100%	We continued to successfully prosecute all matters brought before the court, with three animal management court cases in 2021–22.
Food Safety						
FS4	***Health and safety*** *Critical and major non-compliance outcome notifications* [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.32%	98.19%	95.45%	100%	A strong focus on following up all major and critical non-compliances and easing of COVID-19 restrictions resulted in all follow-ups being completed during 2021.

	SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2019	2020	2021	2022	COMMENTS
Governance						
G5	***Satisfaction*** *Satisfaction with council decisions* [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55	56	59	56	While our community satisfaction score decreased three index points, the score was consistent with previous results. We continue to improve the quality of information and analysis to best support Councillor decision-making.
Libraries						
LB4	***Participation*** *Active library members* [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100	18.20%	17.57%	15.70%	13.98%	Geelong Regional Library Corporation branches were closed for 43 days. Upon reopening, strict density limits were enforced, affecting borrowings. During lock-down, a Click & Collect online ordering service was offered to our community to increase loans of library items. A delivery service was also offered to our more vulnerable community members. The easing of restrictions saw an increase in the number of active borrowers, however numbers were down on pre-pandemic figures. Note: The definition of this indicator changed in 2019–20 and now averages the past three years data, so past results are not comparable.
Maternal and Child Health (MCH)						
MC4	***Participation*** *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	73.17%	73.14%	72.56%	74.40%	The increase in participation rates reflects a return to pre-pandemic Maternal Child and Health service delivery.

SERVICE/*INDICATOR*/*MEASURE*		RESULTS 2019	2020	2021	2022	COMMENTS
MC5	***Participation*** *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	63.39%	76.37%	77.47%	72.02%	From January 2022, the local Aboriginal Co-operative Maternal Child and Health Service began using their own database to record service participation. Families have a choice to attend either the Aboriginal Maternal and Child Health Service or the City's Maternal and Child Health Service.
Roads						
R5	***Satisfaction*** *Satisfaction with sealed local roads* [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	54	60	62	57	Community satisfaction with sealed roads has decreased in line with the significant increase in the number of requests received. Inclement weather and the impact of the pandemic and flu season has resulted in a shortage of available resources, significantly reducing the City's ability to respond to maintenance issues. Response times to maintenance issues are still aligned to the Road Management Plan. Whilst lower than the last two years, results are above the statewide and Regional Centres average.
Statutory Planning – SD4						
SP4	***Decision-making*** *Council planning decisions upheld at VCAT* [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	64.00%	54.17%	71.79%	72.41%	In the 2021–2022 financial year, VCAT supported 21 of our 29 planning decisions.

	SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2019	2020	2021	2022	COMMENTS
Waste Collection						
WC5	***Waste diversion*** *Kerbside collection waste diverted from landfill* [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	54.00%	55.73%	53.87%	52.96%	Since 2018, green waste and recycling as a ratio has been consistent. Green waste tonnages, affected by rainfall patterns and smaller subdivisions producing less green waste, have decreased. The thinner profile of glass, PET plastics and aluminium containers contributed to the reduction in recycling tonnage. Waste tonnage continues to increase due to population growth in new subdivisions.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicator:

RETIRED SERVICE/*INDICATOR*/*MEASURE*		RESULTS 2019	2020	2021	2022	COMMENTS
Animal Management						
AM4	***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions]	19	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this indicator was replaced by the amended *Animal management prosecution* measure AM7.

Definitions

'Aboriginal child' means a child who is an Aboriginal person

'Aboriginal person' has the same meaning as in the *Aboriginal Heritage Act 2006*

'Active library borrower' means a member of a library who has borrowed a book from the library

'Annual report' means an annual report prepared by a council under section 98 of the Act

'Class 1 food premises' means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

'Class 2 food premises' means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

'Critical non-compliance outcome notification' means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

'Food premises' has the same meaning as in the *Food Act 1984*

'Local road' means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

'Major non-compliance outcome notification' means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, or a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

'MCH' means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

'Population' means the resident population estimated by council

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2022

	DIMENSION/*INDICATOR*/*MEASURE*	RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	2023	2024	2025	2026	
Efficiency										
E2	***Expenditure level*** *Expenses per property assessment* [Total expenses / Number of property assessments]	$2,952.67	$3,193.97	$3,088.94	$3,199.59	$3,188.65	$3,294.52	$3,387.76	$3,465.26	As COVID-19 restrictions ease, the cost of providing our services has increased per property assessment. It is predicted that an increase in expenses will be partially offset by growth in the number of property assessments.
E4	***Revenue level*** *Average rate per property* [Total rate revenue / Number of property assessments]	New in 2020	$1,602.56	$1,639.93	$1,661.65	$1,704.46	$1,778.10	$1,844.38	$1,911.84	The average rate per property is forecast to grow in line with the forecast annual rate cap allowance.
Liquidity										
L1	***Working capital*** *Current assets compared to current liabilities* [Current assets / Current liabilities] x100	155.09%	112.69%	140.29%	148.04%	219.74%	209.58%	184.42%	184.37%	High cash levels have contributed to the City's strong liquidity levels. Our strong financial position is forecast to increase from 2023, as spending on capital works programs reduce.

DIMENSION/*INDICATOR*/*MEASURE*		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	2023	2024	2025	2026	
L2	***Unrestricted cash*** *Unrestricted cash compared to current liabilities* [Unrestricted cash / Current liabilities] x100	118.83%	75.68%	97.96%	48.08%	198.83%	189.17%	165.60%	164.31%	There was an overall decrease in 2021–22, due to short-term liabilities increasing at a greater rate than levels of unrestricted cash. We forecast an increase to unrestricted cash in the coming years. Note: The prior year and forecast figures include investment as part of unrestricted cash, whereas the 2021–22 results exclude investment figures to be in line with the guidelines.
Obligations										
O2	***Loans and borrowings*** *Loans and borrowings compared to rates* [Interest bearing loans and borrowings / Rate revenue] x100	28.83%	34.31%	45.94%	51.85%	69.51%	68.22%	62.88%	59.34%	In 2021–22, loan values increased to fund part of the Wurriki Nyal construction. Borrowings are forecast to increase to fund large capital projects, including the Northern Aquatic and Community Hub. Our loan levels remain within forecast borrowing limits.
O3	***Loans and borrowings*** *Loans and borrowings repayments compared to rates* [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.70%	4.34%	5.29%	4.46%	4.96%	6.48%	6.62%	8.75%	There was a decline in the ratio in 2021–22 due to the timing of loan repayments. Loan repayments are projected to increase as borrowings are used to fund large capital projects.

DIMENSION/*INDICATOR*/*MEASURE*		RESULTS				FORECASTS				MATERIAL VARIATIONS AND COMMENTS
		2019	2020	2021	2022	2023	2024	2025	2026	
O4	***Indebtedness*** *Non-current liabilities compared to own source revenue* [Non-current liabilities / Own source revenue] x100	23.93%	30.10%	39.46%	41.81%	51.99%	48.89%	44.64%	43.68%	The increase in the ratio is a result of loans secured, contributing to the construction of Wurriki Nyal. We forecast further loan increases to other large capital projects.
O5	***Asset renewal and upgrade*** *Asset renewal and upgrade expense compared to depreciation* [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	New in 2020	67.30%	57.65%	68.94%	83.27%	77.12%	67.14%	68.72%	There will be a forecast percentage increase as we commit to invest in renewal of our City assets.
Operating Position										
OP1	***Adjusted underlying result*** *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	5.38%	-3.42%	5.61%	9.33%	13.47%	9.24%	7.32%	5.44%	The 2021–22 operating result increased due to grant revenue and other one-off adjustments. Our forecast is for an on-going surplus.
Stability										
S1	***Rates concentration*** *Rates compared to adjusted underlying revenue* [Rate revenue / Adjusted underlying revenue] x100	59.50%	61.87%	60.37%	57.58%	57.12%	60.50%	62.32%	64.43%	In 2021–22, the ratio dropped due to increased grant income and higher fees and charges.

DIMENSION/*INDICATOR*/*MEASURE*		RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2022	FORECASTS 2023	FORECASTS 2024	FORECASTS 2025	FORECASTS 2026	MATERIAL VARIATIONS AND COMMENTS
S2	***Rates effort*** *Rates compared to property values* [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.36%	0.33%	0.33%	0.33%	0.34%	0.35%	0.37%	0.38%	Rates revenue and Capital Improved Value increases are forecast to remain stable.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicators:

RETIRED DIMENSION/ *INDICATOR*/*MEASURE*		RESULTS 2019	RESULTS 2020	RESULTS 2021	RESULTS 2022	MATERIAL VARIATIONS AND COMMENTS
Efficiency						
E1	***Revenue level*** *Average residential rate per residential property assessment* [Residential rate revenue / Number of residential property assessments]	$1,585.94	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this measure was replaced by E4.
Obligations						
O1	***Asset renewal*** *Asset renewal compared to depreciation* [Asset renewal expense / Asset depreciation] x100]	50.36%	Retired in 2020	Retired in 2020	Retired in 2020	As of 1 July 2019, this measure was replaced by O5.

Definitions

‘Adjusted underlying revenue means total income other than:

(a) non-recurrent grants used to fund capital expenditure and

(b) non-monetary asset contributions and

(c) contributions to fund capital expenditure from sources other than those referred to above

‘Adjusted underlying surplus (or deficit)’ means adjusted underlying revenue less total expenditure

‘Asset renewal expenditure’ means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

‘Current assets’ has the same meaning as in the AAS

‘Current liabilities’ has the same meaning as in the AAS

‘Non-current assets’ means all assets other than current assets

‘Non-current liabilities’ means all liabilities other than current liabilities

‘Non-recurrent grant’ means a grant obtained on the condition that it be expended in a specified manner, and is not expected to be received again during the period covered by a council's strategic resource plan

‘Own-source revenue’ means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

‘Population’ means the resident population estimated by council

‘Rate revenue’ means revenue from general rates, municipal charges, service rates and service charges

‘Recurrent grant’ means a grant other than a non-recurrent grant

‘Residential rates’ means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

‘Restricted cash’ means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

‘Unrestricted cash’ means all cash and cash equivalents other than restricted cash

DocuSign Envelope ID: 59C99080-C815-4C5C-B289-6BE3622E36A2

CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

DocuSigned by:
Narelle O'Shea
0378DBCDB66144E...

Narelle O'Shea CPA

Principal Accounting Officer

Dated: 14 October 2022

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Greater Geelong City Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.

DocuSigned by:
CF0A78224B45440...

Councillor Peter Murrihy

Mayor

Dated: 14 October 2022

DocuSigned by:
Trent Sullivan
C4C3FDC864744DD...

Councillor Trent Sullivan

Deputy Mayor

Dated: 14 October 2022

DocuSigned by:
21E277DBED204B1...

Kaarina Phyland

Acting Chief Executive Officer

Dated: 14 October 2022

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Greater Geelong City Council

Opinion	I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020*.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the performance statement	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
20 October 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2022

Understanding the Financial Report and Financial Statements

Our Financial Report and Performance Statement are prepared in accordance with the Australian Accounting Standards, the *Local Government Act 2020* and Local Government Victoria's model accounts.

The Financial Report and Performance Statement are audited by the Victorian Auditor-General's agent and are approved in principle by both our Audit and Risk Committee and by Council. The reports are then forwarded to the Victorian Auditor-General's Office for finalisation and an independent opinion.

Financial statements

The financial report consists of five financial statements, explanatory notes supporting the reports and endorsement from the Council and the Victorian Auditor-General.

The five financial statements are:

- a comprehensive income statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- a statement of capital works.

The explanatory notes detail our accounting policies and the make-up of the values contained in the statements.

Comprehensive income statement

The comprehensive income statement measures our performance over the year.

It lists our revenue sources under various income headings, as well as the expenses we incurred during the year. The expenses relate only to the 'operations' and do not include the cost associated with the purchase or building of assets. Expenses do include an item for depreciation, which is the value of the assets used up during the year.

Balance sheet

The balance sheet shows the assets we own and what we owe (liabilities) as of 30 June 2022.

The bottom line of the balance sheet is net assets, which is the net worth we have built up over many years.

Our assets and liabilities are separated into current and non-current. Current refers to assets or liabilities that will fall due within the next 12 months (except Long service leave – refer to note 5.5 within the notes to the accounts section of this report).

Statement of changes in equity

The statement of changes in equity summarises the change in value of total ratepayer equity. The value of equity can only change as a result of:

- profit or loss from operations, described as surplus or deficit in the income statement
- use of monies from our reserves
- a change in the value of non-current assets, resulting from a revaluation of these assets.

Cash flow statement

The cash flow statement summarises our cash payments and receipts for the year, as well as our level of cash at the end of the financial year.

Cash in this statement refers to bank deposits and investments that can be quickly converted to cash.

Our cash arises from, and is used in, three main areas:

- Cash flows from operating activities – summarises all income and expenses relating to our operations, including service delivery and maintenance.
- Cash flows from investing activities – relates to capital works payments recorded as assets in the balance sheet, as well as receipts for the sale of assets.
- Cash flows from financing activities – represents repayments of and receipts from loans.

Statement of capital works

This statement provides detail of capital expenditure by asset type and distinguishes renewal, upgrade and new capital expenditure.

Notes to the accounts

The notes to the accounts enable the reader to understand the basis on which the values shown in the accounts are established. The notes also advise if there has been any change to the accounting standards, policy or legislation that has impacted on how the standards were prepared.

Within the five financial statements, there is a ‘note’ column to indicate where the reader should go for additional information. This is particularly useful where there has been a significant change from the previous year’s comparative figure.

Statements by the Principal Accounting Officer, Chief Executive Officer and councillors

The Financial Statements and the Performance Statement require certification under the *Local Government Act 2020*. The certifications are made by a combination of the Principal Accounting Officer, the Chief Executive Officer and two councillors, on behalf of the Council, as a written undertaking to the statements being correct and not misleading.

Victorian Auditor-General’s report

This document provides a written undertaking of the accuracy, fairness and completeness of the accounts.

The audit report from the Victorian Auditor-General provides an independent view of the statements and advises the reader if there are any issues of concern.

GREATER GEELONG CITY COUNCIL

ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2022

CITY OF GREATER GEELONG

Table of Contents

		Page
Financial Report		
Certification of the Financial Statements		1
Victorian Auditor General's Office Audit Report		3
Financial Statements		
Comprehensive Income Statement		4
Balance Sheet		5
Statement of Changes in Equity		6
Statement of Cash Flows		7
Statement of Capital Works		8
Notes to the Financial Statements		
Note 1	Overview	9
Note 2	Performance against budget	11
	2.1.1 Income and Expenditure	11
	2.1.2 Capital Works	13
Note 3	Funding for the delivery of services	16
	3.1 Rates and charges	16
	3.2 Statutory fees and fines	16
	3.3 User fees	17
	3.4 Funding from other levels of government	17
	3.5 Contributions	20
	3.6 Net gain/(loss) on disposal of property plant and equipment	20
	3.7 Other Income	20
Note 4	The cost of delivering services	21
	4.1 Employee Costs	21
	4.2 Materials and Services	21
	4.3 Depreciation	22
	4.4 Amortisation – Intangible assets	22
	4.5 Amortisation – Right of use assets	22
	4.6 Bad and doubtful debts	22
	4.7 Finance Costs	23
	4.8 Other Expenses	23
Note 5	Financial Position	24
	5.1 Financial assets	24
	5.2 Non-financial assets	26
	5.3 Payables, trust funds and deposits and unearned income	27
	5.4 Interest bearing liabilities	28
	5.5 Provisions	29
	5.6 Financing arrangements	31
	5.7 Commitments	32
	5.8 Leases	33
Note 6	Assets we manage	36
	6.1 Non-current assets classified as held for sale	36
	6.2 Property, infrastructure plant and equipment	37
	6.3 Investments in associates, joint arrangements and subsidiaries	45
Note 7	People and relations	46
	7.1 Council and key management remuneration	46
	7.2 Related party disclosures	48

Table of Contents continued **Page**

Notes to the Financial Statements continued

Note 8	Managing uncertainties	49
	8.1 Contingent assets and liabilities	49
	8.2 Change in accounting standards	49
	8.3 Financial instruments	50
	8.4 Fair value measurement	51
	8.5 Events occurring after balance date	52
Note 9	Other matters	53
	9.1 Revenues	53
	9.2 Reconciliation of cash flows from operating activities	55
	9.3 Superannuation	55
Note10	Change in accounting policy	58

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020, the Australian Accounting Standards and other mandatory professional reporting requirements.

Narelle O'Shea CPA
Principal Accounting Officer

Date: *12 October 2022*
Geelong

In our opinion, the accompanying financial statements present fairly the financial transactions of the Greater Geelong City Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify the financial statements in their final form.

Cr P Murrihy
Councillor

Date: *12 October 2022*
Geelong

CR T Sullivan
Councillor

Date: *12 October 2022*
Geelong

Kaarina Phyland
Acting Chief Executive Officer

Date: *12 October 2022*
Geelong

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Greater Geelong City Council

Opinion	I have audited the financial report of Greater Geelong City Council (the council) which comprises the: • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
20 October 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
For the Year Ended 30 June 2022

	Note	2022 $'000	2021 $'000
Income			
Rates and charges	3.1	274,660	257,691
Statutory fees and fines	3.2	13,743	12,504
User fees	3.3	54,599	45,697
Grants - operating	3.4(a)	76,331	68,867
Grants - capital	3.4(b)	20,527	21,485
Contributions - monetary	3.5	43,086	33,761
Contributions – non-monetary	3.5	79,321	98,699
Other income	3.7	4,707	1,341
Total income		**566,973**	**540,045**
Expenses			
Employee costs	4.1(a)	176,299	171,830
Materials and services	4.2	136,466	118,038
Depreciation	4.3	70,190	68,281
Amortisation - intangible assets	4.4	387	387
Amortisation - right of use assets	4.5	2,725	3,201
Bad and doubtful debts	4.6	769	1,741
Borrowing costs	4.7	2,866	2,993
Finance costs - leases	4.8	60	147
Other expenses	4.9	31,996	30,802
Net loss on disposal of property, infrastructure, plant and equipment	3.6	3,579	995
Share of net losses of associates and joint ventures	6.3	208	74
Total expenses		**425,545**	**398,489**
Surplus/(deficit) for the year		**141,428**	**141,556**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1(a)	852,871	208,718
Total other comprehensive income		**852,871**	**208,718**
Total comprehensive result		**994,299**	**350,274**

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2022

	Note	2022 $'000	2021 $'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	100,455	66,913
Trade and other receivables	5.1(d)	22,713	16,251
Other financial assets	5.1(b)	45,151	77,092
Inventories	5.2(a)	1,706	1,092
Non-current assets classified as held for sale	6.1	19,827	-
Other assets	5.2(b)	5,776	4,233
Total current assets		**195,627**	**165,581**
Non-current assets			
Trade and other receivables	5.1(d)	11,478	15,317
Intangible assets	5.2(c)	2,063	2,450
Investments in associates, joint arrangements and subsidiaries	6.3(a)	9,119	9,327
Right-of-use assets	5.8	1,038	3,230
Property, infrastructure, plant and equipment	6.2	4,163,968	3,158,783
Total non-current assets		**4,187,665**	**3,189,107**
Total assets		**4,383,292**	**3,354,688**
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	41,357	36,647
Trust funds and deposits	5.3(b)	12,540	12,800
Unearned income/revenue	5.3(c)	25,029	15,578
Provisions	5.5	38,789	38,164
Interest-bearing liabilities	5.4	14,062	12,006
Lease liabilities	5.8	369	2,835
Total current liabilities		**132,146**	**118,030**
Non-current liabilities			
Provisions	5.5	18,645	19,557
Interest-bearing liabilities	5.4	126,030	105,062
Lease liabilities	5.8	692	558
Total non-current liabilities		**145,367**	**125,176**
Total liabilities		**277,513**	**243,206**
Net assets		**4,105,779**	**3,111,481**
Equity			
Accumulated surplus		1,748,477	1,652,273
Reserves	9.1	2,357,303	1,459,208
Total Equity		**4,105,779**	**3,111,481**

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity
For the Year Ended 30 June 2022

2022	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000	Total Reserves $'000
Balance at beginning of the financial year		3,111,481	1,652,273	1,396,298	62,910	1,459,208
Surplus/(deficit) for the year		141,428	141,428	-	-	-
Net asset revaluation increment/ (decrement)	9.1(a)	852,871	-	852,871	-	852,871
Transfers to other reserves	9.1(b)	-	(56,746)	-	56,746	56,746
Transfers from other reserves	9.1(b)	-	11,522	-	(11,522)	(11,522)
Balance at end of the financial year		**4,105,780**	**1,748,477**	**2,249,168**	**108,134**	**2,357,303**

2021	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000	Total Reserves $'000
Balance at beginning of the financial year		2,761,207	1,541,038	1,187,580	32,589	1,220,169
Surplus/(deficit) for the year		141,556	141,556	-	-	-
Net asset revaluation increment/ (decrement)	9.1(a)	208,718	-	208,718	-	208,718
Transfers to other reserves	9.1(b)	-	(62,135)	-	62,135	62,135
Transfers from other reserves	9.1(b)	-	31,813	-	(31,813)	(31,813)
Balance at end of the financial year		**3,111,481**	**1,652,273**	**1,396,298**	**62,910**	**1,459,208**

The above Statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows
For the Year Ended 30 June 2022

	Note	2022 Inflows/ (Outflows) $'000	2021 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		268,309	245,240
Statutory fees and fines		14,771	13,233
User fees		40,946	39,671
Grants - operating		83,739	78,406
Grants - capital		46,225	31,125
Contributions - monetary		43,086	33,803
Interest received		688	567
Trust funds and deposits taken		5,032	5,710
Net GST refund/payment		23,286	22,370
Employee costs		(177,319)	(164,639)
Materials and services		(174,433)	(173,335)
Short-term, low value and variable lease payments		(2,035)	(1,384)
Trust funds and deposits repaid		(5,248)	(5,504)
Net cash provided by/(used in) operating activities	9.2	**167,046**	**125,263**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(195,738)	(121,179)
Proceeds from sale of property, infrastructure, plant and equipment		12,828	8,463
Payments for investments		(59,329)	(140,098)
Proceeds from sale of investments		91,414	144,293
Net cash provided by/(used in) investing activities		**(150,825)**	**(108,521)**
Cash flows from financing activities			
Finance costs		(2,778)	(2,937)
Proceeds from borrowings		32,300	45,000
Repayment of borrowings		(9,276)	(10,540)
Interest paid - lease liability		(57)	(147)
Repayment of lease liabilities		(2,868)	(3,288)
Net cash provided by/(used in) financing activities		**17,320**	**28,088**
Net increase (decrease) in cash and cash equivalents		33,542	44,830
Cash and cash equivalents at the beginning of the financial year		66,913	22,083
Cash and cash equivalents at the end of the financial year	5.1(a)	**100,455**	**66,913**
Financing arrangements	5.6		
Restrictions on cash and cash equivalents assets	5.1(c)		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works
For the Year Ended 30 June 2022

	Note	2022 $'000	2021 $'000
Property			
Land		12,780	126
Buildings		80,066	36,527
Total property		**92,846**	**36,653**
Plant and equipment			
Plant, machinery and equipment		3,782	3,492
Computers and telecommunications		6,829	5,987
Total plant and equipment		**10,611**	**9,479**
Infrastructure			
Roads		24,799	31,758
Footpaths and cycleways		9,942	4,317
Drainage		7,485	5,452
Recreational, leisure and community facilities		11,482	2,389
Waste management		1,834	1,294
Parks, open space and streetscapes		31,966	24,204
Other infrastructure		4,774	5,634
Total infrastructure		**92,281**	**75,047**
Total capital works expenditure		**195,738**	**121,179**
Represented by:			
New asset expenditure		147,346	81,812
Asset renewal expenditure		36,368	34,414
Asset upgrade expenditure		12,024	4,953
Total capital works expenditure		**195,738**	**121,179**

The above statement of capital works should be read in conjunction with the accompany notes.

Note 1: Overview

Introduction

The Greater Geelong City Council was established by an Order of the Governor in Council on 18 May 1993 and is a body corporate. The Council's main office is located at 30 Gheringhap Street, Geelong.

Statement of Compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 2020, and the Local Government (Planning and Reporting) Regulations 2020.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

a) Basis of Accounting

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope *of AASB15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases* of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- management have reviewed the relationship with Geelong Regional Library Corporation (GRLC) and will continue to account for this on an equity basis. The GRLC Board and senior

management team make all the decisions relative to the services provided. The City does not have discretion to direct the activities of the GRLC.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

b) Impact of Covid-19 pandemic

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations.

The Council, in line with the Victorian Government restrictions, were forced to close or restrict access to leisure, community, sporting and arts facilities during the start of the 2021-22 financial year. These closures had an impact on general revenue and expenses, as well as employees being stood down. Redeployment was recommenced to minimise the impact on our staff.

Since the commencement of the pandemic, Council has adopted 7 support packages to assist the community and businesses during the pandemic and to provide support through the recovery process. The value of this support which spans three financial years (2019-20, 2020-21 and 2021-22) was budgeted at over $19.0m.

Council has noted the following significant impacts on its 2021-22 financial operations from the COVID-19 pandemic:

Areas	Summary of impact	$m
Additional Revenue	Grant income received for initiatives to support businesses during the recovery from the pandemic, including Outdoor Dining Activation.	0.5
Leisure and Community Net impact	Closure of leisure, community and arts facilities resulted in reduced revenue, offset by lower employee and other costs.	(0.9)
Support packages	Free parking initiatives introduced by Council impacted the number of infringements issued reducing income. Additional COVID-19 community grants plus arts and tourism support, plus rental support.	(1.5)
Other	Decreased retail sales, provision of additional COVID-19 personal protective equipment for staff, general support to businesses	(1.5)

Note 2: Performance against budget

The performance against budget notes compares Council's financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or $11.3m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

2.1.1 Income and expenditure

	Budget 2022 $'000	Actual 2022 $'000	Variance $'000	Variance %	Ref
Income					
Rates and charges	268,323	274,660	**6,337**	**2%**	
Statutory fees and fines	14,398	13,743	**(655)**	**-5%**	
User fees	63,834	54,599	**(9,235)**	**-14%**	**1**
Grants - operating	62,275	76,331	**14,056**	**23%**	**2**
Grants - capital	17,794	20,527	**2,733**	**15%**	**3**
Contributions - monetary	29,360	43,086	**13,726**	**47%**	**4**
Contributions - non monetary	80,000	79,321	**(679)**	**-1%**	
Net gain on disposal of property, infrastructure, plant and equipment	12,382	-	**(12,382)**	**-100%**	**5**
Other income	1,277	4,707	**3,430**	**269%**	**6**
Total income	**549,642**	**566,972**	**17,330**	**3%**	
Expenses					
Employee costs	183,563	176,299	**7,265**	**4%**	
Materials and services	122,668	136,466	**(13,798)**	**-11%**	**7**
Depreciation	73,254	70,190	**3,064**	**4%**	
Amortisation - intangible assets	387	387	**-**	**0%**	
Amortisation - right of use assets	2,647	2,725	**(78)**	**-3%**	
Bad and doubtful debts	1,255	769	**486**	**39%**	**8**
Borrowing costs	3,876	2,866	**1,010**	**26%**	**9**
Finance costs - leases	56	60	**(5)**	**-9%**	
Net loss on disposal of property, infrastructure, plant and equipment	-	3,579	**(3,579)**		
Share of net losses of associates and joint ventures	-	208	**(208)**	**%**	
Other expenses	30,440	31,996	**(1,557)**	**-5%**	
Total expenses	**418,144**	**425,545**	**(7,400)**	**-2%**	
Surplus/(deficit) for the year	**131,497**	**141,428**	**9,930**	**8%**	

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	User fees	Closure of leisure centres and outdoor pools $7.3m, reduced parking utilisation and free parking initiatives $3.1m.
2	Grants - operating	75% 2022-23 Financial Assistance Grants received in advance was higher than budget assumptions $7.2m, additional Commonwealth Home Support Program funding of $2.8m, Long Day Care support of $0.9m and other business-related stimulus grants as a result of COVID-19 impacts.
3	Grants - capital	Grants were received for Sports Lighting Upgrade Program $1.4m, Drysdale Sporting Precinct Master Plan $0.6m, Leopold Football Club Master Plan $0.2m and other project related grants - either earlier than budgeted or unbudgeted.
4	Contributions - monetary	Levies were received for various development schemes around the municipality that exceeded budget due to growth being higher than expected. Schemes where levies exceeded budget included Armstrong Creek West $8.7m, Trethowen Avenue $1.3m, $0.6m Armstrong Creek Southern Precinct and Open Space $2.9m.
5	Net loss on disposal of property, infrastructure, plant and equipment	Budget included the sale of a key City asset, which has been deferred until the 2022-23 financial year.
6	Other income	Other income includes unbudgeted income from the sale of environmental certificates that have been made available from the LED streetlighting project.
7	Materials and services	Inflationary and contract increases as well as services coming back to normal post the pandemic. Increase is also driven by current and prior year capital write-offs.
8	Bad and doubtful debts	Less than budgeted provisions required for external services, with parking infringements material favourable variance. Favourable settlement of historical debt.
9	Borrowing costs	Deferral of budgeted borrowings has resulted in these costs being less than budgeted

2.1.2 Capital Works

	Budget 2022	Actual 2022	Variance	Variance	
	$'000	$'000	$'000	%	Ref
Property					
Land	28,448	12,780	(15,668)	-55%	1
Buildings	68,198	80,066	11,868	17%	2
Total property	**96,646**	**92,846**	**(3,800)**	**-4%**	
Plant and equipment					
Plant, machinery and equipment	6,853	3,782	(3,070)	-45%	3
Computers and telecommunications	5,794	6,829	1,035	18%	4
Total plant and equipment	**12,646**	**10,611**	**(2,036)**	**-16%**	
Infrastructure					
Roads	22,866	24,799	1,934	8%	
Footpaths and cycleways	9,148	9,942	794	9%	
Drainage	5,918	7,485	1,567	26%	5
Recreational, leisure and community facilities	10,408	11,482	1,074	10%	
Waste management	1,133	1,834	701	62%	6
Parks, open space and streetscapes	38,637	31,966	(6,671)	-17%	7
Other infrastructure	7,638	4,774	(2,865)	-38%	8
Total infrastructure	**95,748**	**92,281**	**(3,466)**	**-4%**	
Total capital works expenditure	**205,040**	**195,738**	**(9,302)**	**-5%**	
Represented by:					
New asset expenditure	152,795	147,346	(5,449)	-4%	
Asset renewal expenditure	40,009	36,368	(3,641)	-9%	
Asset upgrade expenditure	12,236	12,024	(213)	-2%	
Total capital works expenditure	**205,040**	**195,738**	**(9,302)**	**-5%**	

(i) Explanation of material variations

Variance Reference	Item	Explanation
1	Land	Delays in the timing and negotiation of land acquisitions in key development regions.
2	Buildings	Deferred expenditure on the Civic Precinct in 2021, led to increased spending on the building in the 2022 financial year.
3	Plant, machinery and equipment	Supply chain issues with the purchase of light and heavy vehicles has led to lower expenditure in 2022.
4	Computers and telecommunications	Timing of spend on the digital modernisation project was higher than budget for the 2022 financial year.
5	Drainage	Variance largely due to the timing of the expenditure on the Elcho drainage project that was greater than budget, partially offset by reduced expenditure on core flood and drainage management projects.
6	Waste management	Increased expenditure on new bins to service the growing community as well as higher than budget spend on the composting work facilities.
7	Parks, open space and streetscapes	The budget included $3m of expenditure for streetscape works for the Convention Centre which has been deferred until the 2023-24 financial year. Timing of expenditure on North Bellarine Aquatic Centre.
8	Other infrastructure	Timing of the roll out of LED streetlighting differed from budget expectations.

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Summary of Council directorates and responsibilities

Chief Executive

Incorporates Governance, Corporate Communications with administration of the Office of the Chief Executive in order to provide effective oversight of the organisation.

City Planning and Economy

The planning services area includes the assessment of city development, health and local laws, planning strategy and urban growth. Our Economy area supports local festivals and major events in order to provide economic development and tourism to the region.

City Services

City Services is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets

include capital works engineering services, environment and waste, city works, parks and gardens, emergency management and municipal resources.

Community Life

Community Life provides high quality community focused programs, service delivery and communication to residents. Community life is comprised of community care, connected communities, family services, health communities, leisure and recreational services and social planning and investment.

Customer and Corporate Services

Customer and Corporate Services provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes financial services, digital information and technology, property and procurement, business process improvement, Civic Accommodation project, integrity and risk and legal Services.

Strategy, People and Performance

Responsible for people and performance, health, safety & wellbeing, enterprise program management and change management to align with council strategy. The strategy, commercials and partnerships business unit aims to develop Council's key strategic goals, review Council's services and to develop key relations with commercial partners to meet the needs of the growing community.

2.2.2 Summary of income, expenses, asses and capital expense by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2022	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Customer and Corporate Services	305,089	53,626	251,463	30,991	456,891
City Planning & Economy	57,261	49,706	7,556	4,881	180,905
Community Life	88,390	116,052	(27,662)	43,488	894,004
City Services	115,991	185,388	(69,397)	17,467	2,851,493
Chief Executive	242	8,449	(8,207)	29	-
Strategy, People & Performance	0	12,324	(12,324)	-	-
	566,973	**425,545**	**141,428**	**96,857**	**4,383,292**

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2021	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Customer and Corporate Services	280,476	53,251	227,225	22,141	393,767
City Planning & Economy	58,611	59,456	(846)	4,247	140,940
Community Life	81,090	93,322	(12,233)	35,790	663,405
City Services	112,009	165,160	(53,150)	20,372	2,156,575
Chief Executive	7,819	15,982	(8,162)	7,802	-
Strategy, People & Performance	40	11,318	(11,278)	-	-
	540,045	**398,489**	**141,556**	**90,352**	**3,354,688**

Note 3: Funding for the delivery of services

3.1 Rates and Charges

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the total market value of the land plus buildings and other improvements.

The valuation base used to calculate general rates for 2021/22 was $79.39 billion (2020/21 $76.24 billion).

	2022 $'000	2021 $'000
General rates	217,122	208,507
Waste management charge	48,238	42,825
Special rates and charges	4,453	2,840
Supplementary rates and rate adjustments	3,877	3,052
Interest on rates and charges	896	394
Revenue in lieu of rates	73	72
Total rates and charges	**274,660**	**257,691**

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation was first applied in the rating year commencing 1 July 2021.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory Fees and Fines

Infringements and costs	2,955	2,218
Court recoveries	480	408
Town planning fees	3,375	2,611
Land information certificates	2,355	2,579
Permits	4,577	4,688
Total statutory fees and fines	**13,743**	**12,504**

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User Fees

	2022 $'000	2021 $'000
Aged and health services	2,979	3,098
Leisure centre and recreation	10,747	7,934
Childcare/children's programs	6,711	6,330
Parking	5,992	3,096
Building services	5,680	4,880
Waste management services	14,697	11,118
National Wool Museum	360	294
Parks	179	222
Rental and leasing	2,295	1,815
Road works	461	550
Planning	1,508	3,954
Other fees and charges	2,990	2,408
Total user fees	**54,599**	**45,697**
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	54,599	45,697
Total user fees	**54,599**	**45,697**

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

Commonwealth funded grants	65,636	50,427
State funded grants	31,221	39,925
Total grants received	**96,857**	**90,352**

(a) Operating Grants

	2022 $'000	2021 $'000
Recurrent – Commonwealth Government funded grants		
Financial assistance grants	30,991	22,141
Family day care	11,101	10,619
General home care	18,923	14,333
Other	738	241
Recurrent – State Government funded grants		
Aged care	1,406	2,074
School crossing supervisors	991	912
Family services	9,095	7,973
Environment	81	252
Community development	944	674
Other	2,061	1,846
Total recurrent operating grants	**76,331**	**61,065**
Non-recurrent – State Government funded grants		
Working for Victoria	-	7,802
Total non-recurrent operating grants	**-**	**7,802**
Total operating grants	**76,331**	**68,867**

(b) Capital Grants

Recurrent – Commonwealth Government funded grants		
Roads to recovery	2,184	2,309
Total recurrent capital grants	**2,184**	**2,309**
Non-recurrent – Commonwealth Government funded grants		
Recreation	1,701	785
Non-recurrent – State Government funded grants		
Roads	3,276	6,417
IT	291	923
Recreation	8,705	9,399
Buildings	2,625	1,015
Other	1,745	639
Total non-recurrent capital grants	**18,343**	**19,177**
Total capital grants	**20,527**	**21,485**

(c) Unspent grants received on condition that be spent in a specific manner

	2022	2021
	$'000	$'000
Operating		
Balance at start of year	8,539	5,775
Received during the financial year and remained unspent at balance date	2,684	4,892
Received in prior years and spent during the financial year	(3,942)	(2,128)
Balance at year end	**7,281**	**8,539**
Capital		
Balance at start of year	6,766	3,344
Received during the financial year and remained unspent at balance date	17,101	6,766
Received in prior years and spent during the financial year	(6,766)	(3,344)
Balance at year end	**17,101**	**6,766**

(d) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficient specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers.

When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficient specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficient specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficient specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under *AASB 1058 Income of Not-for-Profit Entities*		
General purpose	30,991	22,141
Specific purpose grants to acquire non-financial assets	20,527	21,485
Other specific grants	25,713	35,183
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	19,627	11,543
	96,857	**90,352**

3.5 Contributions

	2022 $'000	2021 $'000
Monetary	43,086	33,761
Non-monetary	79,321	98,699
Total contributions	**122,407**	**132,460**
Contributions of non-monetary assets were received in relation to the following asset classes.		
Land	13,667	27,441
Buildings	845	-
Roads	12,529	-
Other Infrastructure	52,280	71,259
Total non-monetary contributions	**79,321**	**98,699**

Monetary and non-monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	12,828	8,463
Written down value of assets disposed	(16,406)	(9,458)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**(3,579)**	**(995)**

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	688	567
Other	4,019	774
Total other income	**4,707**	**1,341**

Interest is recognised as it is earned. Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4: The cost of delivering services

4.1 (a) Employee Costs

	2022 $'000	2021 $'000
Wages and salaries	151,927	151,191
WorkCover	3,253	2,385
Casual staff / supplementary labour	4,496	2,734
Superannuation	14,541	14,091
Fringe benefits tax	478	483
Other	1,605	944
Total employee costs	**176,299**	**171,830**

(b) Superannuation

Council made the following contributions to the following funds:

Defined Benefit Fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	710	717
	710	**717**
Employer contributions payable at reporting date	-	-
Accumulation Funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	7,846	7,709
Employer contributions -other funds	6,726	6,009
	14,572	**13,718**
Employer contributions payable at reporting date	-	-

Refer to note 9.3 for further information relating to Council's superannuation obligations

4.2 Materials and services

Materials	7,293	7,700
Contract payments	47,881	46,516
Building maintenance	8,347	4,910
Plant / equipment / vehicle costs	5,528	7,898
Utilities	8,912	9,826
Office administration	5,906	5,518
Information technology	4,316	3,891
Insurance	3,325	2,610
Levies	9,484	5,671
Geelong Regional Library Corporation Funding Contribution	11,261	11,046
Consultants	7,840	6,678
Capital works reclassified as expense	16,372	5,772
Total materials and services	**136,466**	**118,038**

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

	2022 $'000	2021 $'000
Property	12,846	12,909
Plant and equipment	6,786	6,889
Infrastructure	50,558	48,483
Total depreciation	**70,190**	**68,281**

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and the applicable accounting policy.

4.4 Amortisation – Intangible assets

Other – Landfill airspace	387	387
Total Amortisation – Intangible assets	**387**	**387**

4.5 Amortisation – Right of use assets

Property	2,532	3,014
Vehicles	48	41
Other	146	146
Total Amortisation – Right of use assets	**2,725**	**3,201**

4.6 Bad and doubtful debts

Parking fine debtors	591	536
Other debtors	178	1,205
Total bad and doubtful debts	**769**	**1,741**

Movement in provisions for doubtful debts

Balance at the beginning of the year	18,603	17,094
New provisions recognised during the year	941	4,237
Amounts already provided for and written off as uncollectible	(1,951)	(2,716)
Amounts provided for but recovered during the year	(7)	(12)
Balance at end of year	**17,586**	**18,603**

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.

4.7 Borrowing costs

	2022 $'000	2021 $'000
Interest - borrowings	2,866	2,993
Total borrowing costs	**2,866**	**2,993**

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.8 Finance costs - Leases

Interest – Lease liabilities	60	147
Total finance costs	**60**	**147**

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	115	103
Auditors' remuneration - Internal Audit	148	235
Councillors' allowances	459	404
Contributions	3,580	4,063
Waste disposal and recycling	16,128	12,270
Marketing, promotion and advertising	1,772	2,162
Events and functions	777	596
Operating lease rentals	2,016	1,384
Security	788	858
Memberships and subscriptions	821	603
Licences, fees and permits	716	522
Grants	2,570	5,255
Others	2,106	2,348
Total other expenses	**31,996**	**30,802**

Note 5: Financial Position

5.1 Financial assets

	2022 $'000	2021 $'000
(a) Cash and cash equivalents		
Cash on hand - current	150	158
Cash at bank - current	100,305	66,755
Total cash and cash equivalents	**100,455**	**66,913**
(b) Other financial assets		
Term deposits - current	45,151	77,092
Term deposits – non-current	-	-
Total other financial assets	**45,151**	**77,092**

(c) Restricted funds

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3 (b))	12,540	12,800
- Grants received but not expended (Note 3.4 (c))	24,382	15,305
Total restricted funds	**36,921**	**28,105**
Total unrestricted cash and cash equivalents	**63,533**	**38,808**

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- cash held to fund carried forward capital works	41,330	27,027
- include details of other allocated amounts	66,803	35,883
Total funds subject to intended allocations	**108,133**	**62,910**

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(d) Trade and other receivables

	2022 $'000	2021 $'000
Current		
Statutory receivables		
Rates debtors	4,403	2,054
Provision for doubtful debts - rates	(465)	(457)
Infringement debtors	12,765	11,923
Provision for doubtful debts - infringements	(11,479)	(10,888)
Net GST receivable	2,992	1,663
Non statutory receivables		
Other debtors including landfill, leasing and permits	20,139	19,215
Provision for doubtful debts - other debtors	(5,642)	(7,258)
Total current trade and other receivables	**22,713**	**16,251**
Non-current		
Statutory receivables		
Special rate scheme	4,091	5,822
Long term rates	7,289	9,397
Non statutory receivables		
Loans and advances to community organisations	98	98
Total non-current trade and other receivables	**11,478**	**15,317**
Total trade and other receivables	**34,190**	**31,568**

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(e) Ageing of receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	11,567	8,326
Past due by up to 30 days	-	-
Past due between 31 and 180 days	2,795	3,038
Past due between 181 and 365 days	183	405
Past due by more than 1 year	50	285
Total trade and other receivables	**14,594**	**12,054**

(f) Aging of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of $5.6m (2021: $7.3m) were impaired. The amount of the provision raised against these debtors was $5.6m (2021: $7.3m). They have been individually impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

	2022 $'000	2021 $'000
Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	284	3,505
Past due between 181 and 365 days	723	268
Past due by more than 1 year	4,635	3,486
Total trade and other receivables	**5,642**	**7,258**

5.2 Non-financial assets

(a) Inventories

Current		
Inventories held for distribution	1,432	813
Inventories held for sale	274	279
Total Inventories	**1,706**	**1,092**

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Current		
Prepayments	2,567	2,667
Accrued income	3,209	1,566
Total other assets	**5,776**	**4,233**

(c) Intangible assets

Landfill air space	2,063	2,450
Total intangible assets	**2,063**	**2,450**

	Landfill Airspace $'000	Total $'000
Gross carrying amount		
Balance at 1 July 2021	2,450	2,450
Amortisation	(387)	(387)
Balance at 30 June 2022	**2,063**	**2,063**
Net book value at 30 June 2021	**2,450**	**2,450**
Net book value at 30 June 2022	**2,063**	**2,063**

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate. Refer to Note 6.2 for amortisation periods and thresholds.

5.3 Payables, trust funds and deposits and unearned income/revenue

(a) Trade and other payables

	2022 $'000	2021 $'000
Current		
Non-statutory payables		
Trade payables	17,574	15,389
Prepaid Income (includes rates and leisure services)	1,128	2,242
Accrued expenses	22,655	19,016
Total trade and other payables	**41,357**	**36,647**

(b) Trust funds and deposits

Current		
Refundable deposits	10,173	10,388
Fire services levy	2,367	2,411
Total trust funds and deposits	**12,540**	**12,800**

(c) Unearned income/revenue

	2022 $'000	2021 $'000
Current		
Grants received in advance - operating	7,280	3,622
Grants received in advance - capital	17,101	6,766
Other	648	5,190
Total unearned income/revenue	**25,029**	**15,578**

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of contract works and services. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of security in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received twenty-eight days after the rate instalment due date. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

5.4 Interest bearing liabilities

Current		
Borrowings - secured	14,062	12,006
	14,062	**12,006**
Non-current		
Borrowings - secured	126,030	105,062
	126,030	**105,062**
Total interest bearing liabilities	**140,092**	**117,068**

Borrowings are secured by the Council Rate Base

(a) The maturity profile for Council's borrowings is:

	2022	2021
	$'000	$'000
Not later than one year	14,062	12,006
Later than one year and not later than five years	60,475	45,734
Later than five years	65,554	59,328
	140,092	**117,068**

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

2022	Employee	Landfill restoration	Other	Total
	$ '000	$ '000	$ '000	$ '000
Balance at beginning of the financial year	36,415	16,683	4,623	57,720
Additional provisions	21,310	-	-	21,310
Amounts used	(21,331)	-	(265)	(21,596)
Balance at the end of the financial year	**36,393**	**16,683**	**4,358**	**57,434**

2021	Employee	Landfill restoration	Other	Total
	$ '000	$ '000	$ '000	$ '000
Balance at beginning of the financial year	34,610	16,683	3,901	55,194
Additional provisions	21,550	-	3,865	25,415
Amounts used	(19,745)	-	(3,143)	(22,889)
Balance at the end of the financial year	**36,415**	**16,683**	**4,623**	**57,721**

(a) Employee provisions	2022 $'000	2021 $'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	11,861	11,905
Long service leave	2,130	1,731
Other	138	158
	14,129	**13,793**
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,227	1,166
Long service leave	19,020	18,527
	20,247	**19,692**
Total current employee provisions	**34,375**	**33,486**
Non-current		
Long service leave	2,018	2,929
Total non-current employee provisions	**2,018**	**2,929**
Aggregate carrying amount of employee provisions:		
Current	34,375	33,486
Non-current	2,018	2,929
Total aggregate carrying amount of employee provisions	**36,393**	**36,415**

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2022	2021
- discount rate	2.38% - 3.51%	(0.015%) -1.215%
- wage inflation rate	3.10%	2.20%

(b) Landfill restoration provision

	2022	2021
	$'000	$'000
Current	124	124
Non-current	16,559	16,559
	16,683	**16,683**

Council is obligated to restore its landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:	2022	2021
- discount rate	3.83% - 3.86%	2.03%-2.25%
- estimated cost to rehabilitate (undiscounted)	20,012	18,865

(c) Other provisions

Developer contribution liabilities	68	68
Other provisions	4,289	4,554
Total other provisions	**4,358**	**4,623**

(d) Total provisions

Current	38,789	38,164
Non-current	18,645	19,557
Total provisions	**57,434**	**57,721**

5.6 Financing Arrangements

The Council has the following funding arrangements in place as at 30 June 2022.

Bank overdraft	5,000	5,000
Credit card facilities	550	-
Total facilities	**5,550**	**5,000**
Unused facilities	5,550	5,000

5.7 Commitments for expenditure

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

2022	Not later than 1 year $'000	Later than 1 year and not later than 2 years $'000	Later than 2 years and not later than 5 years $'000	Later than 5 years $'000	Total $'000
Operating					
IT	717	238	-	-	955
Recycling and Waste Management	1,389	2,399	1,199	-	4,987
Facilities maintenance	267	49	-	-	317
Open space and parks management	1,421	2,477	-	-	3,898
Consultancies	87	98	-	-	186
Cleaning contracts for council buildings	706	-	-	-	706
Roads	103	-	-	-	103
Other	1,712	1,867	-	-	3,580
Total	**6,402**	**7,129**	**1,199**	**-**	**14,731**
Capital					
Buildings	90,242	-	-	-	90,242
Other	11,348	-	-	-	11,348
Total	**101,590**	**-**	**-**	**-**	**101,590**

2021	Not later than 1 year $'000	Later than 1 year and not later than 2 years $'000	Later than 2 years and not later than 5 years $'000	Later than 5 years $'000	Total $'000
Operating					
IT	14,574	474	206	-	15.254
Recycling and Waste Management	2,873	190	-	-	3,063
Facilities maintenance	874	337	49	-	1,260
Open space and parks management	2,509	1,718	930	-	5,157
Consultancies	601	15	-	-	615
Cleaning contracts for council buildings	1,526	-	-	-	1,526
Roads	1,412	103	-	-	1,514
Other	2,433	584	706	-	3,721
Total	**26,801**	**3,420**	**1,892**	**-**	**32,113**
Capital					
Buildings	80,736	-	-	-	80,736
Other	8,517	-	-	-	8,517
Total	**89,253**	**-**	**-**	**-**	**89,253**

(b) Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 80 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2022 $'000	2021 $'000
Not later than one year	1,716	1,678
Later than one year and not later than five years	3,908	4,066
Later than five years	1,843	2,192
	7,467	**7,936**

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- the contract involves the use of an identified asset;
- the customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and

- the exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Council has a number of peppercorn leases in its portfolio and given the nature and use of these assets it is difficult to estimate the fair value of these right of use assets.

Council has chosen to take up the option of measuring the peppercorn leases as cost (actual payments) rather than at fair value.

Right-of-Use Assets

	Property	Vehicles	Other	Total
	$'000	$'000	$'000	$'000
Balance at 1 July 2020	4,867	45	716	5,628
Additions	738	66	-	803
Amortisation charge	(3,014)	(41)	(146)	(3,201)
Balance at 30 June 2021	**2,590**	**70**	**570**	**3,230**
Balance at 1 July 2021	2,590	70	570	3,230
Additions	506	26	-	532
Amortisation charge	(2,532)	(48)	(146)	(2,725)
Balance at 30 June 2022	**564**	**49**	**425**	**1,038**

Lease Liabilities

	2022	2021
	$'000	$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,091	2,756
One to five years	742	555
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	**1,834**	**3,310**
Lease liabilities included in the Balance Sheet at 30 June:		
Current	369	2,835
Non-current	692	558
Total lease liabilities	**1,061**	**3,392**

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

Short-term leases	2,035	1,383
Leases of low value assets	3	1
Total	**2,038**	**1,384**

Variable lease payments (not included in measurement of lease liabilities)

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:

Within one year	0	1
Later than one year but not later than five years	2	2
Total Lease commitments	**2**	**3**

Note 6: Assets we manage

6.1 Non current assets classified as held for sale

	2022 $'000	2021 $'000
Cost of acquisition	19,827	-
Capitalised development costs (eg roads, drainage)	-	-
Borrowing costs capitalised during development	-	-
Total non-current assets classified as held for sale	**19,827**	**-**
Capitalisation rate used in the allocation of borrowing costs	0%	0%

Non current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal and are not subject to depreciation.

Non current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable, and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 Property, Infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2021	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	Assets Held for Sale	Carrying amount 30 June 2022
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property - Land	881,805	1,600	13,667	219,268	-	(5,480)	(5,553)	10,078	(7,282)	**1,108,103**
Property - Buildings	473,508	11,829	845	32,277	(12,846)	(3,589)	(9,117)	1,391	(12,545)	**481,754**
Plant and equipment	30,165	4,108	-	-	(6,786)	(597)	(493)	628		**27,025**
Infrastructure	1,697,995	31,920	64,816	601,326	(50,559)	(6,740)	158	610		**2,339,528**
Work in progress	75,308	146,281					(1,326)	(12,707)		**207,556**
	3,158,783	**195,738**	**79,328**	**852,871**	**(70,190)**	**(16,406)**	**(16,331)**	**-**	**(19,827)**	**4,163,968**

Summary of Work in Progress

	Opening WIP	Additions	Write-off	Transfers	Closing WIP
	$'000	$'000	$'000	$'000	$'000
Property	39,731	79,417	(435)	(11,469)	**107,244**
Plant and equipment	6,488	6,503	(34)	(628)	**12,329**
Infrastructure	29,089	60,361	(857)	(610)	**87,983**
Total	**75,308**	**146,281**	**(1,326)**	**(12,707)**	**207,556**

(a) Property

	Land - specialised	Land - non specialised	Land under roads	Total Land	Heritage buildings	Buildings - specialised	Buildings non specialised	Leasehold improvements	Total Buildings	Work In Progress	Total Property
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2021	801,435	42,544	37,828	**881,805**	113,897	536,154	8,513	3,842	**662,406**	39,731	**1,583,943**
Accumulated depreciation at 1 July 2021	-	-	-	-	(49,666)	(134,309)	(2,575)	(2,348)	**(188,898)**	-	**(188,898)**
	801,435	42,544	37,828	**881,805**	64,231	401,845	5,938	1,493	**473,508**	39,731	**1,395,045**
Movements in fair value											
Additions	1,600	-	-	**1,600**	53	11,765	-	11	**11,829**	79,417	**92,846**
Contributions	13,667	-	-	**13,667**	-	845	-	-	**845**	-	**14,512**
Revaluation	215,928	4,653	(1,313)	**219,268**	4,651	30,161	(2,535)	-	**32,277**	-	**251,545**
Disposal	-	(5,480)	-	**(5,480)**	(2,150)	(934)	(1,088)	-	**(4,172)**	-	**(9,652)**
Write-off and Adjustments	(5,554)	-	-	**(5,553)**	-	(9,119)	1	-	**(9,117)**	(435)	**(15,106)**
Transfers (inc Asset Held for Sale)	3,165	(369)	-	**2,796**	-	(9,798)	(1,356)	-	**(11,154)**	(11,469)	**(19,827)**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
	228,806	(1,196)	(1,313)	**226,297**	2,554	22,920	(4,979)	11	**20,507**	67,513	**314,317**
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	-	(2,402)	(9,919)	(206)	(319)	**(12,846)**	-	**(12,846)**
Accumulated depreciation of disposals	-	-	-	-	199	345	39	-	**583**	-	**583**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	(2,202)	(9,574)	(168)	(319)	(12,263)	-	**(12,263)**
At fair value 30 June 2022	1,030,242	41,349	36,514	**1,108,105**	116,451	559,074	3,536	3,853	**682,914**	107,244	**1,898,263**
Accumulated depreciation at 30 June 2022	-	-	-	-	(51,868)	(143,883)	(2,743)	(2,667)	**(201,161)**	-	**(201,161)**
Carrying amount	**1,030,242**	**41,349**	**36,514**	**1,108,105**	**64,583**	**415,191**	**793**	**1,185**	**481,752**	**107,244**	**1,697,101**

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Work in progress	Total plant and equipment
	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2021	38,481	17,146	36,948	6,488	**99,063**
Accumulated depreciation at 1 July 2021	(16,875)	(13,085)	(32,451)	-	**(62,411)**
	21,606	4,061	4,497	6,488	**36,652**
Movements in fair value					
Additions	3,378	35	695	6,503	**10,611**
Contributions	-	-	-	-	**-**
Revaluation	-	-	-	-	**-**
Disposal	(1,666)	-	(42)	-	**(1,708)**
Write-off and Adjustments	193	(670)	(16)	(34)	**(527)**
Transfers	-	-	628	(628)	**-**
Impairment losses recognised in operating result	-	-	-	-	**-**
	1,905	(635)	1,264	5,842	**8,376**
Movements in accumulated depreciation					
Depreciation and amortisation	(3,816)	(651)	(2,318)	-	**(6,786)**
Accumulated depreciation of disposals	1,069	-	42	-	**1,111**
Impairment losses recognised in operating result	-	-	-	-	**-**
	(2,747)	(651)	(2,276)	-	**(5,675)**
At fair value 30 June 2022	40,386	16,511	38,212	12,329	**107,439**
Accumulated depreciation at 30 June 2022	(19,622)	(13,736)	(34,727)	-	**(68,085)**
Carrying amount	**20,764**	**2,775**	**3,485**	12,329	**39,354**

(c) Infrastructure

	Road Seal and Road Pavement	Footpaths and cycleways	Drainage	Recreational, leisure and community facilities	Kerb and Channel	Roads other	Other Infrastructure	Work In Progress	Total Infrastructure
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2021	949,796	305,083	779,890	181,667	252,250	219,971	110,762	29,089	**2,828,507**
Accumulated depreciation at 1 July 2021	(385,716)	(152,244)	(186,553)	(76,155)	(145,403)	(86,060)	(69,290)	-	**(1,101,422)**
	564,079	152,839	593,336	105,512	106,847	133,911	41,472	29,089	**1,727,085**
Movements in fair value									
Additions	11,916	7,377	404	6,214	4,161	733	1,115	60,361	**92,281**
Contributions	12,529	11,040	19,406	8,988	5,505	1,783	5,566	-	**64,816**
Revaluation	127,009	264,357	100,980	-	105,291	3,689	-	-	**601,326**
Disposal	(12,333)	(3,030)	(1,507)	(52)	(905)	(900)	-	-	**(18,727)**
Write-off and Adjustments	695	(112)	(9,410)	(196)	9,181	0	(1)	(857)	**(699)**
Transfers	-	-	-	610	-	-	-	(610)	**-**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	**-**
	139,817	279,632	109,875	15,563	123,233	5,304	6,680	58,894	**738,999**
Movements in accumulated depreciation									
Depreciation and amortisation	(15,245)	(6,375)	(9,285)	(7,397)	(3,584)	(4,641)	(4,032)	-	**(50,559)**
Accumulated depreciation of disposals	8,246	2,342	441	31	612	314	-	-	**11,987**
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	**-**
	(7,000)	(4,032)	(8,844)	(7,366)	(2,971)	(4,327)	(4,032)	-	**(38,572)**
At fair value 30 June 2022	1,089,612	584,716	889,764	197,230	375,483	225,276	117,442	87,983	**3,567,506**
Accumulated depreciation at 30 June 2022	(392,715)	(156,277)	(195,397)	(83,521)	(148,375)	(90,387)	(73,323)	-	**(1,139,994)**
Carrying amount	696,898	428,439	694,367	113,709	227,108	134,888	44,119	87,983	**2,427,512**

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit
Land & land improvements		
Land		1,000
Buildings		
Buildings – Total cost of structure	20 - 150 years	10,000
Structure	50 - 155 years	1,000
Sub Structure	50 - 150 years	1,000
Fitout	20 - 70 years	1,000
Roof	40 - 140 years	1,000
Mechanical Services	20 - 60 years	1,000
Hydraulic Services	50 - 100 years	1,000
Electrical Services	25 - 50 years	1,000
Floor Coverings	13 - 30 years	1,000
Security Services	15 - 20 years	1,000
Transport Services (Lifts Escalators)	60 - 100 years	1,000
Building Improvements	50 years	1,000
Leasehold Improvements	10 years	1,000
Plant and Equipment		
Heavy Plant and Equipment, Commercial Vehicles	10 years	1,000
Personal Computers	3 years	1,000
Computer Equipment	4-5 years	1,000
Software	4-5 years	1,000
Light Motor Vehicles	5-7 years	1,000
Fixtures and Fittings	10 years	1,000
Infrastructure		
Road Spray Seal	40 years	1,000
Road Asphalt Seal	30 years	1,000
Road Pavement	250 years	1,000
Drainage	40-100 years	1,000
Kerbs and Channel	60 years	1,000
Footpaths and Bike paths	50 years	1,000
Recreation	7-80 years	1,000
Airspace		1,000
Right of Use Assets	As per lease term	1,000

During the 2021-22 assessment of the fair value of infrastructure assets the useful lives and the remaining service potential of certain asset classes have been revised. The following table outlines the revised depreciation periods. The 2022-23 depreciation expense is not expected to materially change because of this reassessment.

	Depreciation period to 30 June 2022	Depreciation period from 1 July 2022
Drainage	40-100 years	50-110 years
Kerb and Channel	60 years	60-80 years
Footpaths and Bike paths	50 years	14-65 years
Concrete	*50 years*	*50 years*
Asphalt	*50 years*	*30 years*
Gravel	*50 years*	*14 years*
Brick/CAA	*50 years*	*65 years*

Land under roads

Council recognises land under roads acquired at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10 year period.

Valuation of land and buildings

During 2021-22 a revaluation of land was undertaken by Opteon AAPI CPV Member no 63379 and a desktop valuation of buildings was undertaken by APV. The valuation of land and building is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on Rawlinson, a full revaluation of these assets will be conducted in accordance Council Asset Revaluation Procedure.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Non-specialised land	-	41,349	-	Jun-22
Specialised land	-	-	1,030,242	Jun-22
Land under roads	-	-	36,514	Jun-22
Heritage Buildings	-	-	64,583	Jun-22
Specialised buildings	-	-	415,191	Jun-22
Non-specialised buildings	-	793	-	Jun-22
Leasehold improvements			1,185	Various
Total	**-**	**42,141**	**1,547,715**	

Valuation of infrastructure

During 2021-22, Council engaged the services of APV Valuers & Asset Management to complete a desktop revaluation of infrastructure asset groups. For all key infrastructure classes, the desktop revaluation was completed in 2021-22 with smaller infrastructure asset classes to be revalued in 2022-23 financial year.

The last independent revaluation of Drainage assets was April 2018, Kerb and Channel and Footpaths April 2019.

The desktop revaluation assessment included a review of unit rates and the useful lives.

The City has observed an increase in the current replacement cost of infrastructure assets due to rising costs of material, services and labour. The higher unit rates used in the valuation process has contributed to the revaluation increment brought to account in 2021-22.

The revaluation exercise identified certain asset classes to have a longer remaining service potential. Condition audit sampling was undertaken by the City's asset management engineers who are degree qualified.

The date of the current valuation is detailed in the following table. a full revaluation of these assets will be conducted in 2022/23.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Road (Pavement and Seal)	-	-	696,898	Jun-22
Footpaths and bike paths	-	-	428,439	Jun-22
Drainage	-	-	694,367	Jun-22
Kerb and Channel	-	-	227,108	Jun-22
Roads Other	-	-	134,888	Jun-22
Other Infrastructure	-	-	44,119	2013
Recreation, Leisure and Community	-	-	113,709	2013
Total	**-**	**-**	**2,339,529**	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. The majority of our land values range between $1 and $6,060.61 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from $342 to $36,750 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 12 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land	2022 $'000	2021 $'000
Land under roads	36,514	37,828
Parks and reserves	1,030,242	801,434
Total specialised land	**1,066,756**	**839,262**

6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:

	2022 $'000	2021 $'000
Geelong Regional Library Corporation	9,119	9,327

Geelong Regional Library Corporation

Principal activity is to provide Library Services to member municipalities. Council holds 88.3% (2020-21 89.52%) of equity in the corporation. Council has four board members on the Board of eight. Council has the ability to influence rather than control its operations. The Geelong Regional Library is Incorporated in Australia.

Fair value of Council's investment in Geelong Regional Library Corporation	**9,119**	**9,327**
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	5,991	6,066
Reported surplus(deficit) for year	(208)	(74)
Council's share of accumulated surplus(deficit) at end of year	**5,783**	**5,991**
Movement in carrying value of specific investment		
Carrying value of investment at start of year	9,327	9,401
Share of surplus(deficit) for year	(208)	(74)
Carrying value of investment at end of year	**9,119**	**9,327**

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Note 7: People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Associates
Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key management personal

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Greater Geelong City Council. The Councillors, Chief Executive Officer and Directors are deemed KMP.

Details of KMP at any time during the year are:

		2022	2021
Councillors	Cr Stephanie Asher (Mayor) - Mayor 1/07/2021 to 14/01/2022; - On leave of absence for the period 15/01/2022 to 31/05/2022 - Mayor 01/06/2022 to 14/06/2022 - Stepped down from Mayor and became Councillor 15/06/2022 to 30/06/2022.		
	Cr Trent Sullivan (Deputy Mayor) - Deputy Mayor 1/07/2021 to 14/01/2022; - Mayor 15/01/2022 to 31/05/2022; - Deputy Mayor 1/06/2022 to 30/06/2022. - Mayor 15/06/2022and 16/06/2022		
	Cr Peter Murrihy - Councillor 01/07/2021 to 16/06/2021; Mayor 17/06/2022 to 30/06/2022.		
	Cr Anthony Aitken		
	Cr Bruce Harwood		
	Cr Kylie Grzybek		
	Cr Eddy Kontelj		
	Cr Sarah Mansfield		
	Cr Jim Mason		
	Cr Belinda Moloney		
	Cr Ron Nelson		
Total Number of Councillors		11	12
Chief Executive Officer and other Key Management Personnel			
	Chief Executive Officer		
	Director City Planning & Economy		
	Director City Services		
	Director Community Life		
	Director Customer & Corporate Services		
	Director Strategy, People & Performance		
Total of Chief Executive Officer and other Key Management Personnel		6	8
Total Number of Key Management Personnel		**17**	**20**

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2022 $'000	2021 $'000
Short-term benefits	2,328	2,445
Long-term benefits	47	50
Post employment benefits	173	184
Termination benefits	-	333
Total	**2,548**	**3,012**

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2022 No.	2021 No.
$10,000 - $19,999	-	1
$20,000 - $29,999	-	1
$30,000 - $39,999	8	9
$40,000 - $49,999	1	1
$50,000 - $59,999	-	-
$60,000 - $69,999	-	-
$70,000 - $79,999	2	-
$80,000 - $89,999	-	-
$90,000 - $99,999	-	-
$100,000 - $109,999	-	1
$270,000 - $279,999	-	-
$280,000 - $289,999	-	-
$290,000 - $299,999	-	4
$300,000 - $309,999	-	1
$310,000 - $319,999	2	
$320,000 -$329,999	3	
$430,000 - $439,999	-	1
$450,000 - $459,999	1	
$550,000 - $559,999	-	1
	17	20

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

a) has management responsibilities and reports directly to the Chief Executive; or
b) whose total annual remuneration exceeds $151,000.

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2022 No.	2021 No.
$151,000 - $159,999	12	10
$160,000 - $169,999	8	7
$170,000 - $179,999	7	7
$180,000 - $189,999	9	8
$190,000 - $199,999	4	5
$200,000 - $209,999	5	7
$210,000 - $219,999	2	3
$220,000 - $229,999	1	1
$230,000 - $239,999	2	2
$240,000 - $249,999	1	1
$250,000 - $259,999	1	1
$300,000 - $309,999	1	1
	53	**53**
Total Remuneration for the reporting year for Seniors Officers included above	**9,782**	**9,961**

Note: The FY2021 remuneration figures have been restated to include 5 senior officers whose remuneration was greater than $151,000 that were missed from FY2021 reporting.

7.2 Related party disclosures

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

- Contributions are paid by the Greater Geelong City Council to the Geelong Regional Library Corporation. (Refer to Note 6.3).
- Payment of $15.9K were made to Dal Gourmet Café for which a Councillor is the Treasurer on Committee of Management.
- Payment of $221K was mad to William Adam Pty LTD for which a Councillor is the Director
- A close family member of the CEO holds the position of Manager Strategic Engagement at Bethany Group. Bethany Group is a supplier of services to Council, for 2021-22 financial year there were only two transactions to the total value of $2,535.

(b) Outstanding balances with related parties

There are no outstanding balances in existence with related parties.

(c) Loans to/from related parties

There are no loans in existence with related parties.

(d) Commitments to/from related parties

There are no commitments in existence with related parties.

Note 8: Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

In the course of creating new subdivisions, developers construct infrastructure assets which are vested with council when council issues a Statement of Compliance. These assets are brought to account as revenue (Contributions - Non Monetary Assets) and capitalised.

At reporting date, developers had commenced construction of assets that will eventually be transferred to Council issuing a Statement of Compliance.

Council cannot reliably measure the value of assets involved prior to completion.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Superannuation
Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Landfill
Council operates one landfill. Council acknowledges a future obligation for rehabilitation, after care and future contamination liability for its two landfill sites (including Corio landfill which is closed) in accordance with the requirements set out by the Environment Protection Authority. Council is required to provide financial assurance to EPA, this assurance includes the bank guarantee to a value of $3.7m for the remedial component of both landfills. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market Risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment products;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1% and -1% in market interest rates (AUD) from year-end rates of 0.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are valued in accordance with the fair value hierarchy. Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9: Other matters

9.1 Reserves

(a) Asset revaluation reserves

2022	Balance at beginning of reporting period $'000	Increment (decrement) $'000	Balance at end of reporting period $'000
Property			
Land & Buildings	855,376	251,540	1,106,916
	855,376	251,540	1,106,916
Infrastructure			
Roads	250,567	130,702	381,269
Kerb & Channel and Paths	33,353	369,648	403,001
Drainage	257,002	100,980	357,982
	540,922	601,330	1,142,252
Total asset revaluation reserves	**1,396,298**	**852,870**	**2,249,168**
2021			
Property			
Land & Buildings	769,162	86,214	855,376
	769,162	86,214	855,376
Infrastructure			
Roads	209,519	41,048	250,567
Footpaths and cycleways	33,353	-	33,353
Drainage	175,546	81,456	257,002
	418,418	122,504	540,922
Total asset revaluation reserves	**1,187,580**	**208,718**	**1,396,298**

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

(b) Other Reserves

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Annual Reallocations	Balance at end of reporting period
	$'000	$'000	$'000	$'000	$'000
2022					
Car Parking Reserve	200	-	-	-	200
Public Open Space Reserve	7,475	9,423	269	-	16,630
Main Drainage Reserve	-	21	21	-	-
Deferred Works Reserve	27,027	14,303	-	-	41,330
Asset Development Reserve	(240)	-	-	-	(240)
Asset Redevelopment Reserve	209	-	-	-	209
DCP Reserve - Jetty Road Stage 1	(976)	2	(2,377)	(22)	(3,372)
DCP Reserve - Armstrong Creek East Precinct	5,827	8,120	-	-	13,947
DCP Reserve - Armstrong Creek West Precinct	14,388	8,366	3,039	-	19,714
DCP Reserve - Armstrong Creek HBP	(2,783)	8,971	5,433	(625)	131
DCP Reserve - Armstrong Creek Town Centre	(4,575)	-	(523)	-	(4,052)
DCP Reserve - Armstrong Creek South Precinct	231	3,620	-	-	3,851
DCP Reserve - Ocean Grove Growth Area	2,662	168	-	-	2,830
DCP Reserve - Lara West	4,094	2,651	134	-	6,611
Armstrong Creek Public Open Space	4,257	43	-	-	4,300
S173 - Lonsdale Golf Club	67	-	-	-	67
Water Quality Levy	2,601	-	15	-	2,586
Jetty Road Public Open Space	607	-	-	-	607
S173 - St Leonard's Growth Area 1	1,177	-	-	-	1,177
S173 - St Leonard's Growth Area 2	(315)	139	-	-	(176)
S173 - Wandana Heights Estate	562	-	-	-	562
S173 - Clifton Springs DP023	37	-	-	-	37
S173 - Fyansford DP016	186	-	-	-	186
S173 - Drysdale Walk DP024	192	272	-	-	464
S173 Reserve - Trethowan Ave SIFA	-	1,308	-	-	1,308
S173 Reserve - Ash Rd	-	(371)	-	-	(371)
S173 Reserve - Leopold	-	295	-	-	295
S173 Reserve - Portarlington	-	60	-	-	60
DCP Reserve - Central Road Drysdale	-	-	757	-	(757)
Total Other reserves	**62,910**	**57,392**	**11,522**	**(647)**	**108,133**
2021					
Car Parking Reserve	200	-	-	-	200
Public Open Space Reserve	2,123	5,620	268	-	7,475
Main Drainage Reserve	-	19	19	-	-
Deferred Works Reserve	28,306	27,027	28,306	-	27,027
Asset Development Reserve	(117)	-	123	-	(240)
Asset Redevelopment Reserve	245	-	36	-	209
DCP Reserve - Jetty Road Stage 1	(690)	486	1,775	1,002	(976)
DCP Reserve - Armstrong Creek East Precinct	(75)	6,259	-	(357)	5,827
DCP Reserve - Armstrong Creek West Precinct	6,582	7,717	408	497	14,388
DCP Reserve - Armstrong Creek HBP	(12,199)	7,659	677	2,434	(2,783)
DCP Reserve - Armstrong Creek Town Centre	(2,208)	-	29	(2,337)	(4,575)
DCP Reserve - Armstrong Creek South Precinct	(709)	790	-	150	231
DCP Reserve - Ocean Grove Growth Area	1,451	1,211	-	-	2,662
DCP Reserve - Lara West	2,819	1,351	76	-	4,094
Armstrong Creek Public Open Space	2,643	1,614	-	-	4,257
S173 - Lonsdale Golf Club	57	10	-	-	67
Water Quality Levy	2,697	-	96	-	2,601
Jetty Road Public Open Space	607	-	-	-	607
S173 - St Leonard's Growth Area 1	1,177	-	-	-	1,177
S173 - St Leonard's Growth Area 2	(1,044)	730	-	(1)	(315)
S173 - Wandana Heights Estate	405	157	-	-	562
S173 - Clifton Springs DP023	37	-	-	-	37
S173 - Fyansford DP016	84	102	-	-	186
S173 - Drysdale Walk DP024	197	(5)	-	-	192
Total Other reserves	**32,588**	**60,747**	**31,813**	**1,388**	**62,910**

Council maintains three statutory reserves (Car Parking, Public Open Space and Main Drainage) to record funds collected from developers under the Planning and Environment Act and Local Government Act 2020. Council identifies, as part of the budget process, capital works relevant to these reserves and records the capital expenditure as settlement of the obligations created in collecting the levies.

Council maintains a Deferred Works Reserve to record the estimated amount of Capital Expenditure that is expected to complete the capital projects that were approved in the previous year's budget but had not been completed at year end.

Council maintains an Asset Development Reserve to record funds provided to Council for development of coastal infrastructure.

Council has an Asset Redevelopment Reserve to record funds provided to Council for the Saleyards redevelopment.

Council maintains individual reserves to record funds for each of the Approved Developer Contribution Plans (DCP).

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2022 $'000	2021 $'000
Surplus/(deficit) for the year	141,428	141,556
Depreciation/amortisation	73,302	71,869
Profit/(loss) on disposal of property, infrastructure, plant and equipment	3,579	995
Capital works reclassified as expense	16,372	5,772
Other Non Cash Items	-	436
Contributions - Non-monetary assets	(79,321)	(98,699)
Share of net loss of associates	-	74
Finance Costs	2,836	3,084
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,607)	(10,239)
(Increase)/decrease in prepayments & accrued income	(1,542)	617
Increase/(decrease) in unearned income	9,450	6,459
Increase/(decrease) in trade and other payables	4,710	820
(Decrease)/increase in other liabilities	(260)	(27)
(Increase)/decrease in inventories	(614)	21
Increase/(decrease) in provisions	(287)	2,526
Net cash provided by/(used in) operating activities	**167,046**	**125,263**

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

Defined benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Greater Geelong City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

Net investment returns 4.75% pa
Salary information 2.75% pa
Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

Net investment returns 5.5% pa
Salary information 2.5%pa to 30 June 2023, and 3.5%pa thereafter
Price inflation (CPI) 3.0% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2021 interim actuarial investigation

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 (Interim) $m	2020 (Triennial) $m
- A VBI Surplus	214.7	100.0
- A total service liability surplus	270.3	200.0
- A discounted accrued benefits surplus	285.2	217.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 $'000	20021 $'000
Vision super	Defined benefits	10.0% (2021:9.5%)	710	717
Vision super	Accumulation	10.0% (2021:9.5%)	7,846	7,709

Council has not paid unfunded liability payments to Vision Super during the 2021/22 year and during the 2020/21 year.

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is $705K

Note 10: Change in accounting policy

There have been no changes to accounting policies in the 2021-22 year.

CONTACT US

This document contains important information about the City of Greater Geelong. Please contact us if you have any questions or would like to request a hard copy of the report.

You can also view hard copies at our customer service centres and branches of the Geelong Regional Library Corporation. However, please be aware these services may be impacted by COVID-19 restrictions.

City of Greater Geelong

Wadawurrung Country

PO Box 104
Geelong VIC 3220
P: 5272 5272

E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

Latest news:

@CityofGreaterGeelong

@GreaterGeelong

@CityofGreaterGeelong

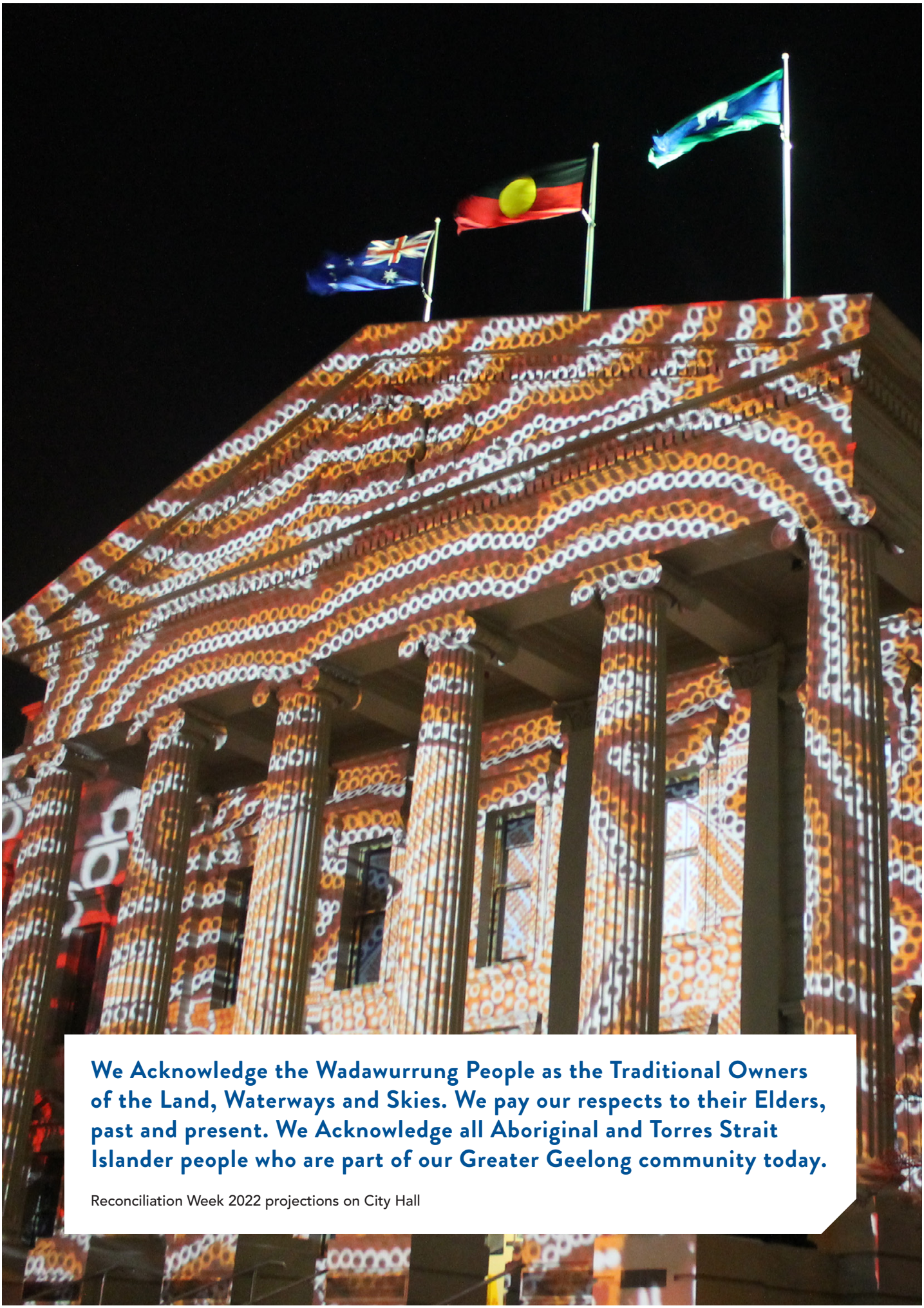
@CityofGreaterGeelong

THE CITY OF GREATER GEELONG

ANNUAL REPORT SUMMARY 2021–22



CITY OF GREATER GEELONG



We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Reconciliation Week 2022 projections on City Hall

CONTENTS

INTRODUCTION	4
MAYOR AND CEO MESSAGE	6
OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS	7
FAST FACTS	8
OUR COUNCIL AND ORGANISATION	9
OUR COMMITMENT TO SUSTAINABILITY	15
OUR COMMITMENT TO HEALTH AND WELLBEING	16
KEY CAPITAL PROJECTS	20
HOW WE PLAN	21
OUR COVID-19 RESPONSE	22
COMMUNITY ENGAGEMENT	23
CHALLENGES IMPACTING OUR SERVICES	24
OUR PERFORMANCE	25
OVERVIEW OF FINANCIAL PERFORMANCE	34
CONTACT US	40

ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2021–22*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- our response to the coronavirus pandemic
- what we've achieved in 2021–22, as it applies to our council plan strategic priorities.

For the full details of our 2021–22 performance, download the complete annual report at **www.geelongaustralia.com.au/annualreport.**

INTRODUCTION

***The City of Greater Geelong Annual Report Summary 2021–22* provides an overview of our performance from 1 July 2021 to 30 June 2022.**

With a population of over 270,000 people, the City of Greater Geelong is Victoria's largest regional municipality. Located 75 kilometres south-west of Melbourne, the municipality covers an area of 1,252 square kilometres, comprising suburban, coastal and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south. Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, coastline, parklands and wildlife sanctuaries.



270,766
2021 ESTIMATED RESIDENT POPULATION

2.41
AVERAGE HOUSEHOLD SIZE

3,562
ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

19,604
BUSINESSES

39
MEDIAN AGE

3.6 MILLION
VISITORS TO THE REGION

1.97%
POPULATION GROWTH RATE (2020–21)

133 KM
OF COASTLINE

17.7%
POPULATION BORN OVERSEAS

1,335 HECTARES
PROTECTED NATURAL HABITAT



EMPLOYMENT AND ECONOMY

In recent years Greater Geelong has experienced some of the strongest economic growth in Australia. The city has had the highest growth across all three major economic indicators of Gross Regional Product (GRP), jobs and employed residents compared to similar regions and cities across Australia. Greater Geelong has an estimated GRP of $15.42 billion[1], approximately 120,000 local jobs[1] and 19,604 businesses[2].

Local labour market conditions are strong with unemployment at historic lows of 2.5 per cent, 1.7 points lower than the Victorian rate and 1.9 points lower than the national rate[2]. Job advertisements and demand for labour are at record highs, with 10,500 new jobs advertised in the June 2022 quarter[3].

The industries that provide the most jobs in Greater Geelong are:

- healthcare and social assistance
- retail trade
- construction
- education and training
- public administration and safety
- manufacturing.

The City's local job market is primarily focused on the provision of household services such as health, retail and education. In 2020–21, 41 per cent of local employment was in these three industries[1]. Construction is the third largest employer with an 11 per cent share of employment[1], driven by strong residential development and infrastructure investment. Public administration and safety and manufacturing are fifth and sixth largest, with both sectors having an 8 per cent job share[1]. The manufacturing sectors contribution to economic value is forecast to increase as the sector goes through a transition into higher-value industries and becomes more productive. Sectors driving growth in Greater Geelong include advanced manufacturing, clean technologies and circular economy, research and innovation, service-based industries, creative industries and the visitor economy.

[1] Source: National Institute of Economic and Industry Research (NEIR) ©2021, compiled and presented in economy.id by .id (informed decisions)

[2] Source: Australian Bureau of Statistics

[3] Source: National Skills Commission

MAYOR AND CEO MESSAGE

It gives us great pleasure to present the City of Greater Geelong's Annual Report for the year ending 30 June 2022.

This was the first year within our four-year *Our Community Plan 2021–25*, and we have focused on supporting our community by working towards the strategic priorities identified in that document.

In response to strong population increases and the forecast that these will continue, we have taken action to protect the environment and make sure our region's growth is sustainable.

The adoption of our *Climate Change Response Plan 2021–30* in November 2021 saw us set ambitious targets of net zero emissions for our operations by 2025, and net zero community emissions by 2035.

Encouragingly, figures indicate that our carbon emissions dropped by 29 per cent this financial year alone, driven by our switch to renewable energy for all of our electricity use.

In an effort to reduce the volume of household waste being sent to landfill, we started a trial food waste collection service in Lara. It's our intention that this service will be rolled out region-wide in the coming years.

We also continued to trial the use of innovative products made from recycled materials in road reconstruction projects and completed stage one of Victoria's largest streetlight upgrade program – switching around 13,000 of our streetlights to energy efficient LEDs.

These clever and creative initiatives, along with several others, saw us earn the Keep Victoria Beautiful 2021 Sustainable City Award.

Our strategic focus on achieving a healthy, caring and inclusive community resulted in the investment of $195.7 million into capital projects, building and renewing vital places and spaces such as playgrounds, sporting facilities, community hubs and swimming pools.

Major builds underway during the 2021–22 financial year include the Northern Aquatic and Community Hub – our $61.6 million redevelopment of Waterworld and Centenary Hall in Norlane.

Construction also started on both the North Bellarine Aquatic Centre in Drysdale and the new Drysdale Library, while we completed a new community shed in Mount Duneed, the Barwon Heads Arts and Community Hub, and sporting facility upgrades at multiple reserves across the region.

We thank the state and federal governments for partnering with us in funding many of these vitally important facilities.

A momentous moment early in the financial year was Reconciliation Australia's endorsement of our Council's first Reconciliation Action Plan, which was developed in close collaboration with the Wadawurrung Traditional Owners and other Aboriginal and Torres Strait Islander members of our community.

From an economic standpoint, our immediate focus was on providing targeted support to assist the recovery of local businesses and community groups from the impacts of COVID-19 restrictions.

A detailed account of our broader COVID-19 response during 2021–22 can be found within this report.

We have also finalised a number of important strategies that will help drive our progress in the years to come, including a new *Arts and Cultural Strategy 2021–31*, and a *Positive Ageing Strategy 2021–47*. The latter aims to ensure our region's older people are healthy, feel empowered and are respected.

Thank you to all councillors and City of Greater Geelong employees for your contribution towards our progress during the past financial year.

We particularly acknowledge the leadership of former Mayor Stephanie Asher, as well as Deputy Mayor Trent Sullivan, who performed mayoral duties during this reporting period.

And most importantly, thank you to the passionate Greater Geelong community, which continues to motivate and inspire us to serve this wonderful region to the best of our ability.



CR PETER MURRIHY
MAYOR



KAARINA PHYLAND
ACTING CHIEF EXECUTIVE OFFICER

This report has been prepared in accordance with the relevant requirements of the *Local Government Act 2020*.

OUR PURPOSE, VALUES AND STRATEGIC DIRECTIONS

THE COMMUNITY'S VISION

By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment.

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

To deliver our purpose we will:

- respect and encourage each other
- create a healthy and safe environment for all
- embrace new ideas and better ways to work
- make people the centre of our business.

OUR STRATEGIC DIRECTIONS

- Healthy, caring and inclusive community
- Sustainable growth and environment
- Strong local economy
- High-performing Council and organisation



FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Geelong community. In 2020–21, this included:



212,025

visitors to the Have Your Say website



165,000+

street and park trees maintained



12.1 million

kerbside bins collected per year



14.3 km

of footpaths replaced



1,603

COVID support visits to local businesses



8,000

participants in youth programs



6,900

tonnes compost produced from garden organics



95,537

home care services provided



30

new public open space reserves



1,726

planning permit applications received



3,392

birth notifications



50

Geelong treasures added to the Geelong Heritage Collection



44,519

dogs and cats registered



47

filming permits issued



8,350

Webstar Swim School enrolments



100+

CCTV cameras maintained

OUR COUNCIL AND ORGANISATION

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation. Collectively, we work together to serve our community.

The Council set the strategic direction for the municipality and make decisions on behalf of the community they've been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.

OUR COUNCIL

Our council provides leadership for the good governance of the municipality and the local community. This means:

- considering the diverse needs of the local community in decision-making
- establishing strategic objectives and monitoring achievements
- managing resources in a responsible and accountable manner
- advocating local community needs to other communities and governments
- giving everyone the opportunity to participate in the democratic process and decision-making that shapes our community.

OUR COUNCILLORS

Our community elected its Council for a four-year term on 24 October 2020.

The councillors work together to set the strategic direction for the municipality, which influences policy, service standards and performance across the organisation.

The municipality is divided into four, multiple-councillor wards (see Figure 1):

- Bellarine Ward: three councillors
- Brownbill Ward: three councillors
- Kardinia Ward: three councillors
- Windermere Ward: two councillors.



Figure 1: Ward map of the City of Greater Geelong

In 2021–22, Council included the following elected representatives:

- Cr Stephanie Asher stood down as Mayor of Greater Geelong City Council on 15 June 2022
- Cr Peter Murrihy was elected Mayor at a special meeting on 17 June 2022.



CR PETER MURRIHY
Mayor
Brownbill Ward

PORTFOLIOS:
- Arts, Live Entertainment and Hospitality
- Economic Development (Chair)
- Heritage (Chair)
- Leisure and Recreation (Chair)
- Tourism
- Innovative Solutions (Chair)

COMMITTEES:
- CEO Employment and Remuneration Committee (Chair)
- Audit and Risk Committee (Chair)
- G21 Geelong Region Alliance (Chair)
- Regional Capitals Australia
- Regional Cities Victoria
- Geelong Major Events
- Geelong Heritage Advisory Committee (Chair)
- G21 Pillar – Economic Development
- G21 Pillar – Sports and Recreation



CR TRENT SULLIVAN
Deputy Mayor
Bellarine Ward

PORTFOLIOS:
- Creative Communities and Culture (Chair)
- Major Events
- Tourism (Chair)

COMMITTEES:
- Bellarine Multi Arts Facility (Potato Shed) (Chair)
- CEO Employment and Remuneration Committee
- Geelong Major Events
- Geelong Art Gallery
- Geelong Regional Library Corporation
- G21 Pillar – Arts, Heritage and Culture
- Regional Cities Victoria
- Tourism Greater Geelong and The Bellarine Inc



CR ANTHONY AITKEN
Windermere Ward

PORTFOLIOS:
- City Works, Parks and Gardens (Chair)
- Citizenship and Community Engagement (Chair)
- Finance (Chair)
- Social Housing
- Volunteering and Disability (Chair)
- Osborne House

COMMITTEES:
- Access and Advisory (Chair)
- Affordable Social Housing Advisory Committee
- CEO Employment and Remuneration Committee



CR STEPHANIE ASHER
Bellarine Ward

PORTFOLIOS:
- Finance
- Sustainability Performance (Chair)

COMMITTEES:
- Sustainable Advisory Committee (Chair)



CR KYLIE GRZYBEK
Windermere Ward

PORTFOLIOS:

- Arts, Live Entertainment and Hospitality
- Statutory and Strategic Priorities (Chair)
- Shared Trails

COMMITTEES:

- Audit and Risk Committee
- CEO Employment and Remuneration Committee
- G21 Pillar – Planning and Services
- Planning Committee (Chair)
- Municipal Association of Victoria
- Submissions Review Panel (Chair)



CR BRUCE HARWOOD
Kardinia Ward

PORTFOLIOS:

- Economic Development
- Statutory and Strategic Priorities
- Sport
- Transport (Chair)

COMMITTEES:

- Barwon South West Waste and Resource Recovery Group Committee Forum
- G21 Pillar – Transport
- Planning Committee
- Submissions Review Panel



CR EDDY KONTELJ
Brownbill Ward

PORTFOLIOS:

- Arts, Live Entertainment and Hospitality (Chair)
- Osborne House (Chair)
- Veteran Affairs (Chair)

COMMITTEES:

- Geelong Major Events



CR SARAH MANSFIELD
Brownbill Ward

PORTFOLIOS:

- Aboriginal Affairs
- Climate Change Action
- Circular Economy (Waste Management)
- Community Health and Aged Care (Chair)
- Diversity, Inclusion and LGBTIQ+ (Chair)
- Innovative Solutions
- Social Housing (Chair)
- Transport

COMMITTEES:

- Affordable Social Housing Advisory Committee (Chair)
- Ageing Well Advisory Committee (Chair)
- Geelong Regional Library Corporation
- G21 Pillar – Health and Wellbeing



CR JIM MASON AM
Bellarine Ward

PORTFOLIOS:
- Aboriginal Affairs (Chair)
- Citizenship and Community Engagement
- Creative Communities and Culture
- Diversity, Inclusion and LGBTIQ+
- Environment (Chair)
- Leisure and Recreation
- Multicultural Affairs (Chair)
- Rural and Coastal (Chair)
- Shared Trails (Chair)

COMMITTEES:
- Association of Bayside Municipalities
- Australian Coastal Councils Association
- CEO Employment and Remuneration Committee
- Geelong-Queenscliff Coastal Adaptation Program
- Geelong Regional Library Corporation
- G21 Pillar – Education and Training
- Kilangiti (formally Karreenga) Aboriginal Advisory Committee (Chair)
- Multicultural Action Plan Committee (Chair)
- Rural and Peri-Urban Advisory Committee (Chair)



CR BELINDA MOLONEY
Kardinia Ward

PORTFOLIOS:
- Climate Change Action (Chair)
- Circular Economy (Waste Management) (Chair)
- City Works, Parks and Gardens
- Community Health and Aged Care
- Environment
- Heritage
- Multicultural Affairs
- Rural and Coastal
- Sustainability Performance
- Volunteering and Disability

COMMITTEES:
- CEO Employment and Remuneration Committee
- Geelong Heritage Advisory Committee
- G21 Pillar – Education and Training
- Rural and Peri-Urban Advisory Committee
- Sustainable Advisory Committee
- Women in Community Life Advisory Committee (Chair)



CR RON NELSON
Kardinia Ward

PORTFOLIOS:
- Major Events (Chair)
- Sport (Chair)
- Veterans Affairs

COMMITTEES:
- Geelong Major Events (Chair)
- Geelong Regional Library Corporation
- G21 Pillar – Sports and Recreation

OUR LEADERSHIP TEAM

We are led by the Chief Executive Officer, who operates under the delegation of the elected Council and is responsible for our overall management and performance.

Our Executive Leadership Team, consisting of five directors and the Chief Executive Officer, are responsible for implementing council decisions and delivering sustainable and effective services, activities and infrastructure to the community.



MARTIN CUTTER
Chief Executive Officer*

- Manages day-to-day operations in line with *Our Council Plan 2021–25*.
- Implements Council's funding priorities
- Transformation and City Vision
- Corporate Affairs
- Governance
- Internal Ombudsman
- Mayor and Councillor Support



KAREN OLESNICKY
Acting Director Customer and Corporate Services**

- Business Process Improvement
- Civic Accommodation
- Customer Service
- Digital Information and Technology
- Financial Services
- Integrity and Risk
- Legal Services
- Property, Procurement and Assets



KAARINA PHYLAND
Director Strategy, People and Performance

- Enterprise Change Management Office
- Enterprise Project Management Office
- Health, Safety and Wellbeing
- Organisation Design
- People Partners
- People Shared Services
- Policy and Workplace Relations
- Strategy, Commercials and Partnerships
- Talent, Capability and Employee Experience



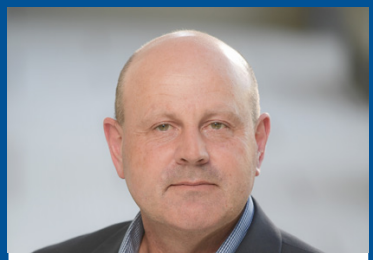
GARETH SMITH
Director City Planning and Economy

- Arts and Culture
- City Development
- Economy, Place and Events
- Planning and Growth
- Smart City
- Tourism
- Urban Design and Heritage



ROBYN STEVENS
Director Community Life

- Community Care
- Connected Communities
- Family Services
- Healthy Communities
- Leisure and Recreation Services
- Social Planning and Investment



GUY WILSON-BROWNE
Director City Services

- Capital Projects
- City Works
- Emergency Services
- Engineering Services
- Environment and Waste Services
- Health and Local Laws
- Parks and Gardens

*Martin Cutter held the position of Chief Executive Officer to 2 September 2022

**Michael Dugina held the position of Director Customer and Corporate Services to 24 June 2022

Figure 2: Our leadership team as at 30 June 2022

OUR PEOPLE

We are proud to be an inclusive and flexible organisation that is one of the largest employers in the region.

We currently employ a total of 2,814 people – equivalent to 1,756.27 full-time employees[4].

Our turnover[5] in 2021–22 was 17.3 per cent – up from 10.4 per cent the previous year.

Table 1: Total full-time equivalent employees by directorate, employment condition and gender in 2021–22

EMPLOYEE TYPE – GENDER	CHIEF EXECUTIVE	CITY PLANNING AND ECONOMY	CITY SERVICES	COMMUNITY LIFE	CUSTOMER AND CORPORATE SERVICES	STRATEGY, PEOPLE AND PEROFRMANCE
Full Time – W	20.9	113	99.4	252.7	68.5	58.9
Full Time – M	9.1	111.7	404.1	66.5	73.4	21
Full Time – X	0	0	0	0	0	0
Part Time – W	1.5	46.7	32.5	268.3	24.2	6.7
Part Time – M	0	15.5	13.6	22	2.5	0.1
Part Time – X	0	0	0	0	0	0
Casual – W	0	4.1	0.3	66	1.3	4.4
Casual – M	0	3.3	3.6	24.8	0.2	0.4
Casual – X	0	0	0	0	0	0
Total[6]	**31.5**	**294.3**	**553.5**	**700.6**	**170.1**	**91.5**

Legend: W = Women, M = Men, X = Persons of self-described gender

Table 2: Total headcount of employees by employment classification and gender in 2021–22

EMPLOYMENT CLASSIFICATION	WOMEN	MEN	PERSONS OF SELF-DESCRIBED GENDER	TOTAL
Band 1	100	82		182
Band 2	244	49		293
Band 3	394	359	1	754
Band 4	168	92		260
Band 5	215	100		315
Band 6	154	94		248
Band 7	121	131		252
Band 8	59	60		119
Early Childhood Educators & Teachers	294	8		302
Maternal & Child Health Nurses	53			53
Senior Officer	29	28		57
Total	**1,831**	**1,003**	**1**	**2,835**

[4] As at 30 June 2022
[5] Excludes casual employees
[6] Total includes 0.3 FTE of self-described gender

OUR COMMITMENT TO SUSTAINABILITY

Sustainability is a key theme of *Our Community Plan 2021–25* and a strong focus of the community's 30-year clever and creative vision.

Sustainability refers to a continual way of thinking that focuses on the best outcomes for our community, environment and the economy, now and in the future. Our goal is to incorporate sustainable thinking into every aspect of our business to address some of the long-term challenges facing our community, including climate change, population growth, demands for community infrastructure and social inequity.

In July 2020, Council adopted the *Sustainability Framework 2020* committing the City to take action across three key priority areas of sustainability: protecting our environment, community wellbeing and social equity, and responsible and transparent business.

The framework is implemented through the delivery of short, medium and long-term initiatives within the *Sustainability Framework Action Plan 2020–22* and tracked over time against an endorsed set of sustainability indicators and targets.

In March 2021, we released the *Sustainability Performance Report 2021*, allowing the community to track the City's progress. The report shows that of the 66 actions being implemented, almost 90 per cent were on track or complete by the end of 2021. Five actions were deemed 'off-track', with three directly impacted by the COVID-19 pandemic.

Highlights included:

- reducing the City's operational carbon emission by a further five per cent in the year to 30 June 2021, a reduction of 30 per cent in the past four years
- increasing the area of natural habitat under the management of the City by 105.1 hectares to 1380.8 hectares
- starting a household food organic collection trial in Lara and partnering with Barwon Water and other councils to create a regional organics processing facility
- providing $1.0 million to help the Geelong Food Relief Centre open a large-scale emergency food hub in North Geelong
- introducing the first fully electric vehicles to our fleet, with plans to add another four electric vans and two electric commercial ride-on mowers in 2022.

A copy of the report can be viewed at www.geelongaustralia.com.au.

Our Sustainability Advisory Committee provides a sustainability lens on the City's strategic work including the development of our *Climate Change Response Plan 2021– 30, Social Equity Framework 2022–25,* draft Economic Development Plan and draft Biodiversity Strategy.

We are at the beginning of a long journey with regards to sustainability and have set ambitious targets in response to community feedback that will take time and hard work to achieve. As our organisational approach matures, we will develop more structured, restorative and coordinated methods of addressing sustainability that will create lasting impacts on all our services, projects and plans.



OUR COMMITMENT TO HEALTH AND WELLBEING

The health and wellbeing of our community is central to everything we do.

Under the *Victorian Public Health and Wellbeing Act 2008*, councils are required to prepare a four-year municipal public health and wellbeing plan, identifying goals for creating a local community where people can experience their best possible health and wellbeing. Acknowledging that health and wellbeing is everyone's business, we incorporated our municipal public health and wellbeing plan into our council plan to create *Our Community Plan 2021–25*.

OUR HEALTH AND WELLBEING PRIORITY AREAS

There are five health and wellbeing priority areas we'll be focussing on over the next four years. We formed these priorities after a thorough review of the policy context, identifying health challenges and engaging with the community and key stakeholders:

- Tackling climate change and its impact on health
- Increasing healthy eating
- Increasing active living
- Demonstrating and promoting gender equity practices
- Improving mental wellbeing and social connection.

WORKING WITH OUR PARTNERS

We have formed a network of health and wellbeing partner organisations to identify opportunities for collaboration in the five health and wellbeing priority areas.

A partnership survey identified the following principles to guide our future work together:

- network to share data and information
- collaborate on projects
- advocate on joint health and wellbeing priorities.

Over the coming years, we will work with current partners and explore new partnerships guided by community needs, organisational priorities, business planning and funding opportunities.

OUR HEALTH AND WELLBEING EVALUATION FRAMEWORK

We are currently developing a Theory of Change (ToC) for each of the health and wellbeing priority areas. Combined with tracking the following indicators, the ToC supports monitoring and evaluation of the health and wellbeing priorities. In 2022–23, we will undertake further work to develop a monitoring, evaluation and learning framework.



Geelong Illustrators Street Art artists in front of their commissioned work 'Support Local Artists' - L-R Rachel Bishop, Clare Holder, Sam Harvey, Cecilia Cabalquinto, Alison O'Connor, Terri Pollock, Benett Hernandez, Belinda Bellavista.

OUR HEALTH AND WELLBEING INDICATORS

A set of 19 indicators in *Our Community Plan 2021–25* help track the health and wellbeing of our community and gauge progress made towards the priority areas:

IMPROVING MENTAL WELLBEING AND SOCIAL CONNECTION

Proportion of adults experiencing high / very high psychological distress – **20%**

Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) – **56%**

Level of agreement that multiculturalism makes life better – **66%**

Number of jobs located in the City of Greater Geelong – **120,031**

Small area unemployment rates across Greater Geelong – **3.0%**



DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES

Family incident rate violence per 100,000 population – **1,557.7** (March 2022)

Community perception of safety in the area where they live – **61%**



INCREASING HEALTHY EATING

Proportion of adults consuming the recommended number of serves of fruit and vegetables:
Fruit – **46%**
Vegetable – **15%**



TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH



Proportion of community concerned about effects of climate change on health – **51%**

Community greenhouse gas emissions – **3,060,000 tonnes** CO2–emissions total (2019–20)

Hectares of protected natural habitat – **1,335.79 hectares**

Number of trees planted – **2,522 street and park trees, 4,000 tubestock**

INCREASING ACTIVE LIVING

Proportion of adults meeting the physical activity guidelines – **67%**

Quantity of open space – **2,459 hectares**

Journeys to work made by public transport, walking or cycling – **8.75%**

Percentage of residences within 400 metres of public open space in urban areas – **44%**

Kilometres of bicycle, walking paths and shared paths – **84 km bicycle paths, 1,927 km footpaths, 181 km shared paths**



KEY ACTIONS TO SUPPORT HEALTH AND WELLBEING

The following highlights some of the key actions from *Our Community Plan 2021–25* and other achievements for each health and wellbeing priority. More information on these and other actions supporting health and wellbeing is outlined in the 'Our Performance' section of the complete annual report at www.geelongaustralia.com.au/annualreport.

Health Priority 1: Tackling climate change and its impact on health

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	
Plant more trees through the Urban Forest Strategy and create opportunities for community planting	2
Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan	2
Implement a pilot food waste collection service for residents	2



ACHIEVEMENT: Working with the community to improve the accuracy of local weather data through the Weather Together project

Health Priority 2: Increasing healthy eating

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	
Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities	1
Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021-25 Regional Plan	1



ACHIEVEMENT: Providing free information sessions in meal planning and food preparation

Health Priority 3: Increasing active living

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	
Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services	1
Continue to advocate for funding to deliver the Northern Aquatic and Community Hub	1
Progress the design and construction of the Northern Bellarine Aquatic Centre	1
Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan	2



ACHIEVEMENT: Partnering with Lazy Sneakers to support aspiring athletes in need to reach their potential

Health Priority 4: Demonstrating and promoting gender equity practices

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	
Partner with key stakeholders and community safety networks to develop a community safety framework	1
Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women	1
Implement the Gender Impact Analysis tool across a range of community focused services	1
Explore a range of opportunities to embed the City's social equity principles across a range of community focused services	1
Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis	1



ACHIEVEMENT: Celebrating the contributions and leadership roles of local women with the annual Women in Community Life Awards

Health Priority 5: Improving mental wellbeing and social connections

KEY ACTIONS AND RELATED STRATEGIC DIRECTION	
Develop opportunities for community groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability	1
Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community	1
Implement the City's *Social Housing Plan 2020–41*	1
Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan	1
Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places	1
Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas	3





ACHIEVEMENT: Concept designs for the new Armstrong Creek Library and Community Hub celebrating Wadawurrung culture

ACHIEVEMENT: Delivery of our *Social Equity Framework 2022–25* to support fair and equitable access to the City's services and facilities

KEY CAPITAL PROJECTS

We deliver an extensive capital works program each year to create infrastructure for our community.



PROJECTS COMPLETED

1. Leisurelink 2020–21 50m Pool Replacement – $6.6m
2. Hume Reserve – Pavilion Replacement & Gender Neutral Changerooms – $3.25m
3. Estuary Reserve Leopold Sports Pavilion – $2.25m
4. Moorabool St Public Toilet – $460k
5. Grinter Reserve Pavilion – $1m
6. Landy Field Toilet/Change Facility Upgrade – $200k
7. Barwon Heads Arts and Community Hub – $1m

PROJECTS COMMENCED / DESIGN PHASE

8. Waurn Ponds Skate Park – Stage 2 – $1.95m
9. Barwon Heads Bowling Club – Pavilion Upgrade – $1.2m
10. Lara Recreation Reserve Masterplan Stage 2 – Baseball Precinct – $3.145m
11. Shell Reserve Corio Changeroom Redevelopment – $3.581m
12. Armstrong Creek Town Centre Library & Learning Hub – $18.43m
13. Little Malop Street West – Automated Bollards for Vehicle Restriction – $95k
14. Chilwell Library Upgrade 2020-21 – Community Hub Meeting Rooms – $142k

PROJECTS UNDER CONSTRUCTION

15. Queens Park Golf Club – Irrigation Upgrade – $1.2m
16. LED Lighting & Smart Controls Delivery – $13.48m
17. North Bellarine Aquatic Centre – $15.5m
18. Wandana Gully #02 & Cholet Court Reserve – Landscaping / Civil Project – $2.8m
19. St Leonards Streetscape – $820k
20. Armstrong Creek West Community Hub – $13m
21. Building Better Bike Connections – Southern Corridor – $4.92m
22. Greenville Kindergarten Grovedale – Facility Upgrade – $453k
23. Drysdale Library – $9.156m
24. Lara Lakelands WSUD Wetland Development – $2.25m
25. Lara Recreation Reserve Master Plan Stage 1 – $2.75m
26. Northern Arc Aquatic & Community Hub – Construction – $61.6m
27. Queens Park – Sports Lighting – $630k
28. Tim Hill Reserve Upgrade – Wandana Heights – $393k
29. Elcho Basin Lara – Stage 4 Earthworks – $500k

Figure 3: Key Capital Projects 2021–22

HOW WE PLAN

We have developed an integrated, long-term and transparent approach to planning, monitoring and performance reporting that is aligned with the clever and creative vision.

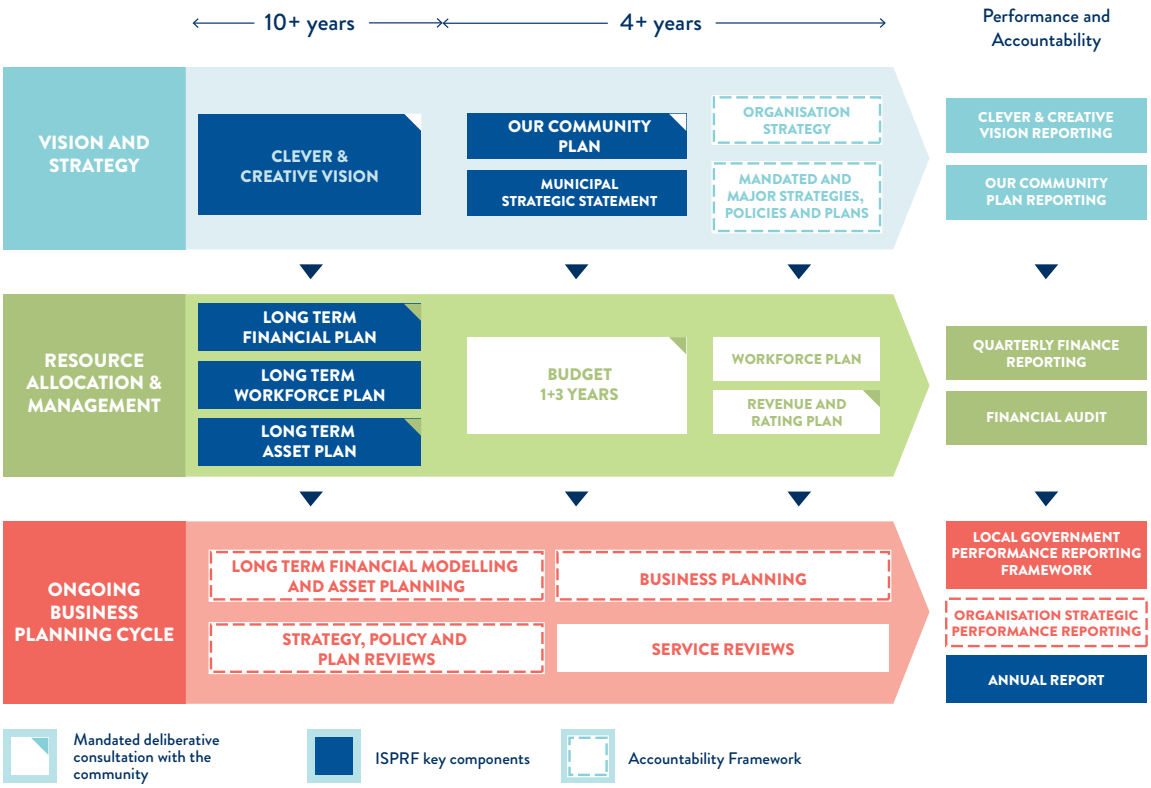


Figure 4: Our Integrated Strategic Planning and Reporting Framework (ISPRF)

The *Local Government Act 2020* requires all councils to prepare the following documents:

- Community Vision
- Council Plan
- Financial Plan
- Asset Plan
- Budget
- Revenue and Rating Plan
- Annual Report
- Workforce Plan.

Our Integrated Strategic Planning and Reporting Framework (represented in Figure 4) demonstrates the relationship between these key planning and reporting documents. The framework helps us set goals, make decisions, prioritise our workload, allocate resources, monitor how we're going and adapt to changing circumstances that might challenge our progress.

In 2021, we introduced an internal organisation strategy and business planning cycle to guide our budget and business planning for 2022–23. This process will continue to develop and enhance our strategic decision-making around priorities, performance and resource allocation.

OUR COVID-19 RESPONSE

The impacts of COVID-19 provided ongoing challenges to the organisation and the Greater Geelong community in 2021–22.

We focused on delivering targeted and far-reaching responses to the pandemic, aimed at accelerating our region's recovery.

According to the 2022 Local Government Community Satisfaction Survey, our COVID-19 response was well received by our community, with results significantly higher than the statewide and Regional Centres averages.

HOW WE SUPPORTED OUR COMMUNITY TO NAVIGATE THE PANDEMIC AND REBOUND FROM ITS IMPACTS IN 2021–22

Following multiple support packages worth a total of $16.9 million in the 2019–20 and 2020–21 financial years, Council approved further support measures in November 2021.

The seventh support package, with a combined value of $2.04 million, provided:

- Free CBD on-street parking in two-hour metered zones for the month of December 2021
- Fee and rent relief for sporting and community tenants in City facilities, through to March 2022
- Grants worth a combined $590,000 to assist community groups and the arts, culture and heritage sectors in their recovery from the pandemic
- $200,000 for media and marketing campaigns to encourage more domestic tourists to the region including the It's Your Backyard and Visiting Friends and Relatives initiatives
- Extension of the outdoor dining permit applications, approvals and waiver of permit fees program
- Assistance from the Victorian Government to extend the popular street activations and roving performer program
- The expansion of the April 2020 COVID-19 Financial Hardship Policy to assist a wider range of our community impacted by events including loss of employment, adverse family circumstances or natural disasters.

OTHER WAYS WE SUPPORTED OUR COMMUNITY IN 2021–22

- We commissioned research into the effects of the pandemic on women and gender diverse people in Greater Geelong, which led to a Gender COVID-19 Impact Analysis Report and an action plan to improve wellbeing, economic and social outcomes for these community members
- We continued to deliver the Working for Victoria program, supporting jobs during the pandemic
- We worked with Barwon Health to develop and promote a COVID-19 vaccination program to our community
- We worked with Diversitat to develop and create COVID-19 information sheets for culturally and linguistically diverse communities
- With financial support from the Federal Government, we worked with Volunteering Geelong to introduce a free bus service for those in our community seeking COVID-19 vaccination
- We continued to adhere to all Victorian Government health directives in our facilities, which operated under COVID-Safe plans, maximising the safety of our employees and visitors.



COMMUNITY ENGAGEMENT

Engaging with our community ensures that Council listens and make decisions based on our community's lived experience and in line our with community's views and values.

Under the guidance of the *Local Government Act 2020*, community engagement at the City during 2021–22 made significant advancements including:

- improved accessibility and inclusivity of our online Have Your Say platform through the addition of new tools (translate and page reader options) and functionality (the ability for our community to share individual pages with their networks and on social media)
- initiatives to better utilise our Advisory Committees, some of whom represent the interests of historically harder to reach communities and can provide expertise to help Council make informed decisions
- more deliberate and timely engagement with Wadawurrung Traditional Owners and Aboriginal and Torres Strait Islander Peoples
- conducted more deliberative engagement projects with our community including our *Long-Term Financial Plan 2021–31*, *Asset Management Plan*, *Social Equity Framework 2022–25* and *Climate Change Response Plan 2021–30*
- delivery of hybrid engagements (online and face to face) providing greater choice
- development of a resource to assist the City in making engagement activities more accessible, safe and comfortable for residents with support needs.

ADVISORY COMMITTEES

Our advisory committees enable community members to provide community insights, share lived experience and ongoing feedback to guide our decision-making. We would like to thank each of the committee members for the time, enthusiasm, ideas and energy they've put into the committee meetings over the past 12 months.

OUR ENGAGEMENT PRINCIPLES

We delivered engagement activities under our five engagement principles in the design, delivery and reporting of all engagement activities:

1. A community engagement process must have a clearly defined objective
2. Participants taking part in a community engagement must have access to objective, relevant and timely information to inform their participation
3. Participants taking part in a community engagement must be representative of the persons and groups affected by the matter that is the subject of community engagement
4. Participants taking part in community engagement are entitled to reasonable support to enable meaningful and informed engagement
5. Participants taking part in community engagement are informed of the ways in which the community engagement process will influence Council decision-making.

DELIVERING DELIBERATIVE ENGAGEMENT

Deliberative engagement is a tailored process that ensures a representation of participants who reflect our community are brought together into the engagement process and closer to the decision-makers than other forms of engagement.

Deliberative practices allow for a representative group to deliberate on an issue in depth, over time, before coming to an informed consensus or decision.

Deliberative engagement methods this year have included advisory committees, workshops, community panels, reference groups and focus groups.

212,025 visitors to the Have Your Say platform

166,311 views of the Have Your Say platform

10,764 contributions received

222 projects on the platform

17,747 engagement summary report downloads

CHALLENGES IMPACTING OUR SERVICES

Table 3: Challenges impacting our services

TREND	WHAT IT MEANS FOR US	HOW WE NEED TO RESPOND
PANDEMIC RESPONSE AND MANAGEMENT	We must continue to deliver essential services and provide support to address the social and economic impacts of ongoing government restrictions caused by COVID-19.	Due to the ever-changing landscape of the COVID-19 pandemic, we need to continue to be flexible, agile and responsive in our approach to the needs of our community. We must also manage the impacts on our employees and long-term operational sustainability.
TECHNOLOGY	Rapidly advancing technology shifts the world in which we work.	We need the skills and know-how to cost efficiently adopt cost-effective modern technology, allowing us to better meet our community's expectations.
ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE	As part of a growing global focus on climate and environmental sustainability, our community expects us to show leadership in both policy and work practices.	We must work with our community and stakeholders towards zero carbon emissions, better resource recovery mechanisms, protecting and restoring our natural environment and building resilience to climate impacts such as temperature rise, sea level rise and extreme weather events.
SOCIAL INEQUITY	Some members of our community are the most at risk of social exclusion in Victoria, with the impacts of COVID-19 magnifying these risks and impacts.	We must apply a social equity lens to all our policies, programs and services to create better opportunities for all. Our responses must be deliberate, driven by data and evidence-based.
HIGH GROWTH	Timing and sequencing of services and infrastructure in growth areas is a challenge as Geelong and surrounding local government areas experiencing unprecedented population growth.	We need a 'whole-of-organisation' effort to service, plan and deliver infrastructure for growth corridors and areas impacted by infill development. This must be balanced against maintaining service delivery in established areas. We also need to continue advocating to state and federal governments to secure the investment required to deliver infrastructure essential to maintain the liveability of our region.
GROWING COMMUNITY AND CUSTOMER EXPECTATIONS	Our community is seeking greater input into local decision-making, as well as more responsive customer services.	While we prepare for our changing future, we must also manage our community's evolving and growing expectations of the services we currently deliver, as well as those we will deliver in the future.
GROWING PRESSURE ON FINANCIAL SUSTAINABILITY	Cost increases, including those associated with our COVID-19 response, will have longer-term implications for our budget.	We need to operate on a sustainable financial model and continuously improve the efficiency of our services.
ORGANISATIONAL CHANGE	We must learn to adapt to a changing work environment and culture, taking on new work practices and digital modernisation.	We need to align our culture with strategy, so people can be productive and engaged, while upgrading their skills to deliver quality services.
BALANCING OUR ASSET INVESTMENT	As Greater Geelong's population grows, it is becoming increasingly difficult to get our asset investment mix right.	We need to achieve optimal investment in maintaining, renewing, replacing, enhancing and disposing of assets.

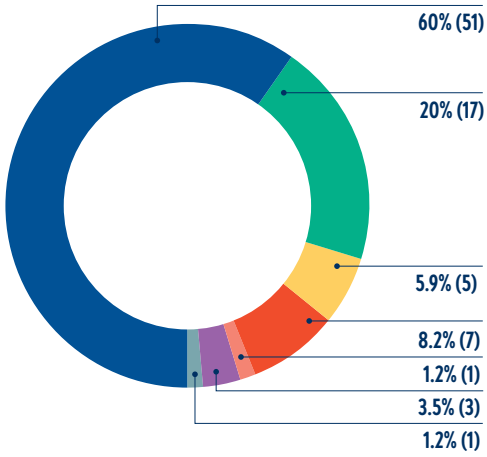
OUR PERFORMANCE

OUR COMMUNITY PLAN HIGHLIGHTS

***Our Community Plan 2021–25* outlines how we are working towards the 30-year community vision to make Greater Geelong a clever and creative city-region.**

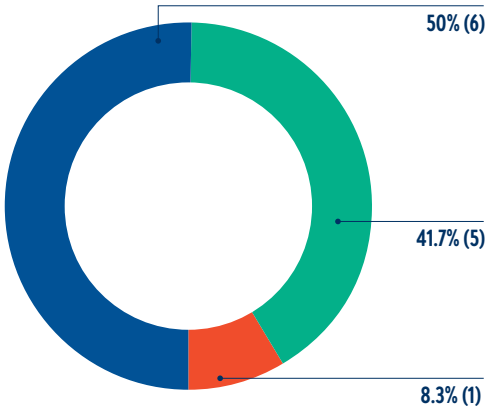
It is supported by an annual action plan and budget which highlight the actions and initiatives that will take place within the financial year to address our four-year priorities.

The following pages provide a summary of our performance in delivering the *Annual Action Plan 2021–22* and how we are tracking against the indicators.



OVERALL PROGRESS

Of the 85 actions, 60 percent (51) of all initiatives were complete, and a further 20 percent (17) are on track.



MAJOR BUDGET INITIATIVES

Of the 85 actions, 12 are major initiatives identified in the 2021–22 budget. Of these, 50 per cent (6) are completed and a further 41.7 per cent (5) are on track.

Figure 5: Our Community Plan progress for 2021–22

On track | Needs improvement | Off track | Off track COVID-19 | Not proceeding | Not started | Complete

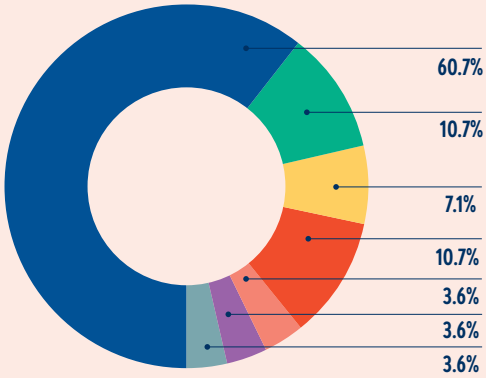
STRATEGIC DIRECTION 1: HEALTHY, CARING AND INCLUSIVE COMMUNITY



LINKS TO CLEVER AND CREATIVE VISION:

- People feel safe wherever they are
- An inclusive, diverse, healthy and socially connected community
- Creativity drives culture

Progress of annual actions supporting delivery of *Our Community Plan 2021–25*



ACHIEVEMENTS

- Council adopted the *Social Equity Framework 2022–25* to ensure fair and equitable access to all the City's services and facilities
- We successfully advocated for state and federal government funding for construction of the Northern Aquatic and Community Hub
- We established Our First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places
- We continued to deliver the *Social Housing Plan 2020–41*, engaging with the community on proposed Council owned sites to deliver more social and affordable housing dwellings
- We commenced construction of the Armstrong Creek West Community Hub which will provide access to a wide variety of family, early years and community services

On track | Needs improvement | Off track | Off track COVID-19 | Not proceeding | Not started | Complete

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
MUNICIPAL		
Proportion of adults experiencing high / very high psychological distress	20% (2021) / 10.3% (2017)	There was an increase in the proportion of our adult community experiencing high / very high psychological distress since 2017.
Proportion of adults meeting the physical activity guidelines	67% (2021) / 41% (2017)	More of our adult community is reporting that they are sufficiently physically active than in 2017.
Proportion of adults consuming the recommended number of serves of fruit and vegetables	Fruit – 46% (2021) / 53% (2017) Vegetables – 15% (2021) / 10% (2017)	There was an increase in the proportion of our adult community consuming the recommended serves of vegetables and a decrease in the proportion consuming the recommended serves of fruit since 2017.
Family incident rate per 100,000 population for Greater Geelong	1,557.7 (March 2022) / 1,595.9 (March 2021)	For the year ending March 2022, the family incident rate for Greater Geelong was higher compared with the Victorian rate (1,360.4).
Community perception of safety in the area where they live	61% (2021) / 54% (2017)	More of our adult community is feeling safe where they live than in 2017.
Level of agreement that multiculturalism makes life better (definitely or sometimes)	66% (2021)	*This is a new strategic indicator and therefore no prior year data is available.*
Proportion of community concerned about effects of climate change on health (very or quite concerned)	51% (2021)	*This is a new strategic indicator and therefore no prior year data is available.*
Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)	56% (2021)	*This is a new strategic indicator and therefore no prior year data is available.*
CITY OF GREATER GEELONG		
Community satisfaction with support services	Family – 64 (2022) / 66 (2021) Elderly – 63 (2022) / 65 (2021) Disadvantaged – 61 (2022) / 62 (2021)	Our result for Family Support was lower compared to the Regional Centres average (67) while Elderly Support was lower compared to the statewide average (67).
Community satisfaction with recreational facilities	72 (2022) / 75 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community and was among our highest rated services. Our result was also higher than the statewide average (69).
Level of agreement that Council infrastructure is equitable	56% (2022)	*This is a new strategic indicator and therefore no prior year data is available.* Comparison to statewide and Regional Centres average is unavailable.
Level of agreement that Council infrastructure is accessible	63% (2022)	*This is a new strategic indicator and therefore no prior year data is available.* Comparison to statewide and Regional Centres average is unavailable.
Number of key community infrastructure projects completed	86.5% (2022) / 84% (2021)	In 2021–22 we delivered a further three key infrastructure projects: Drysdale Town Centre – Community Facilities, the Grovedale Men's Shed and the Regional Indoor Sports & Events Centre – Feasibility Study. We have delivered 32 of the 37 key community infrastructure projects identified for delivery by 2022.
Community satisfaction with community and cultural activities	64 (2022) / 65 (2021)	Our result was comparable to both statewide and Regional Centres average (65 respectively).

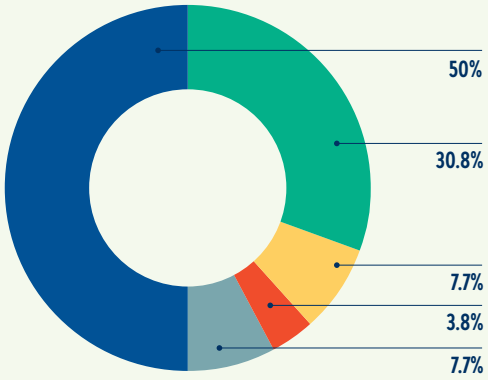
STRATEGIC DIRECTION 2: SUSTAINABLE GROWTH AND ENVIRONMENT



LINKS TO CLEVER AND CREATIVE VISION:

- People feel safe wherever they are
- A fast, reliable and connected transport network
- Creativity drives culture
- Development and implementation of sustainable solutions
- Sustainable development that supports population growth and protects the natural environment

Progress of annual actions supporting delivery of *Our Community Plan 2021–25*



ACHIEVEMENTS

- We implemented the Armstrong Creek Land Acquisition Program to enable the creation of active open space, drainage and road infrastructure
- Council adopted the *Climate Change Response Plan 2021–30*
- Council adopted the *Sparrovale Ngubitj yoorree Wetlands Master Plan*
- We conducted a trial household food organics collection
- Council adopted the Gordon Avenue and Heritage Core Precincts in the *Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework*
- We delivered three major shared trail projects (East Geelong, Corio and Barwon Heads) and completed feasibility studies for four priority connections
- We completed Stage 1 of the upgrade to LED street lighting with the changeover of residential streetlights and commenced Stage 2 (main roads)

On track Needs improvement Off track Not started Complete

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
MUNICIPAL		
Residential land supply	22 years (April 2022) / 24 years (March 2021)	There is a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.
Employment land supply	26 years (2022) / 27 years (2020)	There continues to be sufficient long-term industrial land supply.
Diversity of housing supply	13.90% (2021) / 15.10% (2020)	There was a significant decline in the share of housing growth occuring in established areas. This type of development is typically smaller-medium density housing.
Journeys to work made by public transport, walking or cycling	8.75% journeys (2016)	This data will be updated once results from the Australian Bureau of Statistics Census of Population and Housing 2021 are released.
Percentage of residences within 400 metres of public open space in urban areas	44% (2020)	*This is a new strategic indicator and therefore no prior year data is available.*
Community greenhouse gas emissions	3,060,000 tonnes CO2-emissions total (2019–20)	Updated data will be available late 2022.
Diversion of waste from landfill	52.96% (2021–22) / 53.87% (2020–21)	Slight decreases in the tonnage of recycling and garden organics and an increase in waste due to population growth have resulted in less waste diverted from landfill.
CITY OF GREATER GEELONG		
Community satisfaction with planning for population growth	52 (2022) / 54 (2021)	Our result was comparable to the statewide average but lower compared to other Regional Centres.
Percentage housing construction within existing urban areas	21% (2021) / 32% (2020)	There was significant decline in the number and share of housing growth occuring in established areas this year. Half as many infill housing dwellings were constructed this year compared to the year before.
Kilometres of bicycle, walking paths and shared paths	84 km bike paths (2022) 1,927 km footpaths (2022) 181 km shared paths (2022)	Since 2021, bike paths increased 6 km, shared paths increased 12 km and footpaths increased 27 km, a total increase of 45 km in the path network.
Community satisfaction with local streets and footpaths	59 (2022) / 60 (2021)	Our result was comparable to both statewide and Regional Centres averages (57 and 59 respectively).
Community satisfaction with sealed local roads	57 (2022) / 62 (2021)	Satisfaction decreased in 2022. Despite this, Geelong rated higher compared to the statewide average and other Regional Centres (53 and 54 respectively).
Quantity of open space	2,459.00 hectares – 495 sites (January 2022) 2,146.79 hectares – 495 sites (January 2021)	There was an approximate 300 hectare increase primarily attributed to the acquisition of Sparrovale Wetlands for development as drainage infrastructure to service the Armstrong Creek Growth Area.
Community satisfaction with appearance of public areas	70 (2022) / 71 (2021)	Our result was comparable with the statewide average (71) but was lower compared to other Regional Centres average (73).
Greenhouse gas emissions generated by City-managed operations	23,057 tonnes CO2-emissions (2021–22)* 32,630 tonnes CO2-emissions (2020–21) *Provisional figure as bill estimations will continue to come in over coming months	Our operational CO2-emissions decreased by 29 per cent over the past 12 months. We signed up to the Victorian Energy Collaboration and now generate zero emissions through our electricity usage. Annual emissions have also decreased with the capture and use of methane from landfill, building efficiency improvements, onsite renewable energy from solar photovoltaic (PV) generation and increasing use of hybrid and low emission vehicles.
Hectares of protected natural habitat	1,335.79 hectares (June 2022) 1,380.80 hectares (June 2021)	While natural habitat on City land increased to 1,434.01 hectares, the handover of Breamlea Flora and Fauna Reserve to Barwon Coast in April resulted in a net loss of 45 hectares.
Number of trees planted	2,522 street and park trees, 4,000 tubestock	In 2021–22 we planted a total of 2,522 trees (1,877 street and 645 park trees) and removed 2,209 resulting in a net gain of 313 trees. We also planted 4,000 tubestock along the Ted Wilson trail.
Community satisfaction with waste management	70 (2022) / 69 (2021)	Our result was comparable to both the statewide and Regional Centres averages (68 respectively).

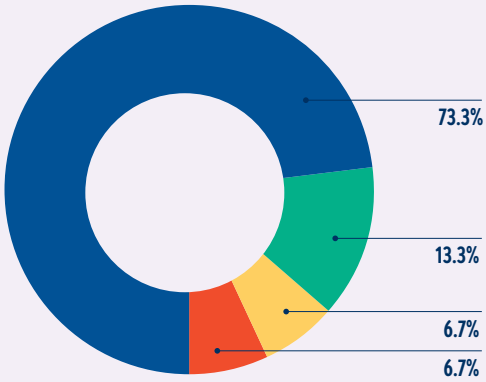
STRATEGIC DIRECTION 3: STRONG LOCAL ECONOMY



LINKS TO CLEVER AND CREATIVE VISION:

- A destination that attracts local and international visitors
- A leader in developing and adopting technology
- Creativity drives culture
- A prosperous economy that supports jobs and education opportunities

Progress of annual actions supporting delivery of *Our Community Plan 2021–25*



ACHIEVEMENTS

- Council adopted the *Arts and Cultural Strategy 2021–2031* which, over the next ten years, aims to strengthen and grow arts and cultural activities in Geelong
- We commenced work on providing publicly accessible urban space around the site of the proposed Geelong Convention and Exhibition Centre
- We partnered with the Vision Partner Group to deliver the region's new place brand, 'Greater Geelong, Greater Australian Stories'
- We commenced work on the developing a 10-year Economic Development Plan
- We supported circular economy initiatives through the Cleantech Innovations Geelong program
- We implemented a second hour of free parking in 2P parking zones in Central Geelong
- We developed a Smart City Innovation Blueprint to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making

On track Needs improvement Off track Complete

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
MUNICIPAL		
Number of jobs located in the City of Greater Geelong	120,031 (2020–21) / 118,765 (2019–20)	In 2020–21 there were an estimated 1,266 jobs created in Greater Geelong. 2021–22 update expected early 2023.
Small area* unemployment rates across Greater Geelong *Belmont, Corio-Norlane, Geelong, Geelong West-Hamlyn Heights, Grovedale, Highton, Lara, Leopold, Newcomb-Moolap, Newtown, North Geelong-Bell Park, Clifton Springs, Ocean Grove-Barwon Heads, Portarlington and Point Lonsdale-Queenscliff	3.0% (March quarter 2022) / 4.6% (March quarter 2021)	The unemployment rate is at historic lows in 2022. June quarter 2022 data available in September 2022.
Gross Regional Product (GRP)	$15.4 billion (2020–21) / $15.0 billion (2019-20)	GRP increased by $400 million in 2020-21.
Value of non-residential building approvals in City of Greater Geelong	$1.2 billion (2021-22) / $603.2 million (2020–21)	2021-22 commercial building approvals doubled with major construction activity underway on the Spirit of Tasmania development, Geelong Arts Centre expansion, Geelong Quarter, Quest Geelong Central, The McKellar Centre, GMHBA expansion, civic precinct and prison precinct.
Number of businesses	19,604 (2020–21) / 18,532 (2019–20)	In 2020–21 there were an additional 1,072 businesses.
Tourism Sentiment Index (TSI)	24 (June 2022) / 22 (June 2021)	Geelong and the Bellarine is ranked 93 on the global scale. With a Sentiment Score of 24, our region outperformed all three benchmarks at the global, national and state levels. Our top three most-loved assets are: festivals/events/concerts, beaches and dining. The global ranking score is a brand new metric for this TSI program which only started in the 2021–22 financial year.
Investment in Geelong	137 projects valued at $13.9 billion (June 2022) 139 projects valued at $11.5 billion (June 2021)	The value of major investment projects increased by $2.4 billion in the year to June 2022.
Visitor expenditure	$876 million (June 2022) / $637 million (June 2021)	For the first time in two years, our region has experienced positive growth across all visitation metrics with visitation up 13 per cent, nights up 18 per cent and spend up 51 per cent.
CITY OF GREATER GEELONG		
Community satisfaction with business and community development	59 (2022) / 64 (2021)	While satisfaction decreased in 2022, performance was comparable to both statewide and Regional Centres averages (58 respectively).
Return on investment of Geelong major events	24:1 (2021–22) / 28:1 (2020–21)	The 13 major events supported via Geelong Major Events stimulated economic activity estimated at $24.8 million.

STRATEGIC DIRECTION 4: HIGH-PERFORMING COUNCIL AND ORGANISATION

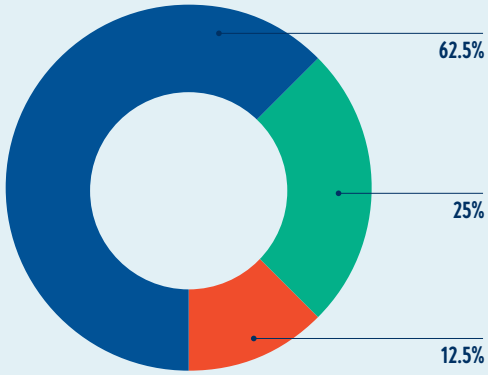


ACHIEVEMENTS

- We reported on our progress towards achieving our *Sustainability Framework 2020* targets and actions through our *Sustainability Performance Report 2021*
- We implemented a new complaints policy as part of our Customer Experience Strategy
- We improved accessibility and inclusivity of our Have Your Say community engagement page, through the addition of new tools and increased functionality
- We facilitated programs aimed at connecting young people to local decision-making including the Youth Council, Councillor Connect Mentoring Program and Youth on Board
- We successfully recruited for the position of Aboriginal Employment and Engagement Officer to build relationships and support the delivery of key workplace initiatives
- We progressed construction of Wurriki Nyal, our new Civic Precinct, consolidating our corporate operations into a single, energy-efficient building, as well as creating an accessible and welcoming co-designed public space
- We implemented an expanded Occupational Health and Safety incident management system



Progress of annual actions supporting delivery of *Our Community Plan 2021–25*



On track Off track Complete

PROGRESS REPORT

INDICATORS	RESULT AT 30 JUNE 2022	PROGRESS COMMENTS
CITY OF GREATER GEELONG		
Customer complaints resolution completed within 30 days	85% (April–June 2022)	This result is for resolution of phone and online complaints captured through our corporate system (Pathway) and does not include complaints captured via other processes.
Community satisfaction with customer service	72 (2022) / 77 (2021)	While satisfaction decreased in 2022, our performance continued to be well regarded by the community with customer service among our highest rated services. Geelong's performance was also higher than the statewide average (68).
Community satisfaction with informing the community	58 (2022) / 60 (2021)	Our result was comparable with both statewide and Regional Centres averages (59 and 58 respectively).
Community satisfaction with consultation and engagement	54 (2022) / 57 (2021)	Satisfaction decreased from 2021, the rating consistent with historical results. Our result was comparable with both statewide and Regional Centres averages (54 respectively).
Community satisfaction with overall council direction	52 (2022) / 56 (2021)	Satisfaction decreased in 2022. Despite this, performance was comparable to the statewide and Regional Centres averages (50 and 52 respectively).
Community satisfaction with overall performance	63 (2022) / 63 (2021)	Our result was significantly higher than both statewide and Regional Centres averages (59 respectively).
Community satisfaction with advocacy on behalf of the community	55 (2022) / 57 (2021)	Our result was comparable with both statewide and Regional Centres averages (53 and 55 respectively).
Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR)	26.5 LTIFR (2022) 21.4 LTIFR (2021) 34.9 TRIFR (2022) 24.9 TRIFR (2021)	The June 2022 results are up significantly from June 2021 with the LTIFR up 23.7 per cent and the TRIFR up 42 per cent. During 2021–22, body stressing accounted for 56 per cent of Total Recordable Injuries, followed by falls accounting for 9 per cent.
Gender breakdown of City employees	64.32% – female (June 2022) 35.64% – male (June 2022) 0.04 % – self-described gender (June 2022)	Gender breakdowns of City employees remains consistent from 2021. In addition to the result, we have 50.9 per cent female and 49.1 per cent male in leadership roles.
Number of Aboriginal and Torres Strait Islander people employed at the City	19 (June 2022) / 14 (June 2021)	We appointed an Aboriginal Employment and Engagement Officer and have a commitment to increasing Aboriginal and Torres Strait Islander people employed at the City.
Employee satisfaction and engagement	Satisfaction – 59% (2022) Satisfaction – 63% (2020) Engagement – 53% (2022) Engagement – 52% (2020)	From 2022, the employee opinion survey will report on employee satisfaction using a new 'Sustainable Engagement' score which has proven linkages to key performance outcomes. The City achieved a score of 76% for Sustainable Engagement in June 2022.
Recurrent surplus / deficit	$10.63 million (2021–22)	We achieved a recurrent surplus of $10.63 million against a budget deficit of $8.065 million. The favourable result is largely due an increase in federal and state government grants, reduced salary and depreciation costs and one off prior year adjustments.
Funds from sale of assets	$12.8 million (2021–22)	Asset sales were below the target of $35.4 million as key asset sales were deferred to the 2022–23 financial year.
Cost recovery of services and revenue growth from new sources (fees and charges)	$9.4 million (2021–22)	An increase in the 'rates and charges' revenue stream was caused by an approximate 4,300 increase in rateable properties, as well as supplementary valuations.
Efficiency target	$2.965 million (2021–22)	Efficiency targets set in the budget have been achieved.
Asset renewal gap	68.9% (2021–22) / 51.9% (2020–21)	The value of expenditure on asset renewal, compared to depreciation, increased in 2021–22 as a result of continual investment in asset renewal.

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2021–22. For full details, please go to www.geelongaustralia.com.au/annualreport.

SURPLUS OF $141.4 MILLION

Consistent with the prior year result.

$567 MILLION REVENUE

with 48.4 per cent coming from rates and charges.

$425.5 MILLION EXPENDITURE

41.4 per cent employee costs and 32.1 per cent materials and services.

$4.1 BILLION IN NET ASSETS

$994.3 million increase on the previous year, including a $852.9 million asset revaluation increment.

$195.7 MILLION CAPITAL EXPENDITURE

47.4 per cent relating to land and buildings, 21.6 per cent for roads, footpaths, bike paths and drainage and 16.3 per cent to parks, open space and streetscapes.

COMPREHENSIVE INCOME STATEMENT

The comprehensive income statement shows how much we earned during the 2021–22 financial year. It details where we received our income and how it was spent.

NET RESULT

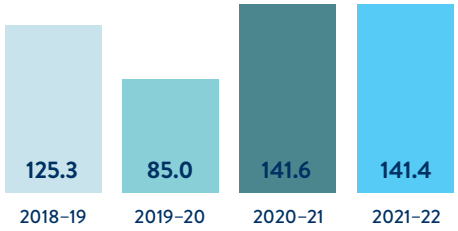


Figure 6: Net result 2018–19 to 2021–22 ($m)

TOTAL COMPREHENSIVE RESULTS

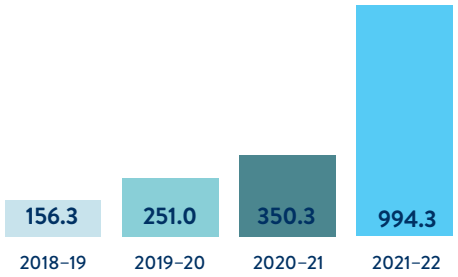


Figure 7: Total comprehensive results 2018–19 to 2021–22 ($m)

RECURRENT OPERATING RESULTS

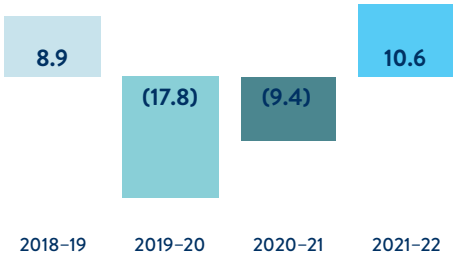


Figure 8: Recurrent operating results 2018–19 to 2021–22 ($m)

The net result – that is, income minus expenditure – is shown in Figure 6.

This result can largely be attributed to:

- rates and charges increasing by $17.0 million due to a wider property base and increases in the general waste charge
- user fees increasing by $8.9 million as services recovered from the COVID-19 pandemic
- grants increasing by $6.5 million, largely from the federal government assistance grant
- materials and services costs increasing by $18.4m to reflect inflationary and contractual changes and services returning from the COVID-19 pandemic
- employee costs increasing by $4.5 million.

The total comprehensive result accounts for items that will not be classified to surplus or deficit in future periods. In this case, it is the net asset revaluation of land, buildings and infrastructure which, in 2021–22, was an increment of $852.9 million.

The total surplus includes an operating recurrent surplus of $10.6 million ($9.4 million deficit in 2020–21) and a non-recurrent surplus of $130.8 million ($151.0 million in 2020–21). The non-recurrent result includes gifted assets of $79.3 million ($98.3 million 2020–21).

Our 4-year budget forecasts surpluses over the next four years, including a $187.9 million surplus in 2022–23. This is a critical part of our financial sustainability strategy, as it gives us the capacity to maintain our services and renew our community assets.

BALANCE SHEET

The balance sheet shows what we own (assets), what we owe (liabilities) and our net worth (equity).

ASSETS

Our assets are primarily made up of:

- cash and cash equivalents of $100.5 million – used to cover our short-term commitments including long-service leave and debt obligations and provide funds for capital works that have been carried over
- property, plant and equipment worth $4.2 billion – an increase of $1,005.2 million on the previous year.

These asset types make up 94.9 per cent of our total assets.

TOTAL ASSETS

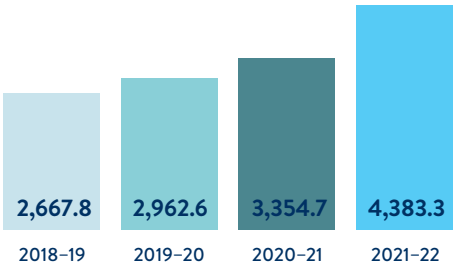


Figure 9: Total assets 2018–19 to 2021–22 ($m)

INVESTMENTS

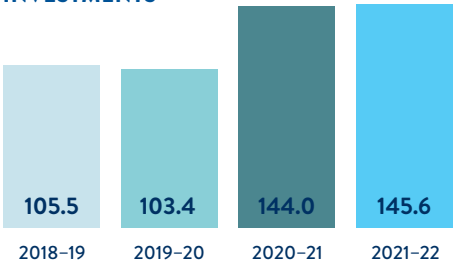


Figure 10: Investments 2018–19 to 2021–22 ($m)

CAPITAL PROGRAM

We deliver an extensive capital works program – renewing, upgrading and building assets to meet community need.

As Figure 11 shows, our capital works expenditure in 2021–22 was $195.7 million. This included:

- $147.3 million on new assets (75.3 per cent)
- $36.4 million on renewal works (18.6 per cent)
- $12.0 million on upgrade works (6.1 per cent).

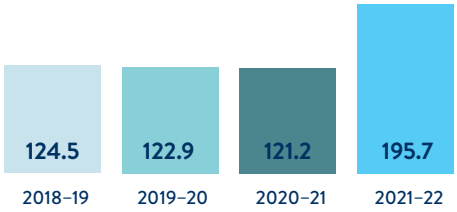


Figure 11: Capital works expenditure 2018–19 to 2021–22 ($m)

The main categories of expenditure were:

- $92.8 million on land and buildings
- $24.8 million on roads
- $32.0 million on parks, open space and streetscapes
- $10.6 million on plant and equipment
- $7.5 million on drainage
- $9.9 million on foot and bike paths
- $11.4 million on recreational, leisure and community facilities
- $6.7 million on other assets.

LIABILITES

Our liabilities include future commitments to suppliers, employees (for leave entitlements), loans and costs associated with providing landfill.

TOTAL LIABILITIES

As Figure 12 shows, total liabilities were $277.5 million, an increase of 14.1 per cent on the 2020–21 balance. This increase is due to new loans financing our Civic Precinct project and other key community projects and grants received in advance.

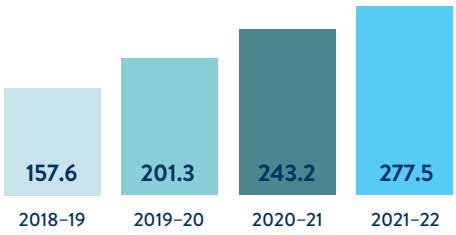


Figure 12: Total liabilities 2018–19 to 2021–22 ($m)

LOANS

Our loan balance equates to 50.5 per cent of total liabilities, which is slightly higher than 2020–21 (48.1 per cent).

The overall increase in our loan balance of $23.0 million is due to $32.3 million in new loans, offset by $9.3 million of debt paid off during the year.

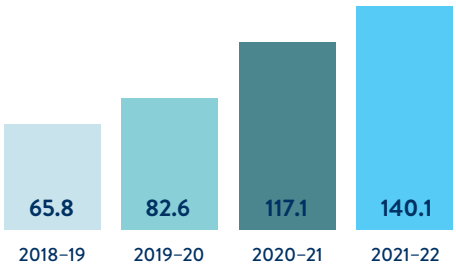


Figure 13: Loans from 2018–19 to 2021–22 ($m)

DEBT COMMITMENT

The debt commitment ratio shows the percentage of rates required to meet loan repayments for the following 12 months.

Figure 14 shows that a low percentage of rates are being used to service loans and we have ample capacity to meet our debt repayments.

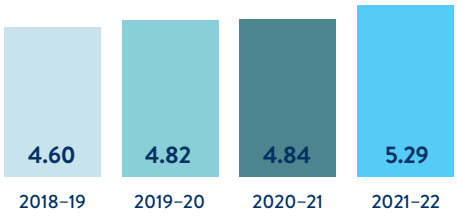


Figure 14: Debt commitment percentage 2018–19 to 2021–22 (%)

RATEPAYER EQUITY

Ratepayer equity is represented by our net worth – that is what we own ($4,383.3 million) minus what we owe ($277.5 million).

As Figure 15 shows, ratepayer equity as at 30 June 2022 was $4,105.8 million – a 32.0 per cent increase on the previous year. This is due to continued growth of our fixed asset base – that is, property, plant and equipment – and the impact of land building and infrastructure revaluations.

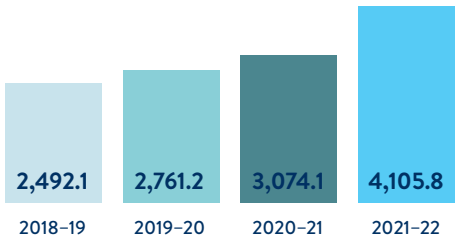


Figure 15: Ratepayer equity 2018–19 to 2021–22 ($m)

ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2021–22*. It gives a broad overview of:

- our municipality
- our organisation and people
- how we plan and what influences us
- our response to the coronavirus pandemic
- what we've achieved in 2021–22, as it applies to our council plan strategic priorities.

For the full details of our 2021–22 performance, download the complete annual report at www.geelongaustralia.com.au/annualreport.



This document contains important information about the City of Greater Geelong. Please contact us if you have any questions or would like to request a hard copy of the report.

You can also view hard copies at our customer service centres and branches of the Geelong Regional Library Corporation.

—

CITY OF GREATER GEELONG

Wadawurrung Country
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

© City of Greater Geelong 2022
ISSN: 2209–8828

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

2.5. Myers Reserve Master Plan - Draft Plan

Source: **Community Life**
Director: **Robyn Stevens**

Purpose

1. To seek Council's endorsement for the release of the draft Myers Reserve Master Plan (Draft Plan) for public consultation for a period of six weeks.

Background

2. A revised Master Plan for Myers Reserve (the 'Reserve') has been prepared, updating the 2005 plan.
3. Several stages of the master planning process are now complete, including a site and needs analysis, issues and opportunities report, and initial community engagement that has resulted in the development of the Draft Plan.
4. A Project Reference Group (PRG) of key stakeholder and user groups was established and provided input into the development of the Draft Plan.

Key Matters

5. Accessibility and safety are key focus areas for the plan, including the existing entry off Creamery Road which presents safety concerns. The Draft Plan proposes to relocate the main entry and formalise a road and pedestrian network to improve safety and traffic flow.
6. Several priorities have been identified in the Draft Plan, including:
    6.1. Relocation of the netball courts and bowls greens, refurbishment of the existing pavilion, new facilities for soccer and bowls and additional sporting fields.
    6.2. Enhancing the amenity of the Reserve by retaining the existing tree canopy, undertaking additional plantings, that includes a vegetation buffer between the Reserve and the ring road.
7. A public release of the Draft Plan for six weeks will inform the development of the Myers Reserve Master Plan - Final Plan, to be presented for adoption in early 2023.
8. The Draft Plan considers the role of the Reserve within the context of Northern and Western Geelong Growth Areas (NWGGA) future development.

RESOLUTION - Item 2.5

Cr Grzybek moved, Cr Aitken seconded -

That Council endorse the release of the draft Myers Reserve Master Plan – Draft Plan for the purpose of broader community consultation for a period of six weeks.

Carried

Financial Sustainability

9. Cost estimates for all projects listed in the Draft Plan will be developed by a quantity surveyor following the consultation period.

10. The Final Plan will also consider project priorities and future staging works.

11. The Final Plan will inform the City's long-term investment priorities and guide future funding across the Reserve.

Community Engagement

12. The project is governed by a Project Control Group (PCG), Project Working Group (PWG) and a Project Reference Group (PRG).

13. The PRG was established upon project inception, made up of all current tenants and main user groups of the Reserve. The PRG consists of members from Bell Post Hill Football and Netball Club, Bell Post Hill Cricket Club, Geelong Rangers Soccer Club, Bell Post Hill Bowls Club and Covenant College.

14. The Draft Plan has been developed in response to stakeholder feedback from the PRG and initial community consultation.

15. The PRG members are supportive of the Draft Plan and welcome the opportunity for continued consultation to finalise the plan.

16. Subject to the resolution of Council, it is proposed that the Draft Plan be made available for a six-week period of community engagement.

17. This will provide an opportunity for the community to provide feedback through a variety of engagement tools, including online engagement via the City's Have Your Say webpage and in-person drop-in sessions.

Social Equity and Sustainability

18. A range of social equity matters were identified and considered as part of developing the draft master plan, including the demographics of the population using the Reserve, club membership and the role of the Reserve in providing community services and for broader community use.

19. Initiatives in the Draft Plan are aimed at providing opportunities for children in formal sport and less structured recreation. Other initiatives are focused on improving access to the Reserve for the whole community. A focus of the plan is to create an inclusive and accessible Reserve for all and reduce barriers to participation and active living.

Relevant Law/Policy/Legal Implications

20. The Draft Plan complies with all relevant legislation and council policy and there are no known legal, statutory or policy implications associated with the draft recommendations.

Alignment to Community Plan and Vision

21. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.
Sustainable growth and environment.

22. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

23. No officer involved in the preparation of this report or consultant who has provided advice in relation to this report has declared a general or material conflict of interest.

Risk Assessment

24. The release of the Draft Plan for further consultation will provide greater insights to the needs and expectations of the whole community. The feedback received will be used to develop the Final Plan.

25. The City can progress the master planning process but there is a risk that the plan will raise expectations about what the City and Council may be able to deliver in coming years particularly in reference to the financial implications of subsequent stages relating to the Creamery Road Precinct Structure Planning process.

Environmental Sustainability

26. The Draft Plan aligns with a key direction of the City’s Sustainability Policy to enhance, protect and restore our biodiversity and natural environments, including plants and animals that inhabit them.

27. The environmental values of the Reserve have been identified and recommendations have been included to protect and enhance those values.

28. Initiatives have been included that seek to enhance the landscape amenity and tree cover in the Reserve in line with the Council’s *Urban Forest Strategy 2015-2025*.

29. All facility developments will consider environmentally sustainable design principles in line with Council’s.

Attachments

1. Myers Reserve Master Plan - Draft Report [**2.5.1** - 30 pages]

THE CITY OF
GREATER GEELONG

MYERS RESERVE

MASTER PLAN – DRAFT REPORT

October 2022

CITY OF GREATER GEELONG

We acknowledge the Traditional Custodians of the land, the Wadawurrung People of the Kulin Nations. We pay our respects to their Elders past and present and acknowledge all Aboriginal and Torres Strait Islander people who are part of the Greater Geelong community today.

Disclaimer: This Master Plan Report was prepared by an independent consultant in conjunction with the City of Greater Geelong. The Master Plan Report provides an overview of the context, need and community engagement methods undertaken which have helped to form the Draft Master Plan. This report is also subject to further consultation and consideration by the City.

The contents of this report are approved by the City of Greater Geelong, however, may require revision over time to reflect current council policy.

All illustrative plans, perspectives and imagery contained within this report are indicative artists impressions to illustrate conceptual ideas only and are subject to further resolution, consultation, detailed design, and approvals. All images throughout this document have been credited where required.

The City of Greater Geelong wish to acknowledge contributions to this report made by the Project Reference Group, Project Control Group, Project Working Group, and the greater Geelong community.

© 2022 City of Greater Geelong
This document may only be used for the purpose for which it was commissioned and in accordance with the terms of engagement for the commissions. Unauthorised use of this document in any form whatsoever is prohibited.

CONTENTS

EXECUTIVE SUMMARY 4

INTRODUCTION 5

1.1 Project Overview 5
1.2 Project Objectives 5
1.3 Project Methodology 5
1.4 Study Area 6
1.5 Facilities and Infrastructure 7
1.6 Master Plan Vision and Development Principles 7
1.6.1 Key Principles 7
1.6.2 Draft Vision 7

STRATEGIC CONTEXT 8

2.1 Literature Review 8
2.1.1 National Strategic Context 8
2.1.2 State-wide Strategic Context 8
2.1.3 Regional Strategic Context 10
2.1.4 Sport-Specific Strategies 11
2.2 Design Trends and Considerations 12
2.2.1 Universal Design 12
2.2.2 CPTED Principles 12
2.2.3 Gender Neutral Facilities 12
2.2.4 Environmentally Sustainable Design 12
2.2.5 Water Sensitive Urban Design 12
2.2.6 Northern and Western Geelong Growth Areas 12
2.3 Analysis of Previous Master Plan 13
2.4 Community Profile 14
2.5 Demographic Analysis 14
2.5 Demographic Analysis 15

EXISTING CONDITIONS & SITE USAGE 16

3.1 Site Usage 16
3.2 Participation 16
3.3 Demand and Capacity Analysis 16
3.4 Existing Conditions 18
3.4 Existing Conditions 19
3.5 Fit-For-Purpose (FFP) Assessments 20

CONSULTATION SUMMARY 21

4.1 Consultation Overview 21
4.2 General Site Observations 21
4.3 User Groups 21
4.3.1 Australian Rules Football 21
4.3.2 Bowls 22
4.3.3 Cricket 22
4.3.4 Netball 22
4.3.5 Soccer 23
4.3.6 Covenant College 23
4.4 Community Consultation 24
4.5 Issues and Opportunities 25

MASTER PLAN 26

5.1 Master Plan Vision and Key Principles 26
5.1.1 Draft Master Plan Vision 26
5.1.2 Draft Key Principles 26
5.2 Key Recommendations 27
5.3 Draft Master Plan (Landscape Plan) 28

NEXT STEPS 29

6. 1 Implementation Plan 29
6.2 Cost Estimates 29
6.3 Funding Strategy 29
6.4 Project Governance 29

EXECUTIVE SUMMARY

Project Context

The Myers Reserve Draft Master Plan provides an informed, consolidated and long-term approach to future infrastructure development across the site.

The need for the plan has arisen from stakeholders identifying specific constraints within the Reserve and the inability to meet their current and future sporting and recreation needs. Changing population demands, ageing facilities and exponential growth in female sports participation have also highlighted the need to review the 2005 Master Plan which is now more than 15 years old.

Planning Context

Myers Reserve is located within a strategically important planning area of Geelong which is expected to see significant population increases in the future. Bell Post Hill is forecast to see an additional 7,731 residents, a growth rate of 149% between 2021 and 2041.

The current capacity of Myers Reserve to meet the requirements of the existing sporting user groups will become a challenge in the future. The soccer fields and cricket fields are currently at capacity and likely to already be a significant constraint on:

- The ability for user groups to grow/cater for any additional community demand.
- The ability to maintain an appropriate playing surface condition without mandating reductions in weekly activity.

Key Issues

In addition to capacity constraints, the following issues with the broader site were also identified through the extensive consultation and analysis undertaken.

- Lack of adequate drainage infrastructure, which causes flooding across the Reserve and impacts utilisation.
- Poor traffic flow across the site and the location of the site entry causes safety issues.
- The pavilions do not meet modern standards and lack gender-neutral change facilities.
- Netball courts are non-compliant.
- Lack of storage across the site for all sports.
- Asbestos within the soccer pavilion/social rooms.
- The site is prone to vandalism and break-ins due to its location, poor passive surveillance and security.

Master Plan Principles

To address the key issues identified, the following principles were developed to guide the Master Plan approach.

Consolidate

Strengthen the heart of the site

Integrate

Clarify and integrate the key functional areas

Future Proof

Upgrade buildings to be fit-for-purpose and provide additional sporting fields

Amenity

Preserve and expand open space areas

Safety

Re-locate site entry and improve traffic flow

Align

Explore future connections into the Creamery Road Precinct Structure Plan

Master Plan Recommendations

The key recommendations for the Master Plan are outlined below.

- Relocate the site entry and develop a formalised road network to improve safety and traffic flow across the Reserve.
- Relocate the netball courts and install an additional multi-purpose half-court warm-up space for club and community use.
- Relocate bowls, install an additional green and a new pavilion to service the match day needs.
- Re-locate and construct new soccer pavilion to address safety concerns from the asbestos.
- Upgrade the existing cricket/AFL/netball pavilion.
- Re-construct the existing overflow oval into a compliant soccer pitch.
- Construct a new AFL/cricket oval.
- Develop a new district-level play space.

INTRODUCTION

1.1 Project Overview

The City of Greater Geelong engaged SBP Advisory to develop a Master Plan for Myers Reserve.

The Master Plan is a refresh of the 2005 Master Plan and provides a contemporary vision for the Reserve for the next 10 years.

The Plan provides an informed, consolidated and collaborative long-term approach to future infrastructure developments across the Reserve.

1.2 Project Objectives

The Master Plan and its development process were established to achieve the following objectives:

- An understanding of, and alignment with the changing population, demographics, emerging Needs and higher expectations of the community, as well as new/current Council plans and strategies.
- A contemporary and holistic approach to planning for future sport and recreation design including planning for people and place (i.e. gender-neutral provision, positive ageing and access for all abilities).
- Broader consideration of the role of the Reserve within the context of Northern and Western Geelong Growth Areas (NWGGA) planning and future development.
- Clear direction for the development and infrastructure needs at Myers Reserve that are realistic and within resource constraints.

1.3 Project Methodology

Stage 1 – Project Establishment

- Project inception meeting
- PRG and PWG Briefings
- Site inspections

Stage 2 – Site and Needs Analysis

- Audit of facilities
- Review of relevant strategic documents, data and reports
- Analysis of sports participation trends and impact on capacity of Reserve
- Identification of impacts of future population forecasts and demographics on capacity of Myers Reserve
- Development of Fit For Purpose (FFP) assessment framework

Stage 3 – Issues and Opportunities

- Consultation with PRG and PWG
- Community consultation
- Issues & Opportunities Report, including:
    - Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis
    - FFP assessments & future improvement recommendations
    - Recommendations on potential required land purchases
- PWG, PRG and PCG meetings

Stage 4 – Draft Master Plan

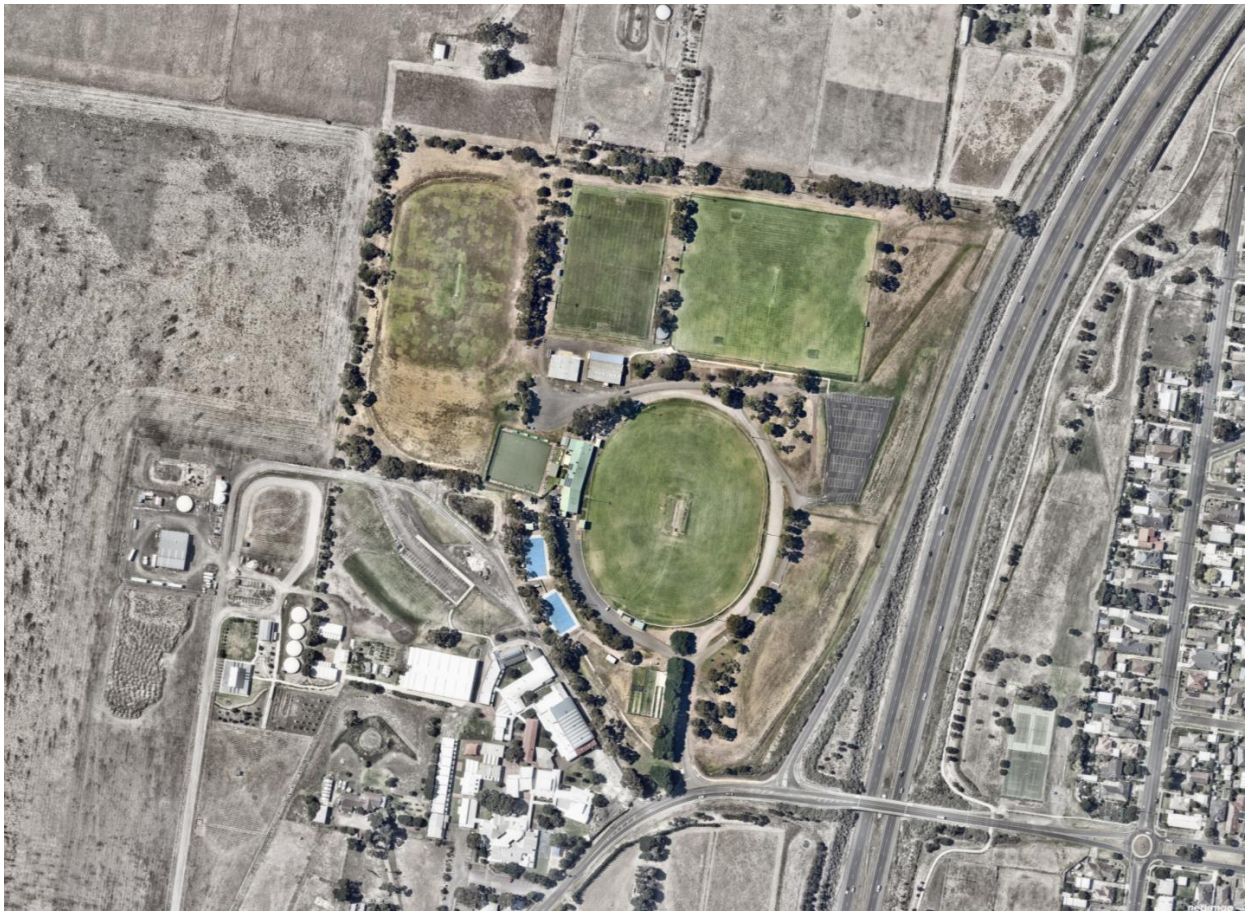
- Preparation of Landscape Plan and pavilion concept designs
- Cost estimates
- PRG, PWG and PCG briefings on Draft Master Plan
- Community consultation on Draft Master Plan

Stage 5 – Final Master Plan

- Preparation of Final Master Plan Report following City feedback process and review of community consultation for Council endorsement

INTRODUCTION

1.4 Study Area

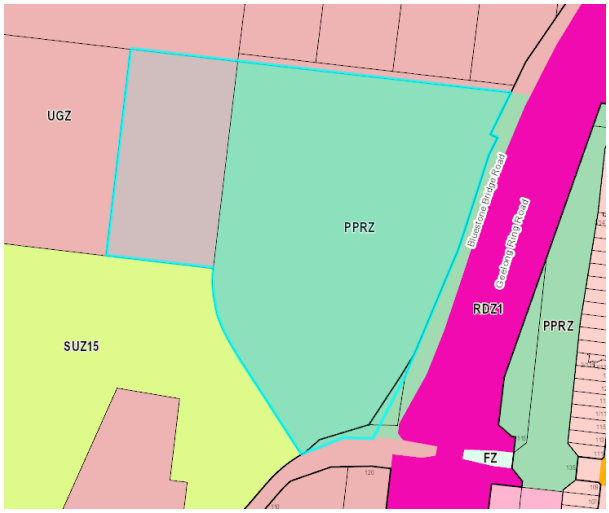


Myers Reserve is situated on Wadawurrung Country, at 125 Creamery Road, Bell Post Hill.

It is a large reserve, with a total area of 16.5 hectares, and is a key asset within the northern suburbs' sport and recreation network.

The Reserve is located in what was traditionally a rural area, with most of the Reserve zoned as a Public Park and Recreation Zone (PPRZ).

The Reserve is also located within the Northern and Western Geelong Growth Areas (NWGGA) and will be placed under increased pressure and demand as the area develops over the next decade.



INTRODUCTION

1.5 Facilities and Infrastructure

Myers Reserve comprises the following key infrastructure elements:

- Heritage trees
- 2 x Cricket/Football fields, 2 x Netball courts with shared social rooms/change rooms
- Cricket practice nets
- 1 x Bowls green and social rooms
- 3 x Soccer fields and change rooms
- Soccer social rooms and public toilets
- Play space
- 2 x designated car parking areas

There is also a designated off leash dog area (the open space between the main oval and Bluestone Bridge Road).

Myers Reserve is classified as a Community Level 1 Active Open Space Reserve and provides a variety of functions for the community.

The two playgrounds within the Reserve are also classified as Local Level.

1.6 Master Plan Vision and Development Principles

1.6.1 Key Principles

The following key principles have been drafted to assist in guiding the development of the Master Plan.

Consolidate

Strengthen the heart of the site

Integrate

Clarify and integrate the key functional areas

Future Proof

Upgrade buildings to be fit-for-purpose and provide additional sporting fields

Amenity

Preserve and expand open space areas

Safety

Re-locate site entry and improve traffic flow

Align

Explore future connections into the PSP

1.6.2 Draft Vision

"Myers Reserve is a community destination for sport, leisure and social activities, offering high-quality and fit-for-purpose facilities for the whole community."

STRATEGIC CONTEXT

2.1 Literature Review

A review of a several background documents and strategies was undertaken to provide a deeper understanding of the key strategic factors that have influenced the development of the Master Plan.

2.1.1 National Strategic Context

Sport Australia – Sport 2030

Sport 2030 is the Australian Sports Commission's Plan to get Australians to move more and ensure the sports industry in Australia can again be a global leader and grow as a key contributor to our economy.

The Vision for the plan is to be the "most active and healthy sporting nation in the world" with a key focus on enhancing mass participation rather success at the elite level.

The plan has four key strategic pillars

- **Participation – Building a More Active Australia**: Enabling movement for life, with a focus on early childhood, and those over 65. Sport that is inclusive for all with a focus on the inactive.
- **Performance – Achieving Sporting Excellence**: Australia is no longer a world leader in high performance – international performance is in decline, and the role of the AIS has evolved. There will be a stronger focus on the mental health and wellbeing of athletes and establishing defined athlete pathways.
- **Integrity – Safeguarding the Integrity of Sport**: Strengthening anti-doping capabilities, capturing all sports betting in a regulated environment, minimising corruption in administration and improving participant safety and protection.
- **Industry – Strengthening Our Sports Industry**: Enhancing the governance of national, state and community sport organisations to drive commercial outcomes, reduce reliance on funding and increase autonomy and innovation.

In developing the Master Plan, the focus has been on ensuring the provision of high-quality sporting infrastructure that will facilitate life-long participation in sport and provide an environment for children to practice and progress their skills.

2.1.2 State-wide Strategic Context

Active Victoria 2017-2021

Active Victoria is the Victorian Government's plan to strengthen the sport and recreation sector, boost participation and ensure every Victorian has the chance to be involved.

The Vision for the strategy is "A strong and connected sport and active recreation system that helps make Victorians healthier, creates economic growth and jobs, builds community cohesion and contributes to our liveability."

The six strategic directions are outlined below:

- **Meeting demand**: Increasing capacity of facilities and infrastructure, increasing participation opportunities and innovative options.
- **Broader and more inclusive participation**: Operational structure of sport and active recreation, addressing racism, discrimination and harassment, increasing the participation of women in sport.
- **Additional focus on active recreation**: Engagement of health and mental health providers, school-based actions, planning for active recreation infrastructure.
- **Build system resilience and capacity**: Consistent system-wide data collection and sharing, supporting volunteers, participants and the workforce.
- **Connect investment in events, high performance and infrastructure**: Diverse events calendar, clear pathways to excellence between high performance and community sport, talent identification programs and athlete development.
- **Work together for shared outcomes**: Development of agreed priorities, complementary investment and coordinated action.

The Master Plan has been developed in consultation with tenants and user groups to ensure a collaborative approach that improves overall community outcomes.

STRATEGIC CONTEXT

DELWP – Protecting Victoria's Environment – Biodiversity 2037

Biodiversity 2037 is the Victorian plan to stop the decline of the natural environment, and to implement and enforce practices which improve the overall quality of provision.

The strategy aims to encourage collaboration across government, business, communities, Traditional Owners, Aboriginal Victorians and private land owners to support the vision that "Victoria's biodiversity is healthy, valued and actively cared for". The two goals from this strategy are:

- **Victorians value nature** – Victorians understand that their personal wellbeing and the economic wellbeing of the state are dependent on the health of the natural environment.
- **Victoria's natural environment is healthy** – Victoria has functioning plant and animal populations, improved habitats and resilient ecosystems, even under climate change.

These priorities all have a connection to the five influencing principles, which informed the development and implementation of the plan:

- **Values** – there is importance in the intrinsic value of other life forms and maintaining the connections and relationships between various systems to optimise prosperity across health, wellbeing and economy.
- **Living systems** – Adapting to the changing environment by protecting biodiversity in natural habitats.
- **Sharing and collaborating** – Engaging communities in the decision that affect them to align contributions to a common purpose.
- **Knowledge** – Share and use knowledge from a variety of sources to make sound decisions to fuel effective actions.
- **Decision making** – Use processes that are fair, transparent and consistent and consider risk and return of all interventions and changes.

One of the key principles of the Master Plan is to preserve and enhance the open space within the Reserve. This will assist in preserving the natural environment and enhance the environmental values of the site.

VicHealth – Physical Activity Strategy 2019-2023

The aim of VicHealth's Physical Activity is to increase the number of Victorians who are physically active. The goal is to have 300,000 more Victorians engage in physical activity by 2023.

There are three key focus areas in the strategy: Children aged 5-12 years, young people aged 12-17 years and women and girls.

Children aged 5-12 years:

- Support a culture and environment that normalises active travel.
- Create more opportunities for children to play.
- Support the development of physical literacy.
- An active childhood can lay the foundations for an active life.

Young people aged 12-17 years:

- Develop more ways to play sport that are fun, social and local.
- Influence the design and use of public spaces for recreation.
- Support young people to be independently active and meaningfully involved in the design of their activity experiences.
- Physical activity and sport participation drop in adolescence.

Women and girls:

- Create and promote more tailored participation opportunities for women and girls.
- Raise the profile of women's sport and physical activity and improve attitudes towards gender equality.
- Influence sporting environments to become more inclusive of women and girls

The Myers Reserve Master Plan has been developed with children, young people and women in mind. Recommended upgrades to the sporting pavilions to ensure they are gender-neutral and fit-for-purpose will assist in creating safe and welcoming environments for all. Expanding the sportsfields will enhance the carrying capacity of the Reserve and facilitate greater participation amongst all age brackets.

STRATEGIC CONTEXT

2.1.3 Regional Strategic Context

Social Infrastructure Planning and Investment Policy 2020 - City of Greater Geelong

The Social Infrastructure Planning and Investment Policy (SIP) aims to provide Council with a guide for prioritising investment decisions, as well as the community with a clear understanding of how decisions are made.

Council will plan and invest in infrastructure based on a clear set of principles and objectives to deliver on the commitment of 'Putting our Community First'. The principles are consistent with all services and include:

- **Equitable** - Fair access to facilities and services that are needed across the municipality including healthy, safe and inclusive places and spaces.
- **Accessible** - Can be attained for all abilities and is easy for people to get to.
- **Adaptable** - Flexible to meet the changing needs of the community and can be used for more than one purpose.
- **Integrated** - Combined with other services where possible and provides a place for people to come together.
- **Sustainable** - Environmentally, fiscally, socially and culturally responsible, well designed, effectively managed and usage is optimised now and into the future.

The key principles identified in the SIP have been considered when developing the key principles for the Myers Reserve Master Plan.

Specific actions within the SIP relating to Myers Reserve include:

- *Focus on connecting the paths throughout the network.*
- *Bell Post Hill is also identified as an area with high youth poverty rates, so ensuring the provision of quality sporting and active recreation infrastructure through the delivery of the Myers Reserve Master Plan will play a critical role in enhancing health and well-being outcomes.*

Fair Play Strategy 2017- City of Greater Geelong

The Fair Play Strategy outlines the provision of sporting and recreational facilities in the City of Greater Geelong.

The management, maintenance and increasing costs of providing community assets plays a key part in the City's capacity to meet community obligations, now and into the future.

The Fair Play Strategy provides a more strategic approach to managing its public property and assets, ensuring the local community gets the best value from a broad range of public facilities.

The document highlighted a range of issues and challenges for Council to address:

- **Equity and transparency** – The previous system of sports facility gradings was not well understood by sporting clubs or community groups. There is disparity and inequity in the provision, quality and access to recreation facilities across the municipality.
- M**anagement of agreements/bookings** - Blanket bookings were previously accepted, limiting opportunities for other groups or the community to access facilities. The existing fees and charges system was developed over 20 years ago (last updated in 1995) and does not reflect contemporary practices.
- **Levels of service** - The system does not reflect the current facility provision and levels of service for maintenance. The level of infrastructure provided at reserves has increased and asset management responsibilities have also increased accordingly.

Council will prioritise the funding of infrastructure that maximises participation, provides opportunities for Geelong residents to be more active and ensures long term sustainability.

STRATEGIC CONTEXT

2.1.4 Sport-Specific Strategies

Towards 2030 – AFL Barwon

The G21 and AFL Barwon Towards 2030: Strategy aims to guide the future planning and development of football and netball throughout the G21 Region for the next 10 years.

AFL Barwon has experienced significant growth over the last five years with over 23,000 club football and netball participants in 2019. Of these participants, over 2,500 were female footballers, which has seen growth of 424% since 2015. To ensure AFL Barwon is well equipped for the dynamic future of the sport, high-quality and inclusive facilities are at the top of its agenda.

All venues that are used for female football will need to cater for gender-neutral and accessible use and be flexible in design. This includes for all participants of the game such as players, umpires, officials, coaches and spectators.

This is specifically targeted towards venues that presently offer female football with limited infrastructure present, such as Myers Reserve.

The G21 and AFL Barwon Towards 2030 Strategy provides facility provision projections to 2030 for both AFL and netball. The report identifies that by 2030, the City will require an additional sporting facilities to cater for the future population and increased demand for both sports.

Football Victoria State Football Facilities Strategy to 2026

FV's Facilities Strategy examines both current and projected participation levels between the current organic growth of 1.1% and a potential 5% growth rate, in conjunction with LGA and Australian Bureau of Statistics predicted population growth until 2026.

Based on the predicted growth in both population and participation, FV has also forecast the required number of pitches across Victoria.

The City of Greater Geelong is projected to require 21 additional pitches in 2026 to meet projected participation demand based on a 5% growth rate.

Bowls Victoria Rolling Towards 2030 Strategic Facilities Plan

Bowls Victoria has developed a Strategic Facilities Plan to understand, prioritise and guide the facility development of new and existing bowls clubs over the next 10 years, to enable greater participation and sustainability for the sport of bowls into the future.

There are 18 bowls facilities within the City of Greater Geelong, including one regional facility (City of Geelong Bowls Club), two district and 15 local level facilities. Based on BV's facility hierarchy, the Bell Post Hill Bowls Club is classified as a local level facility.

Bowls Victoria's Facilities Strategy identifies that the Geelong region has an adequate supply of bowls facilities to meet future demand.

Victorian Cricket Infrastructure Strategy 2018- 2028

Greater Geelong has one of the highest cricket participation rates in the State.

The Cricket Victoria infrastructure Strategy identifies key facility priorities for the Greater Geelong Region, including a more strategic approach to turf pitch provision, delivery and activation of a regional level Cricket and Community Centre and the utilisation of National Facilities Audit data to develop upgrade, renewal and replacement plans for training net facilities and centre synthetic pitches.

STRATEGIC CONTEXT

2.2 Design Trends and Considerations

There are a number of design trends that have influenced the development of the Master Plan to ensure that facilities are safe, accessible and meet the needs of the community and the City of Greater Geelong. These include:

2.2.1 Universal Design

In the context of mater planning, universal design is the design of buildings or spaces so that they can be accessed and used to the greatest extent possible by all people - regardless of their age, size, ability or disability.

Universal design has been considered throughout all aspects of the Master Plan development.

2.2.2 CPTED Principles

The design of buildings and public spaces has an impact on perceptions of safety and security, as well as actual opportunities for crime.

There are four main principles of CPTED that have been considered in the Myers Reserve Master Plan - natural surveillance, access control, territorial reinforcement and space management.

2.2.3 Gender Neutral Facilities

As sport and recreation participation has changed over the last ten years, there are increasing expectations and minimal requirements for sports' social facilities and pavilions to service all genders. This has been a key focus when developing the Master Plan, so that there is equal provision and access to facilities for all genders.

2.2.4 Environmentally Sustainable Design

Environmentally Sustainable Development (ESD) principles aim to improve the health and comfort of buildings and structures while reducing negative impacts on the environment. The ESD principles will be a particular focus when developing the pavilion concept designs to ensure improved functionality and environmental benefits.

2.2.5 Water Sensitive Urban Design

Water Sensitive Urban Design (WSUD) is the design of buildings and infrastructure to minimise the impact of development on the surrounding environment and waterways.

Given the issues with flooding in the south-west corner of the site, WSUD has been incorporated within the draft Master Plan through the provision of retention basins and sub-surface drainage.

2.2.6 Northern and Western Geelong Growth Areas

Geelong's long-term population growth needs as part of a clever and creative future has been delivered in the Northern and Western Geelong Growth Areas Framework Plan.

This plan guides the future land use and development of two large growth areas located in Greater Geelong's north and west.

The framework plan outlines major land use and development requirements to deliver sustainable new communities that coordinate and sequence essential infrastructure and services.

STRATEGIC CONTEXT

2.3 Analysis of Previous Master Plan

The 2005 Master Plan focused on upgrades to the existing reserve and infrastructure. The surrounding area has changed considerably since the previous plan was developed, and the local context has been a key consideration for the recommendations in the updated draft Master Plan.

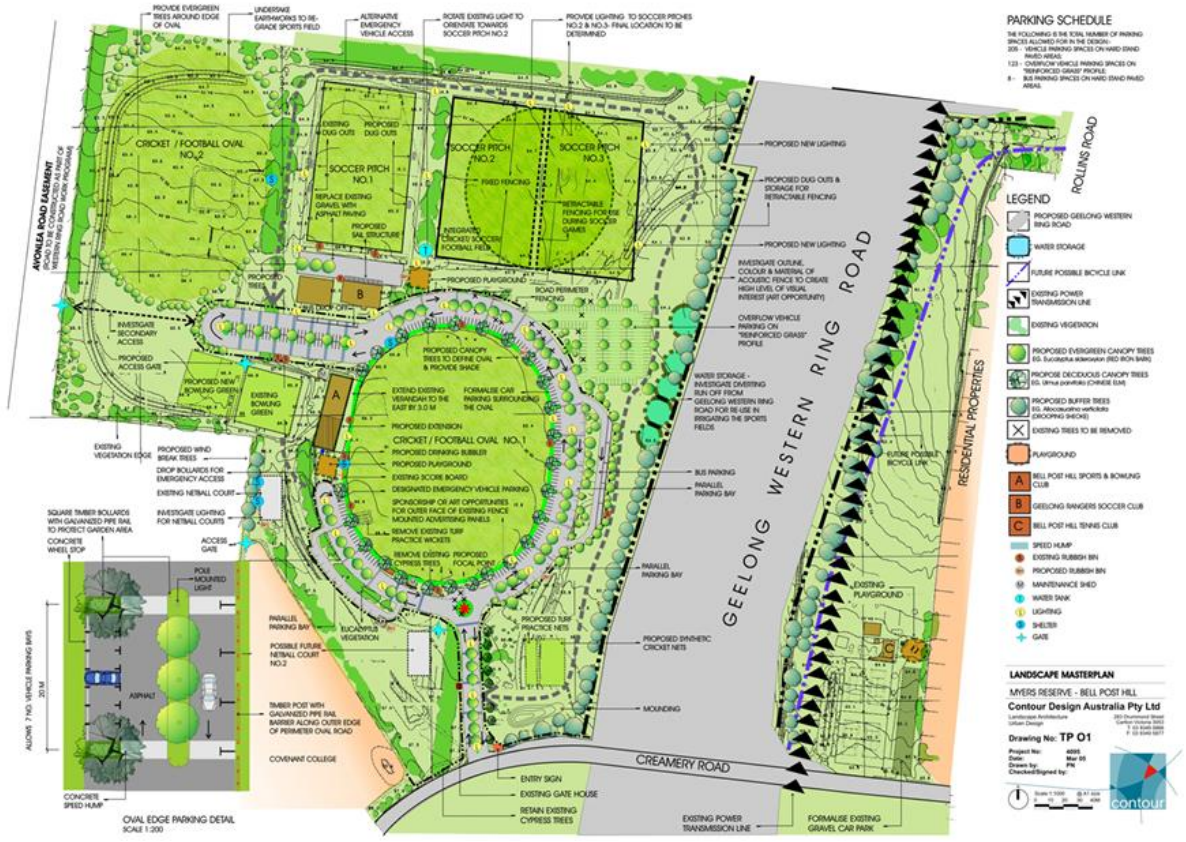
Key elements of the 2005 Master Plan that were delivered include:

- Installation of turf cricket practice nets.
- Integrated cricket/soccer pitch (soccer pitches 2 and 3).
- Provision of a centralised playground.
- Installation of a shelter on the northern side of the soccer pavilion.
- Provision of overflow parking (although this has been formalised and asphalted, rather than reinforced grass).

Key elements of the 2005 plan that have been carried through to the current draft Master Plan include:

- The provision of an additional bowls green.
- Investigation of site entry/exit on the western side of the site.
- Enhanced tree plantings along Bluestone Bridge Road to enhance environmental amenity and act as a natural buffer.
- Water storage along Bluestone Bridge Road to address site drainage issues and provide an irrigation source for the sports fields.

Previous Myers Reserve Master Plan (2005)



STRATEGIC CONTEXT

2.4 Community Profile

Geelong is located 75km south west of Melbourne and is Victoria's largest regional city.

The municipality covers an area of 1,252 km2, comprising suburban, coastal and country areas.

Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south.

In 2021, the City had an estimated population of 269,508 people.

2.5 Demographic Analysis

Between 2021 and 2041, the population for the City of Greater Geelong is forecast to increase by 124,232 persons (46% growth), at an average annual change of 2.3%.

The population estimate for Bell Post Hill in 2021 is 5,182. Bell Post Hill is expected to see an additional 7,731 residents, with growth of 149% between 2021 and 2041.

Key Population Changes:

- At the 2016 Census, the dominant age structure for persons in Bell Post Hill was ages 65 to 69, which accounted for 7.2% of the total population.
- The largest 5 year age group in 2026 is expected to be 25 to 29 years, with a total of 445 persons.
- Given these projected growth rates, the Myers Reserve Master Plan will need to consider the additional demand for sport and recreation infrastructure based on forecast growth in younger age groups.

Regional Context



Fast Facts

269,508
Estimated Resident Population (2021)

1.78%
Population Growth Rate (2020-2021)

40 Years
Median Age

2.41
Average Household Size

2,407
Aboriginal and Torres Strait Islander People (2016)

16%
Population Born Overseas (2016 Census)

32.3%
Speak a Language Other Than English at Home

76%
Of dwellings within 400m of Public Open Space

STRATEGIC CONTEXT

2.5 Demographic Analysis

Area	2021	2026	2031	2036	2041	Total Change
City of Greater Geelong	268,984	298,716	330,428	361,014	393,216	124,232
Armstrong Creek	9,787	16,023	22,050	24,742	25,274	15,487
Barwon Heads - Connewarre - Breamlea	5,074	5,237	5,452	5,722	6,029	955
Bell Park	5,788	5,934	6,016	6,224	6,459	671
Bell Post Hill	5,182	5,651	7,876	10,454	12,913	7,731
Belmont	15,165	15,833	16,409	17,104	17,777	2,612
Clifton Springs	8,226	8,663	9,466	9,922	10,246	2,020
Corio	15,815	16,440	16,763	17,160	17,590	1,775
Curlewis	3,699	5,070	6,917	8,126	8,669	4,970
Drysdale - Bellarine	5,708	6,191	6,859	7,476	7,989	2,281
East Geelong	4,028	4,094	4,277	4,525	4,849	821
Geelong - South Geelong - Drumcondra	8,068	9,107	10,151	12,151	15,058	6,990
Geelong West - Manifold Heights	10,287	10,474	10,751	11,266	11,925	1,638
Grovedale	15,363	15,897	16,296	16,968	17,661	2,298
Hamlyn Heights	6,842	7,198	7,564	8,000	8,456	1,614
Herne Hill - Fyansford	4,385	4,895	5,917	6,646	6,777	2,392
Highton - Wandana Heights - Ceres	24,008	25,666	26,045	26,678	27,135	3,127
Lara	18,250	19,315	20,797	22,126	24,551	6,301
Leopold	13,455	14,057	15,522	16,914	18,263	4,808
Lovely Banks - Batesford - Moorabool	2,863	3,100	4,898	9,439	16,269	13,406
Marshall - Charlemont	4,024	6,765	9,754	13,911	18,101	14,077
Mount Duneed	4,201	8,970	12,653	14,265	15,544	11,343
Newcomb - Moolap	6,630	6,908	7,095	7,359	7,648	1,018
Newtown	10,895	11,113	11,408	11,757	13,011	2,116
Norlane - North Shore	9,564	9,876	10,105	10,367	10,911	1,347
North Geelong - Rippleside	4,447	4,588	4,645	4,715	4,800	353
Ocean Grove	16,633	18,230	19,447	20,335	21,316	4,683
Portarlington	4,141	4,639	5,267	5,590	5,853	1,712
Rural Bellarine Peninsula	3,645	4,581	4,822	4,789	4,752	1,107
Rural North	1,867	1,943	2,061	2,184	2,314	447
St Albans Park	5,013	5,131	5,196	5,306	5,453	440
St Leonards - Indented Head	4,094	4,601	5,010	5,588	6,122	2,028
Thomson - Breakwater	2,822	2,990	3,089	3,195	3,310	488
Waurn Ponds	5,017	5,473	5,733	5,795	5,865	848
Whittington	3,995	4,063	4,116	4,214	4,324	329

EXISTING CONDITIONS & SITE USAGE

3.1 Site Usage

Myers Reserve has facilities for Australian Rules football (football), bowls, cricket, soccer and netball. The main user groups are:

- Bell Post Hill Bowls Club
- Bell Post Hill Cricket Club
- Bell Post Hill Football Netball Club
- Geelong Rangers Soccer & Sports Club
- Covenant College

3.2 Participation

The participation data provided from the tenant clubs has been analysed to understand current demand for facilities. The table to the right demonstrates consistent community activation at Myers Reserve, including:

- Overall, participation across all sports (when considered in aggregate), has remained stable.
- Soccer has the largest participant base, with over 400 players in 2021.
- Netball participation has remained stable/consistent over the last five years from 76 in 2017 to 78 in 2021.
- Cricket participation has declined marginally over the last five years from 151 in 2017 to 141 in 2021.
- Australian Rules football participation rates have fluctuated year-on-year, and have seen an increase of 12.5%, from 184 in 2017 to 207 in 2021.
- Bowls participation saw a marginal decline of 12 members in 2021 – but had consistent membership prior to the COVID-19 pandemic.

Interestingly, participation across all sports (when considered in aggregate), has remained stable.

Myers Reserve Sport Participation Trends

Sport	2017	2018	2019	2020*	2021*	Total Change
Soccer	371	375	420	366	406	9.40%
AFL	184	298	237	128	207	12.50%
Cricket	151	125	163	141	141	-6.60%
Bowls	97	95	95	93	81	-16.50%
Netball	76	75	77	74	78	2.60%
Total	**861**	**871**	**886**	**795**	**863**	**0.20%**

*It is important to note that 2020 and 2021 participation numbers were significantly impacted by COVID. Due to the lockdowns enforced by the Victorian Government, sports participation was very limited in these years.

It is positive to see that membership numbers have still bounced back after limited participation opportunities.

3.3 Demand and Capacity Analysis

The key macro trends impacting industry planning for organised sport reinforce the need for flexibility when planning for future community uses.

The capacity of Myers Reserve to meet the requirements of the existing sporting user groups as well as the increased demand from the Creamery Road Precinct will become a challenge in the immediate future.

Whilst some participation numbers may have declined as result of COVID, the reserve was still at capacity and participation is still considered high usage and additional facilities are required to meet current needs.

The current membership and participation of AFL, Bowls and Netball clubs within Myers Reserve can be accommodated by the current facilities.

The soccer fields and cricket fields are currently at capacity and likely to already be a significant constraint on:

- The ability for these user groups to be able to grow/cater to any additional community demand.
- The ability to maintain an appropriate playing surface condition without mandating reductions in weekly activity.

EXISTING CONDITIONS & SITE USAGE

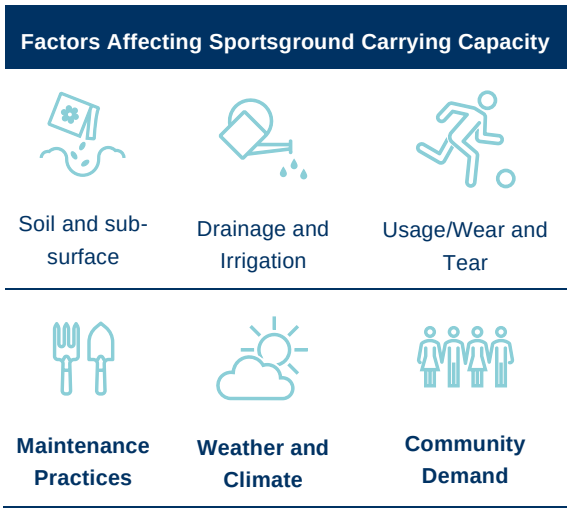
There are many factors that influence the carrying capacity of sporting and recreation fields, pitches, courts and greens.

These factors include:

- Type of soil and surface;
- Level of drainage and irrigation;
- Amount of use (intensity and duration);
- Quality and regularity of maintenance, rest and rejuvenation works;
- Local climate and conditions;
- Community demand, organised participation rates and population rates.

The following table provides an indicative estimate of the number of team hours of field/court/rink usage for each of the organised sports at Myers Reserve. It shows:

- **The soccer fields and cricket fields are currently at capacity.**
- Bowls is at moderate/high weekly usage.
- AFL and Netball are currently at low/moderate weekly usage.



Implications for the Master Plan

To ensure the sporting infrastructure at Myers Reserve can facilitate the required carrying capacity and meet the expected future demand, the Master Plan has included the provision of additional playing fields for soccer and cricket.

General weekly usage of sporting fields/rinks/courts at Myers Reserve

	Fields/Courts/ Rinks	2022 Members/ Players	2022 number of teams (estimate)	Hours of play/ training per team per week (estimate)	Total weekly team usage hours (estimate)	Weekly team usage hours per field/court (estimate)	Seasonal usage
Soccer	3	406	29	3.5	102	34	High usage (>25 hours)
AFL	2	157	7	3.5	25	12	Low/moderate usage (<15 hours)
Cricket	2	141	11	6	65	33	High usage
Bowls	4	81	20	4.5	91	23	Moderate/high usage (15-25 hours)
Netball	2	78	9	3	26	13	Low/moderate usage

Note: This analysis does not include usage by the general community and Covenant College, which would also impact the overall carrying capacity of the sportsfields.

EXISTING CONDITIONS & SITE USAGE

3.4 Existing Conditions





Ovals, Fields and Cricket Nets

- The surface of the main oval is reportedly in poor condition and there is a lack of drainage which impacts the playing surface after periods of rainfall.
- The player shelters surrounding the second and third soccer pitches are outdated and do not meet modern standards and community expectations.
- The cricket nets are in close proximity to the site entrance road. On occasions this causes ball spillage onto the road and through the line of heritage trees.
- Due to the popularity of the site as a dog off-leash area, stakeholders also reported numerous instances of dog poo being found on the playing surfaces of all pitches and ovals, which can cause health and safety concerns.

Netball and Bowls

The netball courts were re-surfaced in 2019 however issues still remain that create considerable problems for the safe playing of games. These issues include:

- The courts do not meet current Netball Victoria Facility Guideline standards.
- There is insufficient circulation space and areas for warming up.
- Uneven surfaces and water ponding/lack of run-off and drainage.
- Proximity of trees causes debris and leaves to fall onto courts.
- Poor condition of shelters and general set out of courts.
- Lack of high quality, dedicated netball amenities and storage.

The existing bowls club is accessed via a small gate at the rear of the football pavilion. Issues relating to the bowls facility are:

- Flooding from adjacent water storage pond.
- Lack of sufficient match-day facilities.
- Poor site location, which creates issues for patrons to access the facility during peak times.
- Lack of dedicated car parking and storage.
- Insufficient number of rinks to host competitions regularly.

EXISTING CONDITIONS & SITE USAGE

3.4 Existing Conditions





Pavilions and Buildings

The condition of the buildings and pavilions within the Reserve vary. Most buildings require some form of upgrades, with the cricket/football/netball pavilion being in the best condition.

However, other issues relating to the buildings are:

- The soccer pavilion requires replacement due to its age, asbestos presence and poor condition.
- The soccer change rooms and public toilets are generally of poor quality and in poor condition.
- There is a lack of gender neutral change facilities across all sports pavilions.
- There is no dedicated first-aid area for netball, with a makeshift shelter set-up beside the courts to provide this functionality.
- Each user group reported inadequate storage in the pavilions.
- The functionality of some buildings is compromised based on location.
- There is a lack of undercover outdoor/milling areas.
- Poor accessibility to the soccer social rooms and cricket/football/netball pavilion.

Open Space and General Areas

Myers Reserve provides a range of open space areas across the site.

There is a general issue of water drainage that appears to impact facility access and functionality.

There is a high level of formal and informal vehicular activity across the site that creates confusion and leads to some negative impacts on the open space areas.

Other observations made on-site are:

- Dangerous site entry and access due to location, sightlines and poor visibility.
- Informal use of the site as a pick-up and drop-off area for parents with children at the neighbouring school.
- Pooling of water in the play ground and other areas leading to the restricted use of the site.
- Limited linkages, access and connection between facilities and functions.
- Security and vandalism issues due to the location of the Reserve and lack of surrounding passive surveillance.

EXISTING CONDITIONS & SITE USAGE

3.5 Fit-For-Purpose (FFP) Assessments

The Fit-For-Purpose (FFP) assessment framework is an objective management tool to determine if the following facilities are suitable for their intended purposes:

- Soccer change rooms and public toilets
- Soccer social rooms
- Football/cricket/netball social rooms and amenities
- Bowls social rooms and amenities

The FFP Assessment Framework was developed in collaboration with the PWG and used to guide future improvement recommendations.

Each of the buildings were assessed based on the following scoring system.

- Low
- Medium
- High

The highest total score a building can receive is 20 and the lowest score is 0. The following ranges indicate the meaning of each score:

- 16-20: FFP and meets all requirement
- 11-15: Meets basic expectations, upgrades required
- 0-10: Not FFP

An overview of the assessment for each building is provided below.

As shown, the key priorities for upgrade are the soccer change rooms and social rooms, and the bowls social rooms.

Criteria	Criteria Importance Weighting		Soccer change rooms/ public toilets		Soccer social rooms		Football/ Cricket/ Netball social rooms		Bowls social rooms and amenities	
			Raw score	Weighted score	Raw score	Weighted score	Raw score	Weighted score	Raw score	Weighted score
SSA facility guideline alignment	Very high	5	1.5	3	2	3	2	3	1	2
Equitable	Very low	1	1	0	2	1	1	0	1	0
Accessible	High	4	1	1	1	1	1	1	1	1
Adaptable	Very low	1	1	0	1	0	2	1	1	0
Sustainable	Low	2	1	1	1	1	1	1	1	1
Safe	Medium	3	1	1	1.5	2	1.5	2	1.5	2
Amenable	High	4	2	3	1.0	1	2	3	2	3
Total	20		8.5	8.8	9.5	9.2	10.5	10.5	8.5	8.5

CRITERIA DEFINITIONS

State Sporting Association (SSA) facility guideline alignment: Extent of alignment with the standards required within the facility guidelines of state sports organisations.

Equitable: Extent of alignment with facility hierarchy requirements and meet an agreed standard that ensures there is no over or under servicing the community.

Accessible: Level of access for all abilities, all genders and all ages.

Adaptable: Level of flexibility to meet the changing needs of the community and ability to be used for more than one purpose.

Sustainable: Extent of environmental responsibility and compliance with ESD principles.

Safe: level of compliance as a safe, welcoming and inclusive environment for the community that reduces risk. Extent of alignment with CPTED Principles.

Amenable: The condition of the building in terms of maintenance, safety and community and Council expectations.

CONSULTATION SUMMARY

4.1 Consultation Overview

The consultation for this project has involved:

- Internal consultations with City officers.
- Interviews with representatives from key user groups, including:
  - Bell Post Hill Bowls Club
  - Bell Post Hill Cricket Club
  - Bell Post Hill Football Netball Club
  - Geelong Rangers Soccer & Sports Club
  - Covenant College
- An online survey with the local community, which was posted on the City's Have Your Say page and attracted 594 unique visitors and 106 contributors to the survey.

The key questions asked of respondents were structured to understand current perceptions of the Reserve, the overall quality and condition of infrastructure and amenity, as well as potential gaps and areas for improvement. The key findings from the consultation are outlined over the following pages.

4.2 General Site Observations

The main entry to the site is not in the optimal location and there is a blind spot when vehicles exit the Reserve. This is a significant safety issue.

Traffic flow is also an issue across the site. Cars cause safety issues near the soccer pitches and playground – due to inadequate way-finding signage and circulation.

The site is low-lying, with limited drainage infrastructure, and is proximal to a water retention basin within the school grounds. During heavy rainfall, the site is prone to flooding, with the bowls green and netball courts particularly susceptible to inundation.

Due to the location and open nature of the Reserve, security is an ongoing concern. All stakeholders reported instances of break-ins and vandalism, with some occurring as often as once per week. This has resulted in many of the tenant clubs installing their own security lighting, alarms and surveillance systems to defend against anti-social behaviour.

Stakeholders from all of the tenant sports reported that pavilion facilities are now outdated, not fit-for-purpose and/or in need of upgrades to meet future demand and contemporary community expectations.

The playspace adjacent to the netball courts seems oddly located, and there is an opportunity to re-locate or consolidate it with the other playground to improve sight lines, surveillance, and supervision.

"The entrance is poorly located – on a bend, very dangerous for people coming from the West and turning. It should be re-located, potentially near Bluestone Bridge Road."

4.3 User Groups

4.3.1 Australian Rules Football

The ovals are in poor condition, due to a lack of drainage infrastructure - which limits the ability to train and play in the winter months.

There is no safety netting behind the goals which causes safety issues related to errant balls.

Traffic management issues around the oval due to the road and location of the entry.

There is a lack of storage space for cricket, AFL and netball within the existing pavilion.

There are not enough change rooms to fit all of the football teams and there are no gender neutral change facilities.

"In terms of overflow training, improved surfaces and access to the site is important – irrigation and drainage to improve the surface but keep it open to the public would be great."

CONSULTATION SUMMARY

4.3.2 Bowls

The bowls club is poorly located at the back of the site, which makes entry and access difficult, and also impacts the overall visibility and awareness of the club.

The major issue with the current location is the lack of adequate drainage, which leads to flooding of the car park and pooling of water at the front entry. This causes safety issues and slipping hazards.

The bowls pavilion is quite "basic" and was built by the club using a $100k bereavement donation.

The current green was installed in 2015, and is nearing time for renewal (8-10 year lifespan). With only one green, this can also cause some challenges with competition draws and scheduling - the club can't host any more than two teams at once.

Parking is almost impossible on Saturday for bowls participants, as there is high demand from cricket.

In an ideal world, the club would like to see two greens provided in a prominent, easily accessible location.

"Break-ins are a regular thing here. There is no security, lighting or locks for the whole of the site. We've had confrontations and burnt-out cars. I've found syringes when cleaning up the nets. It's $400 in costs for us every time someone breaks the locks."

4.3.3 Cricket

The storage and maintenance shed used by the cricket club is not large enough or fit-for-purpose (FFP). The club has been trying to get a ride-on turf roller, but have held off as there is nowhere to store it.

In addition, there are some chemicals stored on site, but no access to water or a wash bay. This is a serious safety concern.

The bar in the clubhouse is impractical and no longer FFP due to its 'L' shape, which also limits storage space.

The club would like to see gender-neutral amenities to cater to future participation growth.

"The bar facilities need a major overhaul. After the fire, the club paid for the dance floor and then the football change rooms were built. Brand new toilets and kitchen are working well – next major projects will have to address the bar."

4.3.4 Netball

There are no fences around the netball courts, which impacts spectators and leads to wayward balls. Lights are non-compliant and do not fully illuminate the whole court area. This makes them unsafe and means they are unusable in the dark.

The run-off on the courts is non-compliant, and the netball stakeholders reported common instances of players and umpires slipping on the gravel while chasing a ball. The gradient on the netball courts is also non-compliant.

The goal posts move constantly and often have to be adjusted mid-game by players and umpires. There are also no water fountains near the netball courts.

The netball club is open to exploring opportunities for relocation and expansion of the courts, along with a half-court area to be used for warm-ups.

There is no dedicated parking for netball which causes issues with access on busy game days.

"It takes one hour to prepare the courts for competition every Saturday. It floods every time it rains - even as little as 2ml of rain can cause big pooling areas around the courts."

CONSULTATION SUMMARY

4.3.5 Soccer

The key priorities for the Geelong Rangers Soccer Club are pitch space, lighting and change room upgrades.

While the sizes of the existing pitches are compliant, the club is growing and will require at least one additional pitch to meet the future demand it has forecast.

The lighting does not currently meet the FV Facility Guidelines requirements. Currently, there are no female friendly change facilities for soccer participants, and there is not enough change rooms to meet demand on game days.

The soccer pavilion is an asbestos hazard, is not fit-for-purpose and requires an upgrade. The kitchen area is dysfunctional, there are no DDA amenities, no meeting rooms, no gym, no storage, and a lack of toilet facilities.

The play space near the football pitches gets a lot of use and could potentially be expanded.

The player shelters on pitches 2 and 3 require upgrades to meet contemporary standards and expectations.

"Our vision would be to have a world-class pavilion that is fit for purpose and facilities that cater for growth. More pitch space, fully lit to match standard, and better road access and traffic flow across the site."

4.3.6 Covenant College

Families and staff both use the car park at Myers Reserve and it serves as a key pick-up and drop-off function for families.

Access times and peak periods cause issues with site entry and exit, particularly when turning right from the Reserve.

The school has arrangements with the netball, cricket and football clubs, enabling the clubs to use the school facilities and vice versa.

The biggest issue for the school is related to the water run-off and flooding from the retention basin that is within the school grounds. Most water goes through Myers Reserve and travels across the site.

Security is also a major issue. The school has installed its own safety measures including pro-alarms, CCTV cameras, and perimeter beams. People come through, and jump the fence, as it is very dark on the boundary.

The school would love to improve access to the site for pedestrians and cyclists at Gate 1 – which is closer to the cricket nets where the heritage trees are.

"The surrounding infrastructure is very rural and dated – spoon drains get clogged up, and water pools in front of the school, messes up the car park and bowling green. The site doesn't have the supporting infrastructure to address the maintenance issues."

CONSULTATION SUMMARY

4.4 Community Consultation

The overall aim of this consultation was to engage with the community to ensure Myers Reserve remains a welcoming place that meets the needs of the local community. All feedback received has been considered in the development of the draft Master Plan

The City ran a four-week online engagement activity to find out more about why Myers Reserve is important to the community.

594 people visited the Have Your say page with 106 community members providing feedback via an online survey or social interactive map.

28 days of engagement

75 posts and votes via the social map

106 people that left feedback

97 surveys completed

19 people following the project

Top Three Reasons to visit the Reserve

1. Play Sports
2. Socialising
3. Dog Walking

Most liked at Myers Reserve

- 50% of the respondents liked the Open Space at Myers Reserve the most.
- 15% of the respondents liked the variety of sports on offer the most.

Top 5 ranked ideas to improve Myers Reserve

1. Female Friendly & Accessibility Facilities upgrades
2. Sealing the roads & car parks
3. More and improved spectator seating
4. Additional sports grounds
5. Playground upgrade

Top 5 key issues at Myers Reserve

1. Sports pavilions are ageing and no longer fit-for-purpose – 58%
2. Change rooms are ageing and no longer fit-for-purpose – 50%
3. Not enough rest areas/seating options – 30%
4. Lack of gender-neutral toilets, change rooms or facilities – 22%
5. Facilities are at over-capacity and not able to service current demand – 20%

Overarching themes from feedback

Open Space

The community values the open space at Myers Reserve

Sports Pavilions/Change Rooms

Gender neutral and accessible upgrades

Playgrounds

The playgrounds need upgrades

Seating and Shade

The community would like to see more seating, shade and shelter provided

Sportsgrounds

More sports grounds are required to meet current and future demand

CONSULTATION SUMMARY

4.5 Issues and Opportunities

An analysis was undertaken to document and summarise the key issues and opportunities identified from the research, consultation and assessments/investigations completed.

Issues	Opportunities
• Poor drainage infrastructure, which causes flooding across the site and impacts overall utilisation. • Poor traffic flow across the site and the location of the site entry causes safety issues. • The site is prone to vandalism and break-ins due to its location, and poor passive surveillance and security. • Lack of gender-neutral change facilities for football, cricket, netball and soccer. • Netball courts are non-compliant. • Lack of storage across the site for all sports. • Asbestos within the soccer pavilion/social rooms.	• Investigate new site entry, road access and traffic flow across the site. • Improve access to and circulation across the site for pedestrians and cyclists and integrate pedestrian linkages from Creamery Road PSP. • Improve the safety, security, lighting and passive surveillance across the site. • Consolidate the two play spaces into one larger, centralised play space that services the whole site. • Investigate expanding facilities for cricket, soccer, netball and bowls to support growth in participation. • Ensure the retention of heritage trees is considered in any potential expansion. • Explore expansion/upgrade opportunities for the existing pavilions to ensure they are FFP.

"The club rooms and change rooms facilities for both football and soccer side of Myers Reserve could do with some upgrades. Some female and disability facilities are much needed.
A fourth pitch in the vacant oval would be great for both clubs."

"Everything needs to be looked at for functionality. At the moment nothing is working when game day is on"

"Bell Post Hill is growing and should have many sports included in this large sporting area and should be the best facilities around for everyone to use."

MASTER PLAN

5.1 Master Plan Vision and Key Principles

In developing the Master Plan for Myers Reserve, the findings from the site analysis, fit-for-purpose assessments and stakeholder consultation has been considered.

The plan has been developed to address the short, medium and long-term development aspirations of the growing community and provide an informed, consolidated and collaborative long-term approach to future infrastructure developments across the Reserve.

5.1.1 Draft Master Plan Vision

"Myers Reserve is a community destination for sport, leisure and social activities, offering high-quality and fit-for-purpose facilities for the whole community."

5.1.2 Draft Key Principles

Consolidate

Strengthen the heart of the site

Integrate

Clarify and integrate the key functional areas

Future Proof

Upgrade buildings to be fit-for-purpose and provide additional sporting fields

Amenity

Preserve and expand open space areas

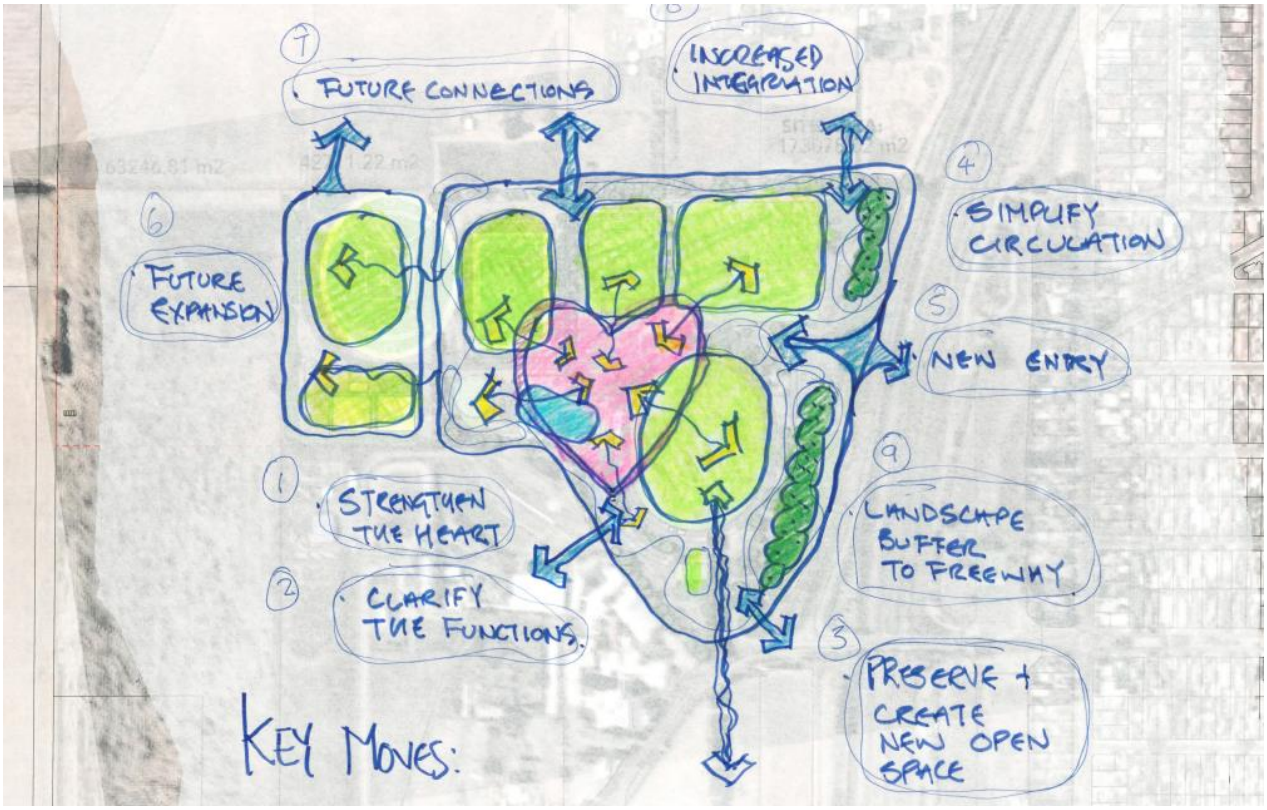
Safety

Re-locate site entry and improve traffic flow

Align

Explore future connections into the PSP

Master Plan Development Sketch



MASTER PLAN

5.2 Key Recommendations

Key Recommendation	Rationale
Re-locate site entry and improve traffic flow across the Reserve	• Addresses safety concerns associated with the current entry/exit and provides a logical flow of traffic across the site.
Relocate bowls, install an additional green and upgrade pavilion	• Provides FFP facilities and enables flooding issues to be addressed during re-construction.
Relocate netball courts and install an additional multi-purpose half-court warm-up space	• Enables netball courts to be upgraded to address safety and compliance concerns. • Re-surfaced courts can allow for drainage infrastructure to address flooding issues. • Provides an additional warm-up space that can be utilised for both sporting clubs and the local community.
Re-locate and construct new soccer pavilion	• Replaces existing building that is asbestos ridden and no longer fit-for-purpose. • Enables soccer to establish amenity buildings to service increased demand.
Upgrade the existing cricket/AFL/netball pavilion	• Ensures equitable provision of facilities that are fit-for-purpose and meet the needs of all stakeholder groups.
Re-construct existing overflow oval into a compliant soccer pitch	• Enables soccer to meet current and future demand for participants.
Construct new AFL/cricket oval	• Enables the site to service future demand due to population growth.
Develop a new district-level play space	• Replaces existing playgrounds at the end of useful life and provides a consolidated play space for the whole community to enjoy.



KEY RECOMMENDATIONS

1. **Relocate Site Entry and Access Road**
   Relocate site entry to Bluestone Bridge road to improve safety. Realign and improve internal road access and car parking.
2. **Relocate Bowls Facility**
   Relocate bowls facility and construct a new dedicated pavilion and second bowls green. Provide new dedicated car parking and storage
3. **Relocate Netball Courts**
   Relocate and construct new netball courts and warm up areas.
4. **Upgrade Existing Cricket, Football and Netball Pavilion.**
   Upgrade existing pavilion to be fit-for-purpose, gender neutral and code compliant.
5. **Construct New Soccer Pavilion**
   Replace existing soccer buildings with a new fit-for-purpose soccer pavilion,change rooms and car parking.
6. **Construct New Soccer Pitch**
   Construct a new soccer pitch with pedestrian access to soccer pavilion.
7. **Electrical Infrastructure**
   Explore potential upgrades of electrical substation and infrastructure. Explore undergrounding of over-head lines.
8. **Construct New AFL/Cricket Oval**
   Construct a new AFL/cricket oval with direct formalised pedestrian access to main pavilion.
9. **Construct New District Level Play Space**
   Construct a new centrally located, district play space with new public toilets adjacent.
10. **Construct New Car Park Loop**
    Provide a new loop road with car parking to avoid dead-ends and replacing existing netball courts. Allow for a possible cross-over access to school.
11. **Extend Existing Turf Table**
    Extend existing turf table in the existing practice facility in line with Cricket Australia guidelines.
12. **New Cricket Storage Shed**
    Construct a new cricket storage and equipment shed.
13. **Southern Entry and Heritage Trees**
    Conserve and protect existing heritage tree row. Re-purpose existing entry road for shared pathway and potential overflow exiting lane for large gatherings.
14. **Field of Play Lighting**
    Provision for sports lighting to current and future fields of play.
15. **Formalise Spectator Parking**
    Formailise spectator car parking around the oval with a one-way aisle direction.
16. **Provide Dedicated Passive Open Space**
    Provide opportunities across the reserve for passive recreational purposes. Retain existing dog-off-leash area.
17. **Protect Existing Open Space Areas**
    Retain open space areas to be used for passive recreational purposes and remove vehicle access to protect grass.
18. **Re-Nature and Establish New Trees**
    Provide new plantings as a vegetation buffer to protect the reserve from the surrounding roads and freeway. Explore opportunities to enhance the tree canopy across the reserve.

MYERS RESERVE DRAFT MASTER PLAN

LANDSCAPE PLAN

0 10 30 60 100

Date: **October 2022**

CITY OF GREATER GEELONG

NEXT STEPS

The following items will be developed over the coming weeks.

6.1 Implementation Plan

All master plans are unique, and the best approach is to start with the unique characteristics of the current site.

As has been highlighted through this report, the reserve is currently at capacity and there are numerous structure which do not meet contemporary expectations and minimum requirements.

An implementation approach will be developed to address the current issues of the site and work towards an optimal future blueprint which will guide Council's works over a period of time.

The first phase of implementing the master plan will be based on high-priority improvements which align with the overall vision, objectives and community needs.

This will be followed by initiatives to enhance the operational functionality of the site, which will be worked towards collaboratively with key stakeholders and tenant clubs.

6.2 Cost Estimates

Indicative costings will be prepared to demonstrate the funding requirements to deliver the Master Plan on the site of the existing reserve.

The proposed western extension will be costed against the Creamery Road Precinct Structure Plan. The costings will be provided by an independent quantity surveyor and verified through a range of inputs including industry benchmarks, case studies, development rates based on specific projects and previous studies completed by Council.

The costs will be indicative and any escalations will be a key consideration for the timeframe and budget allocations for implementation of the Master Plan.

6.3 Funding Strategy

As there are a number of projects included within the Master Plan with varying priority levels. A range of funding opportunities will need to be considered as each project progresses into planning and detailed design phases.

The various funding streams that may be used to finance each aspect of the Master Plan are demonstrated below.

- Direct Council Funding
- State and Federal Government Grants
- Sport-specific Funds and Grants
- Developer Contributions

6.4 Project Governance

The Implementation Plan and Funding Strategy will also include key details of the various stakeholders and personnel that are responsible for the delivery of each aspect of the Master Plan.

CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104, Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

2.6. Hamlyn Park Recreation Reserve Master Plan - Draft Plan

Source: **Community Life**
Director: **Robyn Stevens**

Purpose

1. For Council to endorse the release of the Hamlyn Park Recreation Reserve Master Plan - Draft Plan for public consultation for a period of six weeks.

Background

2. A revised Draft Plan for Hamlyn Park Recreation Reserve has been prepared, updating the 2010 plan.

3. Several stages of the master planning process are now complete, including a site and needs analysis, issues and opportunities report, and initial community engagement that have resulted in the development of the Draft Plan.

4. A Project Reference Group (PRG) of key stakeholders and user groups was established and has provided input into the development of the Draft Plan.

Key Matters

5. Several priorities are identified in the Draft Plan including:

    5.1. Development of compliant, fit for purpose change rooms to support netball participation;

    5.2. Refurbishment of existing sporting facilities and the Geelong Ballroom Dance Club building to make facilities compliant and fit for purpose;

    5.3. Provision of a district level play space, protection and enhancement of the natural environment and improved open space amenity of the reserve to provide greater passive recreation opportunities;

    5.4. Improved pedestrian safety and linkages throughout the reserve; and

    5.5. Support Western Heights College initiatives for the development of sporting facilities that will provide greater participation opportunities for the community.

6. A public release of the Draft Plan for six weeks will inform the development of the Hamlyn Park Recreation Reserve Master Plan - Final Plan, to be presented for adoption in early 2023.

RESOLUTION - Item 2.6

Cr Murrihy moved, Cr Nelson seconded -

That Council endorse the release of the Hamlyn Park Recreation Reserve Master Plan - Draft Plan for the purpose of broader community consultation for a period of six weeks.

Carried

Financial Sustainability

7. Cost estimates for all projects listed in the Draft Plan will be developed by a quantity surveyor following the consultation period.

8. The Final Plan will also consider project priorities and future staging works.

9. The Final Plan will inform the City's long-term investment priorities and guide future funding across the reserve.

Community Engagement

10. The project is governed by a Project Control Group (PCG), Project Working Group (PWG) and a PRG.

11. The PRG consists of all current tenants of the reserve and other key stakeholders including Bell Park Sport and Recreation Club, Hamlyn Park Tennis Club, Geelong Ballroom Dance Club, Scouts Victoria, and Western Heights College.

12. The Draft Plan has been developed in response to stakeholder feedback from the PRG and initial community consultation.

13. The PRG members are supportive of the Draft Plan and welcome the opportunity for continued consultation to finalise the plan.

14. Subject to the resolution of Council, it is proposed that the Draft Plan be made available for a six-week period of community engagement.

15. This will provide an opportunity for the community to provide feedback through a variety of engagement tools, including online engagement via the City's Have Your Say webpage and in-person drop-in sessions.

Social Equity and Sustainability

16. The Draft Plan responds to increased participation demands, female participation, and increased demand for passive open space. The plan also responds to increased levels of compliance and community expectation of community infrastructure, strategies, and policies such as the *Social Infrastructure Plan – Generation One 2020-2023.*

17. A focus of the Draft Plan is to create an inclusive and accessible park for all and reduce barriers to participation and active living.

18. The proposed facility developments and reserve improvement recommendations will assist in delivering sustainable growth and improved opportunities for female sports participation. Other benefits include improved access to facilities and open space for the community.

19. The Draft Plan aligns with adopted sporting association guidelines and standards to ensure any investments align with provision and service levels and are realistic within resource constraints.

20. The Draft Plan ensures all upgraded and new facilities are universally designed for use by people of all ages, gender, abilities, and cultural backgrounds.

Relevant Law/Policy/Legal Implications

21. There are no known legal, statutory or policy implications associated with the draft recommendations.

Alignment to Community Plan and Vision

22. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.

23. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
An inclusive, diverse, healthy and socially connected community.
Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

24. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

25. The release of the Draft Plan for further consultation will provide greater insights to the needs and expectations of the whole community. The feedback received will be used to develop the Final Plan.

Environmental Sustainability

26. The Draft Plan aligns with a key direction of the Council’s *Sustainability Policy* to enhance, protect and restore our biodiversity and natural environments, including plants and animals that inhabit them.

27. The environmental values of the reserve have been identified and recommendations have been included to protect and enhance those values.

28. Initiatives have been included that seek to enhance the landscape amenity and tree cover in the reserve in line with the Council’s *Urban Forest Strategy 2015-2025*.

29. All facility developments will consider environmentally sustainable design principles in line with Council’s *Sustainable Building Policy*.

Attachments

1. Hamlyn Park Master Plan - Draft Plan [**2.6.1** - 51 pages]
2. Hamlyn Park Master Plan - Draft Plan - Landscape Plan [**2.6.2** - 1 page]

THE CITY OF
GREATER GEELONG

HAMLYN PARK RECREATION RESERVE MASTER PLAN

DRAFT REPORT
October 2022

CITY OF GREATER GEELONG

Contents

Acknowledgements **4**

Introduction **5**

Project Overview 5

Methodology 5

Strategic Review **6**

City of Greater Geelong Strategies 6

City of Greater Geelong Council Plan 2018-2022 6

Geelong Public Health and Wellbeing Plan 2018-2021 6

City of Greater Geelong Social Infrastructure Plan 2020 6

Geelong Indoor Recreation Facilities Strategy Review 2022 7

City of Greater Geelong Environment Strategy 2020-2030 7

City of Greater Geelong Urban Forest Strategy 2015-2025 8

Hamlyn Park Master Plan 2010 8

Western Heights College Master Plan 8

State Government Strategies 9

Victorian Government – Active Victoria 9

Strategic Review Key Findings 9

Demand Assessment **10**

Demographic Review 10

Population 10

Diversity 10

Disadvantage and Social Capital 10

Future Population 10

Hamlyn Park Demographic Characteristics 10

Statewide Participation Trends 11

General Participation Trends 11

Sport Specific Trends 12

Gender Differences in Sports Participation in Victoria 12

AusPlay Physical Activities Data (Children 0-14 years) in Victoria 12

Local Participation and Use 13

Bell Park Sport and Recreation Club 13

Bell Park Junior Football Club 14

Bell Park Senior Football Club 15

Geelong Dragons – Bell Park All Abilities Football Program 16

Bell Park Cricket Club 17

Bell Park Netball Club 18

Geelong Ballroom Dance Club 19

Hamlyn Park Tennis Club 20

Western Heights College 20

Demand Assessment Key Findings 21

Sport and Recreation Value **22**

Value of our parks and sport and recreation facilities 22

Changes in How we Value Parks, Sport and Recreation Facilities and Trails 23

Sport and Recreation Value Key Findings 25

Site Review **27**

Site Overview 27

Occupancy Agreements 27

Site Observations 27

Asset Condition 28

Sports Oval and Lighting 28

Sports Courts and Cricket Nets 28

Buildings 28

Other 29

Site Review Key Findings 29

Stakeholder Engagement **36**

Engagement Method and Reach 36

Community Survey 37

Usage 37

Facility Satisfaction 38
Key Issues and Ideas 39
Drop-In Sessions 40
Map Your Ideas Forum 41
Key Stakeholder Interviews 42
Bell Park Sports and Recreation Club 42
Bell Park Tennis Club Interview 42
Geelong Ballroom Club Interview 42
Scout Club Interview 43
Western Heights College Interview 43
Stakeholder Engagement Key Findings 44
Strategic Directions 45
Key Issues and opportunities 45
Strategic Support and Partnerships 45
Sport and Recreation Participation Growth 45
Asset Renewal and Upgrade 45
Protecting Natural Features and Improving Landscaping 46
Community Spaces for Social Family Recreation and Play 46
Traffic Management 46
Vision 46
Key Directions 46
Sport and Community Facility Improvements 46
Western Heights College Improvements 47
Open Space and Landscape Improvements 47
Traffic Management Improvements 47
Master Plan 49
Warranties and Disclaimers 50
Otium Planning Group 50
Warranties and Disclaimers 50

List of figures

Figure 1: Planning Process 5
Figure 2: Adult participation at least once per year 11
Figure 3: Adult participation at least once per week 11
Figure 4: Summary of the Sport Australia report into the value of community sport infrastructure 23
Figure 5: Site Plan 27
Figure 6: Have Your Say Page Visits 36
Figure 7: Frequency of Visits 37
Figure 8: Length of Visits 37
Figure 9: Activity Type 38
Figure 10: Mode of Travel to Reserve 38
Figure 11: Overall Satisfaction 38
Figure 12: Facility Type Rating 39
Figure 13: Key Issues 39

List of tables

Table 1: Planning and investment policy objectives 7
Table 2: Victorian Adult Sport Specific Participation Rates 2019 to 2021 12
Table 3: Victorian Children Sport Specific Participation for 2019 to 2021 13

Acknowledgements

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

We would also like to thank the many individuals and stakeholder groups who willingly shared their time, knowledge and experience to help us develop this plan for the benefit of the Greater Geelong community.

Introduction

The Hamlyn Park Master Plan will provide a vision and short, medium and long-term improvements to meet the future needs and aspirations of reserve user groups and local community.

PROJECT OVERVIEW

Sport and recreation are important to the people of Greater Geelong, and Hamlyn Park is a key community asset in the municipality's network of sport and recreation infrastructure, highly used by the community for sport, active recreation and play.

A Master Plan was prepared for the site in 2010. The outcomes of that previous plan have either been realised or superseded. The Master Plan now needs to consider contemporary sporting facility standards, changing participation patterns and the emerging constraints for facilities and at the site.

To ensure a co-ordinated approach to the future development of Hamlyn Park, the new Master Plan will align with community expectations and aspirations for use of the park, service the current and future sport and recreation participation and facility demands, optimise the use of activity areas and deliver long-term sustainability.

METHODOLOGY

To achieve these objectives, the planning process will include a site review, needs assessment and a comprehensive engagement process with key stakeholders and community.

The issues and options generated from these investigations has informed a vision and development ideas. These development ideas have been translated into a concept Master Plan.

This Draft Master Plan Report consolidates the key research findings, vision and strategic directions and concept Master Plan.

A Final Master Plan Report will be completed that includes an implementation plan and cost plan, following the public consultation process.

The project involves the following stages:



Figure 1: Planning Process

Strategic Review

This section reviews the strategic commitments and relationships to the Hamlyn Park Master Plan.

CITY OF GREATER GEELONG STRATEGIES

The City has made strategic commitments to providing social infrastructure and delivering major events as well as environmental sustainability. Key related City policies and strategies are outlined below.

City of Greater Geelong Council Plan 2018-2022

The *City of Greater Geelong Council Plan 2018-2022* provides the overall strategic direction for Council over the coming years. The plan has a number of key themes and within these themes, actionable strategies to help achieve the goals set out in each of these key themes. The themes and strategies relevant to the project are as follows:

- Theme 1 – Improved Health and Safety of our Community

  Promoting healthy eating and promoting active living.
- Theme 2 – Informed Social Infrastructure and Planning

  Providing more quality spaces that support active lifestyles

  Supporting the growth of localised and regional sporting facilities

  Delivering accessible and attractive community infrastructure, based upon community need

  Provide new sport and leisure facilities and upgrade existing ones.
- Theme 3 – A more Inclusive and Diverse Community

  Improving access to facilities and programs for people of all abilities.

The two key objectives relevant to the Master Plan are:

- Supporting the growth of localised and regional sporting facilities.
- Provide new sport and leisure facilities and upgrade existing ones.

Geelong Public Health and Wellbeing Plan 2018-2021

The *Geelong Public Health and Wellbeing Plan 2018-21* outlines the strategic directions for improving the public health and wellbeing in Greater Geelong.

The second goal of the plan is to 'increase participation in physical activity'.

The Plan supports the following strategies relevant to the project:

- People-centred impacts: putting people, families and communities at the centre of our efforts.
- Place-based impacts: designing and delivering healthy places where people live, learn, work and play.
- Healthy and sustainable environments: reflecting the connection between health and liveable neighbourhoods.

City of Greater Geelong Social Infrastructure Plan 2020

The *Social Infrastructure Plan 2020-2023* outlines the needs of the City of Greater Geelong community, investment priorities and the way forward to ensure that people know what is planned in the place that they live.

The Plan identifies social Infrastructure to be "places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows". They provide places for community activity and offer a space to meet and connect. Social infrastructure also provides opportunities to grow the regional economy and are considered "key attractors for people to live, work, visit and play" in the City of Greater Geelong.

Leisure and sports facilities are considered social infrastructure. The Plan identifies the following challenges impacting the City's ability to deliver and maintain social infrastructure:

- Significant population growth
- The state of our ageing assets (fit for purpose and asset condition)
- Gaps in provision and connections
- Emerging technologies
- Constrained funding opportunities
- Changing community expectations.

The Plan outlines how the City will respond to these challenges. Specifically, the Plan identifies the following key issues and recommendations for sport and recreation facilities:

- Many of Council's community facilities and assets are ageing and will eventually need renewal and repair.
- As Greater Geelong's community grows, so too does the pressure and demand for access to community facilities and spaces.
- The management, maintenance and increasing costs of providing community assets play a key part in Council's capacity to meet community obligations now and into the future.
- There is a focus on maintaining and improving existing assets to maximise usage, maintain safety and meet contemporary user expectations.
- Council must adopt a strategic approach to managing sports facilities to ensure best value.
- Conduct a complete condition and fit for purpose audit of all outdoor and indoor sport and recreation assets. Develop an Asset Management Plan in line with asset condition.

The table below outlines the social infrastructure planning and investment policy objectives identified in the Plan. The strategic objectives provide a good reference point for decision making.

Table 1: Planning and investment policy objectives

Objectives	Description	Aims
Equitable	Fair access to facilities and services that are required across the municipality including healthy, safe and inclusive places, spaces and services.	Social equity, based on need, for all in the community.
Accessible	Accessible for all abilities, affordable and easy for people to get to.	Fair distribution, universally designed and affordable for all.
Adaptable	Flexible to meet the changing needs of the community and can be used for more than one purpose.	Responsive to changing needs and a range of uses.
Integrated	Integrated with other services where possible and a place for people to come together.	A seamless and positive experience of our services.
Sustainable	Environmentally, fiscally, socially and culturally responsible, well designed, effectively managed and usage is optimised, now and into the future.	Meet our Environmentally Sustainable Design (ESD) obligations, responsibilities under UNESCO Creative Cities Network, value managed places, spaces and services and ensure efficiency of operation.

Geelong Indoor Recreation Facilities Strategy Review 2021

The *Geelong Indoor Recreation Facilities Strategy Review* identifies a need for an additional 20 indoor sports courts by 2041.

The Stage 3 Master Plan at Western Heights College proposes a new stadium. The school is open to discussions with Council about providing courts for community use.

City of Greater Geelong Environment Strategy 2020-2030

This document outlines a roadmap to improving the region's environment and reducing its environmental footprint. The Strategy outlines several planning and decision-making initiatives to improve the health of the local environment over the next 10 years.

The Strategy acknowledges that to respond to population growth estimates for the City, that it must lead, educate, advocate and support for the improvement, retention, development, and restoration of the natural environment.

Following extensive community consultation, five key goals were identified, including:

- Become a zero-emission, climate ready city and region
- Create greener community spaces;
- Contribute to a circular economy by reducing waste;
- Protect, enhance, and restore our region's biodiversity; and
- Achieve better integrated water management through planning and design.

The Master Plan includes recommendations that align with improving the goals outlined within this Strategy. To ensure these objectives are met, the Master Plan has demonstrated commitment to contributing to a healthier natural environment for the present and future community.

City of Greater Geelong Urban Forest Strategy 2015-2025

This document outlines the key actions and tasks associated with increasing the urban tree population throughout the City to improve the City's look, feel and liveability as well as the health of the community.

The City's *Urban Forest Strategy 2015-2025* has a vision for Geelong to be a 'cool, green city for the future'. This vision aims to be achieved through the development of healthier and more dynamic urban forests and improved tree canopy in streetscapes, urban growth areas, open space areas and reserves.

The addition of tree planting, vegetation, and landscaping within the Master Plan recommendations will improve the Reserve's environmental values and contribute to achieving this vision.

Hamlyn Park Master Plan 2010

The Master Plan was prepared in 2010. Key actions were:

- Develop netball change facilities – Not started
- Access improvements to the Ballroom – Not started
- Upgrade Alex Rizun Pavilion – Completed
- Gain permanent access across the railway line – Completed
- Ensure permanent access to the Tom McKean Trail – Completed
- Redevelop bus exchange – Completed
- Develop storage at Alex Rizun Pavilion – Not started
- Remove storage containers – Ongoing
- Upgrade the surface of the two lower tennis courts – Completed
- Drainage at tennis courts – Completed
- Improve the playground – Not started
- Open space area improvements – Not started
- Bike storage – Not started
- Capturing water for reuse – Not started
- Modernise the tennis club rooms – Not started
- Improve the current walking path surface – Not started
- Develop new pathway to the playground – Not started
- Improve Park furniture – Not started
- Landscape improvements – Not started
- Resurface Scout Hall car park – Not started
- Bell Park Sport and Recreation Club building improvements – Not started

WESTERN HEIGHTS COLLEGE MASTER PLAN

Stage 1 and 2 of the Western Heights College Master Plan, which included the development of netball courts and sports oval, has been completed.

Stage 3 includes the development of a one court stadium. The school has now reached the student numbers to entitle them to one court.

The school has since developed a specialist sporting program and partnerships with Barwon Sports Academy, Geelong United Basketball Association, Geelong Netball Association and AFL Barwon.

The school would like to seek funding to complete Stage 3 of the Master Plan and is open to expanding the stadium into a multi-sport court facility.

STATE GOVERNMENT STRATEGIES

Victorian Government – Active Victoria

Active Victoria is the Victorian Government's strategic framework for sport and recreation in Victoria. The framework aims to reset the sector following the Covid 19 global pandemic, build on the existing foundations for the state to be recognised as the nation's sporting capital and to deliver a more active Victorian population.

The vision of Active Victoria is to build a thriving, inclusive and connected sport and active recreation sector that benefits all Victorians.

The framework includes twelve key directions:

- Increase and promote opportunities so Victorians can participate in ways that suit them
- Target efforts towards individuals and communities who participate less
- Improve community sport and active recreation infrastructure coordination to better meet demand, with a focus on areas and populations who need it most
- Deliver inclusive, multi-use and sustainable community sport and active recreation infrastructure
- Attract and retain a skilled sport and active recreation workforce (paid and unpaid)
- Promote more financially sustainable organisations that reduce duplication and inefficiencies in service delivery
- Implement frameworks to create safe and inclusive sport and active recreation settings
- Build insights through better use of evidence and data
- Develop a world-leading suite of major stadium and state facilities
- Connected and co-ordinated pathways exist to pursue sport at the highest level
- Invest in state infrastructure that can host international and regional events and support event content that boosts the Victorian economy
- Partner to maximise leverage from investment in Victoria's major events.

This study responds to the strategic directions outlined above, and directly aligns with the identified need to increase participation and deliver multi – use sustainable community sporting infrastructure.

Specifically, this project will be eligible for funding under the Local Sports Infrastructure Fund.

STRATEGIC REVIEW KEY FINDINGS

The Hamlyn Park Master Plan will need to support the City's commitments to:

- Improve the health and safety of our community by promoting healthy eating and active living.
- Make informed social infrastructure and planning that provides more quality spaces that support active lifestyles, supporting the growth of localised and regional sporting facilities, delivers accessible and attractive community infrastructure, based upon community need, and provides new sport and leisure facilities, and upgrade existing ones.
- Create a more inclusive and diverse community by improving access to facilities and programs for people.
- Contribute to a healthier natural environment and sustainability.

There are actions that have not been delivered from the 2010 Master Plan. Some of these actions have development proposals from local user groups including a netball pavilion and improvements to the Ballroom. The currency of these actions will need to be considered as part of the new Master Plan.

The Stage 3 Master Plan of Western Heights College is an opportunity to further extend the successful relationship the City and user groups have with the school in providing a joint use benefit for the school and community sport and recreation. The school is open to investigating a multi-sport court stadium that would help address the current shortfall of 20 indoor sports courts across Greater Geelong.

A new stadium could also support other identified shortfalls or requirements of sports at Hamlyn Park.

Demand Assessment

This section reviews the demographic characteristics influencing participation demand, current participation and trends.

DEMOGRAPHIC REVIEW

The following section summarises the key population and demographic characteristics and trends likely to impact future sports and recreation participation in the City of Greater Geelong.

The resident profile is based wherever possible on the 2016 ABS Census data and has been sourced from .id, an online company that analyses ABS Census data.

Population

- The City of Greater Geelong has an estimated resident population of 252,217 for 2016. Between the 2011 and 2016 census the City's population increased by 22,565 persons.
- There is a large proportion of the City's population that fall into the 5-49 years old age bracket that are most likely to make regular use of outdoor sporting infrastructure. This accounts for 56.4% of the population.
- By 2041, there will be an additional 88,487 people living in the City who fall between the 5-49 years old age bracket.

Diversity

- As of the 2016 census, cultural diversity is lower within the City with 16.2% of residents being born overseas, compared to 33.8% in Greater Melbourne.
- However, cultural diversity is higher within the Northern Growth Corridor, with the percentage of residents being born overseas more closely mirroring the proportion of residents who were born overseas in Greater Melbourne.
- The proportion of residents who speak a language other than English at home within the City (10.6%) is lower than the proportion of residents who speak a language other than English at home in Greater Melbourne (32.3%).

Disadvantage and Social Capital

- The City ranks slightly below the Victorian average SEIFA index score (Social Economic Index For Areas, which represents the general level of socio-economic disadvantage of all the people in the area in which a person lives). The City scores 994.0 on the index, whilst Victoria scores 1010.0. In comparison, Greater Melbourne scores 1021.0.
- Analysis of the individual weekly income levels for the residents of the City shows that there is a lower proportion of residents earning a high income (over $1,750 per week), 8.6% compared to 11.9%, and a higher proportion of residents who earn a low income (under $500 per week), 39.7% compared to 37.8%.
- The findings above indicate a higher level of disadvantage across the City.

Future Population

- The population will grow from 258,834 (ERP 2019) to 393,216 by 2041, almost double the current population.
- The urban growth areas of Greater Geelong are forecast to grow the population of the City by 49.35% in the next 20 years, as follows:
  - The Armstrong Creek Growth Area will deliver 22,000 new lots and a future population of around 55,000-65,000 people.
  - The northern growth area is projected to provide 17,000 new dwelling lots and a population of around 40,000 - 50,000 people.
  - The western growth area is projected to provide 21,000 new dwelling lots and a population of around 55,000 – 65,000 people.
- The City is also experiencing growth in the established suburbs of Ocean Grove, Leopold, Curlewis, Highton and Marshall.

Hamlyn Park Demographic Characteristics

Hamlyn Heights population is projected to grow from 6,842 in 2021 to 8,456 in 2041.

Hamlyn Heights has a higher number of people aged between 20 to 34 years (21.5%), compared to the City average (19.4%). This age group are high users of sport facilities.

Other age group increasing are those 50 to 69 years of age. This age group are high users of recreation and cultural activities.

STATEWIDE PARTICIPATION TRENDS

This analysis of participation data trends for Victoria provides information to assist in determining the need for sport and recreation facilities and services.

Since 2001, data has been collected on participation in exercise, recreation and sport by adults aged 15 years and over. Consistent data was collected via the Exercise, Recreation and Sport Survey (ERASS) between 2001 and 2010. Similar data was collected by the ABS between 2011 and 2014. The AusPlay survey was introduced by the Australian Sports Commission in 2015 and collects sports participation data for children aged 0 to 14 and adults aged 15 and over. The latest data was released in April 2022 with results for calendar year 2021. The AusPlay survey results along with other sport and recreation participation research are summarised in this section.

General Participation Trends

Since 2017, on average 83% of the Victorian adult population participated at least once per week in some form of physical activity or sport for exercise or recreation.

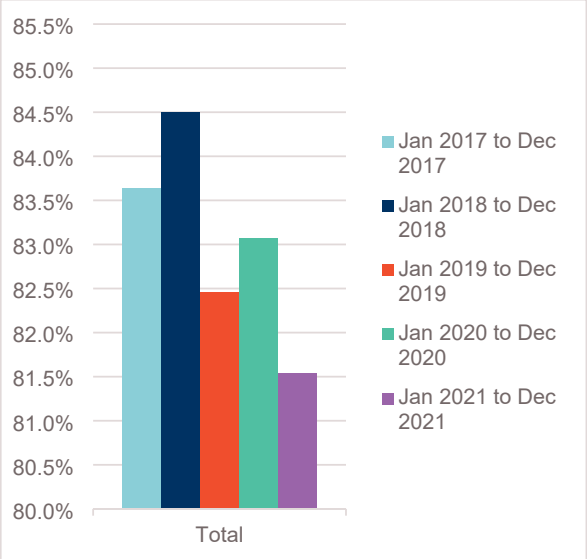


Figure 2: Adult participation at least once per year

Approximately 83% of Victorian females participated at least once per week. This has declined by 2% since 2019. Approximately 80% of Victorian male participated at least once per week. This has declined by 3% since 2019.

The results for participation by Victorians at least once per week by age groups is provided in the following chart.

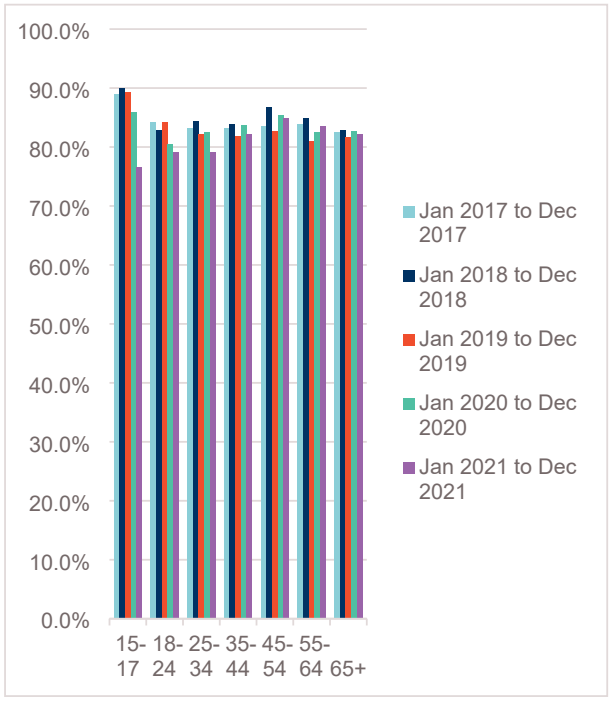


Figure 3: Adult participation at least once per week

A review of the results for once-a-week participation rates indicates that:

- Participation in sport and recreation at least once per week has in past years been the 15 to 17 years age group, however in 2021 this has dropped to 76.5% from 89.3% in 2019
- There has been increases in 45 to 54 years and 55 to 64 years age groups participating at least once per week. The 45 to 54 years increased to 85% in 2021 from 82.7% in 2019 and 54 to 64 years increased to 83.5% from 81% in 2019

Other participation trend insights include:

- The average number of activities of adults participate in a greater mix of activities increasing from 2.01 in 2019 to 2.28 in 2020 and 2.40 in 2021.
- Physically distance or home-based activities are continuing to increase in popularity including walking (recreational), bushwalking, tennis, pilates, mountain biking and canoeing / kayaking.

- The social and mental health benefits of exercise continue to increase in importance for adults where 37% were motivated by the social benefits of participating (30% in 2019) and 30% were motivated by the mental health benefits they gained (21% in 2019). Physical health or fitness (83% in 2021) and fun / enjoyment (48% in 2021) remain the main motivators to participation.
- The use of open space for sport and physical activity in adults has increased from 6% in 2019 to 11% in 2021.

These influences show an increasing demand for a mix of sport and physical activities at our open spaces and a clear link to these places facilitating health and wellbeing benefits.

Sport Specific Trends

The top 15 activities participated in by Victorian adults in 2021 according to AusPlay data indicate that:

- The top five activities have remained stable for the past five years; these are walking (recreational), fitness/ gym, athletics/ track and field, swimming and cycling. Please note that athletics/ track and field includes social running and jogging i.e., Parkrun.
- Walking (recreational) continues to be the most popular activity (45%). This is consistent with previous trends.

The table below show the national participation rates of activities currently undertaken at Hamlyn Park.

- Most of these sports have remained stable or increased over the last five years, which indicates that it is likely the local penetration rate of these sports will remain stable and participation demand will increase in line with population growth.

Table 2: Victorian Adult Sport Specific Participation Rates 2019 to 2021

Sport	Participation Rate 2019	Participation Rate 2020	Participation Rate 2021
AFL	2.7%	2.7%	4.7%
Cricket	2.4%	2.4%	3.2%
Netball	3.3%	2.8%	3%
Tennis	4.2%	5.0%	4.6%

Gender Differences in Sports Participation in Victoria

For Victorian males and females in 2020, according the AusPlay data the gender differences in participation are:

- Females have a much higher participation rate than males in walking (recreational); 55.9% compared to 33.7%.
- Participation in Australian Rules football and cricket is much higher for males than females, where there is similar participation rates for tennis and much higher participation in netball by females than males.

AusPlay Physical Activities Data (Children 0-14 years) in Victoria

For Victorian children, the participation data shows that:

- Swimming (42%) is consistently the most popular activity for Victorian children
- Sports played at Hamlyn Park including Australian Rules football (16%), basketball (11.8%), dancing (11.3%), tennis (8.1%), cricket (6.5%) and netball (5.9%) all feature in the top 10 activities for Victorian Children.

The table on the next page details the top activities undertaken by children in Victoria.

Table 3: Victorian Children Sport Specific Participation for 2019 to 2021

Sport	Participation Rate 2019	Participation Rate 2020	Participation Rate 2021
Basketball	13.7%	12.4%	11.8%
Australian Rules football	16.8%	11.5%	16%
Dancing (Recreational)	10.2%	8.8%	11.3%
Tennis	6.4%	8.2%	8.1%
Netball	5.8%	6.4%	5.9%
Cricket	6.4%	5.4%	6.5%

LOCAL PARTICIPATION AND USE

Bell Park Sport and Recreation Club

Sport or activity provided: Management of the Bell Park Sport and Recreation Club, including responsibility for the Social Club and support of the Cricket, Football, Junior Football, All Abilities Football and Netball sections.

Questions						
Where possible, what are your membership numbers across the following Cohorts? Please note - The numbers indicated represent player numbers. There is a social club membership component consisting of social club patrons, as well as family members of players and a strong supporter base. 65 paid up social club members (2021).	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**
	0-8 years Male (Sub Junior)	54	68	50	25	71
	0-8 years Female (Sub Junior)	117	23	52	36	45
	Junior Male	252	280	279	122	289
	Junior Female		74	75	93	108
	Senior Male	194	230	260	259	281
	Senior Female	65	66	68	68	66
	Total	582	741	784	603	860
Please list the programs you run (outside of competition and training)	Social Club, Staff training, Compliance checks, policy development, Towards Zero initiatives, welfare and support group.					
How many people attend these programs?						
Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition							
	Training							
What events do you run during the year?	Fundraising events- auctions, social functions.							
How many people attend these events?	Between 100- 250 people – more for special events e.g., Team of the Decade presentations.							

A breakdown of Bell Park Sports Club for Junior Football, Senior Football, All Abilities Football, Cricket and Netball sections is provided below.

Bell Park Junior Football Club

Sport or activity provided: Auskick development program to Under 17 junior AFL football coordination. There are 2 x U9, 1 x U10, 1 x U11, 1 x U12 Girls, 2 x U13, 2 x U15 and 1 x U17 teams.

Questions						
Where possible, what are your membership numbers across the following Cohorts? Please note - The numbers indicated represent player numbers. There is a social club membership component consisting of social club patrons, as well as family members of players and a strong supporter base.	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**
	0-8 years Male (Sub Junior)	54	68	50	25	71
	0-8 years Female (Sub Junior)	14	8	22	6	10
	Junior Male	221	240	233	171	224
	Junior Female		4	5	23	28
	Senior Male					
	Senior Female					
	Total	289	320	310	225	333

Please list the programs you run (outside of competition and training)	NB AUSKICK numbers are included in the 0-8 figures above. Specialist coaching Kick to Advantage – all junior players every year 40 participants Bell Park Academy – every second year, encourages and upskills young players with senior football potential – 20 participants. Read the Play and other targeted programs in conjunction with AFL Barwon.
How many people attend these programs?	Kick to Advantage - 22

Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition					x	x	x
	Training		x	x	x			x

What events do you run during the year?	Fundraising events - auctions, senior /Junior player training/half time junior games, barbecues, season launches, presentations, Family social events, Parent social events,
How many people attend these events?	Up to 200 people at some events.

Bell Park Senior Football Club

Sport or activity provided: Senior football coordination of a senior Geelong Football League (GFL) team, a reserve team and U19 team.

Questions							
Where possible, what are your membership numbers across the following Cohorts? Please note - The numbers indicated represent player numbers. There is a social club membership component consisting of social club patrons, as well as family members of players and a strong supporter base.	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**	
	0-8 years Male (Sub Junior)						
	0-8 years Female (Sub Junior)						
	Junior Male						
	Junior Female						
	Senior Male	95	98	102	91	105	
	Senior Female						
	Total	95	98	102	91	105	
Please list the programs you run (outside of competition and training)	Bell Park Academy – every second year, encourages and upskills young players with senior football potential – 20 participants Junior/senior players days Volunteer training sessions – 20 participants Towards Zero information sessions – 30 to 40 participants						
How many people attend these programs?	See above						
Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition					x	x	x
	Training	x	x		x	x		
What events do you run during the year?	Fundraising events- auctions, social functions. Season launches, presentations,							
How many people attend these events?	Between 100- 250 people							

Geelong Dragons – Bell Park All Abilities Football Program

Sport or activity provided: Coordination of 2 to 3 mixed all abilities AFL football teams now participating in the Western Metropolitan Competition after initial involvement in the Western Country League. Bell Park hosts training and home match days and works with Leisure Networks and a parent management committee to facilitate the opportunity for all abilities players to participate in a purpose driven competition.

Questions						
Where possible, what are your membership numbers across the following Cohorts? Please note - The numbers indicated represent player numbers. There is a social club membership component consisting of social club patrons, as well as family members of players and a strong supporter base	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**
	0-8 years Male (Sub Junior)					
	0-8 years Female (Sub Junior)					
	Junior Male					
	Junior Female					
	Senior Male	23	47	67	67	61
	Senior Female	5	6	8	8	6
	Total	28	53	75	75	67
Please list the programs you run (outside of competition and training)	Social media awareness – 60 Social media interaction re training and connectivity. Refresher re rules/ etc.- 60 Volunteer training - 10					
How many people attend these programs?						
Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition					x		x
	Training	x						
What events do you run during the year?	Fundraising events, family barbecues, season launches, presentations, Zoom connection meetings							
How many people attend these events?	30-50 for team events 200 for a presentation							

Bell Park Cricket Club

Sport or activity provided: Management of the Bell Park Cricket Club, including beginner program, junior and senior cricket teams and an all-abilities cricket team.

Questions						
Where possible, what are your membership numbers across the following Cohorts? Please note - The numbers indicated represent player numbers. There is a social club membership component consisting of social club patrons, as well as family members of players and a strong supporter base.	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**
	0-8 years Male (Sub Junior)					30
	0-8 years Female (Sub Junior)					
	Junior Male	31	40	46	51	65
	Junior Female					
	Senior Male	45	45	45	50	50
	Senior Female					
	Total	76	85	91	101	145
Please list the programs you run (outside of competition and training)	Social Club. Club reviews, Staff training, Compliance checks, club policy development, Towards Zero initiatives, welfare/support group.					
How many people attend these programs?						
Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition							
	Training		x		x	x	x	x
What events do you run during the year?	Fundraising events- auctions, social functions. Woolworths squad All Abilities Cricket 2021 and 22							
How many people attend these events?	Between 100- 250 people							

Bell Park Netball Club

Sport or activity provided: Management of the Bell Park Netball Club, including Net-Set-Go development program, junior and senior netball teams.

Questions						
Where possible, what are your membership numbers across the following Cohorts? I have only been the President since 2018 so I do not have info relating to 2017. From memory it would be similar to 2018.	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**
	0-8 years Male (Sub Junior)					
	0-8 years Female (Sub Junior)			15 x net-set-go participants	30 x net-set-go participants	35 x net-set-go participants
	Junior Male					
	Junior Female		70	70	70	80
	Senior Male					
	Senior Female		60	60	60	60
	Total		**130**	**145**	**160**	**175**
Please list the programs you run (outside of competition and training)	We run a net-set-go program for 10 x Sundays during the main winter season **Net-Set-Go** focuses on girls and boys aged 6-8 years old.					
How many people attend these programs?	35 this year plus parents as the mature guardian (observers)					

Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition						8am – 4pm	
	Training			Junior training 4pm – 7pm	Junior and Senior training 4pm – 8pm			Net- Set-Go – 9am – 10.30am

What events do you run during the year?	Training for our junior and seniors each Wednesday and Thursday from March – September each year. Net-Set-Go – Sunday morning during winter.
How many people attend these events?	The club hosts 9 games at home throughout the winter season and the football and netball would attract large numbers of players, supporters and their families on the day from our club and the club we are competing against. We run a selection of social activities at the club throughout the season.

Geelong Ballroom Dance Club

Sport or activity provided: Management of The Ballroom. Activities include ballroom dancing, jazz and ballet. Other groups that are regular hirers of the venue are the fencing, badminton, gardening and Italian clubs.

Questions							
Where possible, what are your membership numbers across the following Cohorts?	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**	
	0-8 years Male (Sub Junior)						
	0-8 years Female (Sub Junior)						
	Junior Male						
	Junior Female						
	Senior Male			45	50	60	
	Senior Female			45	50	60	
	Total			90	100	120	
Please list the programs you run (outside of competition and training)	Ballroom dancing: Saturday dance, private instructors, midweek lessons and dances. Dance Studio, **See attached Timetable**						
How many people attend these programs?	Over 700 each week.						
Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition							
	Training	yes	yes	yes	yes	yes	yes	
What events do you run during the year?	Saturday dance every weekend. Between 30 to 80 people, 7.30 to 11.00pm 3-day Weekend of Dance each October – over 300 people over the weekend. Fundraising / special events dances throughout the year. Approximately 80 to 100 people. New Year's Eve dance – approx. 120 people. Christmas dances. 50 to 80 people Permanent dance and instruction held every Monday and Wednesday – 7.30 to 9.30pm.						
How many people attend these events?	See data above						

Hamlyn Park Tennis Club

Sport or activity provided: Management of the Hamlyn Park Tennis Club, including development programs, coaching, junior and senior tennis teams.

Questions						
Where possible, what are your membership numbers across the following Cohorts?	**Cohort**	**2017**	**2018**	**2019**	**2020**	**2021**
	0-8 years Male (Sub Junior)					
	0-8 years Female (Sub Junior)					
	Junior Male					
	Junior Female					
	Senior Male					
	Senior Female					
	Total	160	133	120	112	145
Please list the programs you run (outside of competition and training)	Cardio Tennis, Hot Shots, Coaching					
How many people attend these programs?	20 – 25 for Hotshots and Coaching (noting that we recently appointed a new resident coach in 2021 January					

Please detail the days and times you train and compete.	**Use Type**	**Mon**	**Tues**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**
	Competition			10:00am-1:00pm			8:00am-4:00pm	
	Training		4:00pm-7:30pm	About to commence more coaching / cardio tennis	6:00pm-9:00pm			

What events do you run during the year?	Christmas Break Up, Club championships, Open day, School Programs (Western Heights), Hire of Clubrooms.
How many people attend these events?	In order of listing above - 20 to 50, 20, 30, 30

Western Heights College

The Western Heights College includes specialist sporting programs for basketball, netball and AFL football. Soccer will be introduced in the next two years.

The school has 650 students (grown from 300 students in last five years) and has an aspiration of growing to 800 students in the next three years. The school has a capacity limit of 1,200 students.

The school utilise the school sports field, netball courts and strength and conditioning gym together with sports facilities off campus. Continued access to these facilities is required in the future. In addition, the school is investigating the future development of a new indoor sports stadium and synthetic soccer pitch.

DEMAND ASSESSMENT KEY FINDINGS

In total, Hamlyn Park provides for seven (7) sport and recreation clubs with a total of 1,125 participants. All sport and recreation groups have maintained or increased membership.

The social rooms and ballroom are hired out for community and private groups functions on a weekly basis.

The Western Heights College also use the football oval and netball courts on the school land. The school student population has increased to over 600 students and provides for a specialist sporting program.

The following demographic characteristics will fuel demand for sport and recreation activities in Hamlyn Heights:

- Growing population from 6,842 in 2021 to 8,456 in 2041.
- High proportion of young adults (between 20 and 29 years) that are high users of sports facilities and older workers/retirees (between 50 to 69 years) that are high users of recreation and cultural activities.
- Ageing community resulting in an increased need to provide accessible and social recreation and therapy-based activities.
- High levels of disadvantage means that sport and recreation participation opportunities will need to be provided in an affordable way. This will be coupled with the continued rise in non-traditional recreation activities.

State-wide participation trends shows that there will be a continued increase in the demand for informal, social and passive recreation opportunities, such as walking, cycling and gym/fitness.

These trends also show that the organised sport and recreation activities currently being undertaken at Hamlyn Park will remain stable in terms of participation rate and in line with population growth.

Sport and Recreation Value

This section identifies benefits of sport and recreation facilities and the participation trends that will influence the behaviour.

VALUE OF OUR PARKS AND SPORT AND RECREATION FACILITIES

Our parks, sport and recreation facilities are critical for community health and wellbeing, helping to benefit our community:



Physically and mentally by promoting physical activity and active lifestyles, reducing illness and disease, improving mental health and creating a sense of wellbeing.



Socially by generating stronger and more connected communities with improved social interaction and inclusion through provision of active and vibrant community hubs, access to facilities and resources, opportunities for volunteering and involvement.



Environmentally by developing well-planned and attractive settings encouraging active transport and use of public parks and leisure services. The provision of parks and green environments also include temperature reduction and mitigation of the urban heat island effect; air quality improvement; management of storm water reducing the incidence of flooding and water-borne disease; ecosystem support and biodiversity enhancement.



Economically by assisting to reduce health care cost through reduction in disease and illness associated with lack of physical activity and social interaction. A park and public space network can also provide local employment and investment opportunities and contribute to maintaining a healthy workforce.

Evidence from around the world for building cities and regional areas around public open space, active recreation areas, green streets and walking and cycling infrastructure, has repeatedly demonstrated this approach will deliver improved health, social cohesion, vibrant local economies, productivity, and environmental benefits. [1]

Public open space, sport and recreation infrastructure could be defined as a critical investment in current and future populations. This “Urban Health Infrastructure” delivers multiple returns on investment.

The National Heart Foundation observes:

The health effects of physical activity are compelling. However, the potency of physical activity as a policy investment for Australia extends far beyond health. Active living plays a key role in broader economic and social goals for our nation:

- walking, cycling and public transport are affordable and sustainable solutions to traffic congestion
- these same behaviours contribute to cleaner air, reduced carbon emissions and sustainable environments
- active neighbourhoods and cities are more liveable, with higher levels of social capital and community cohesion and lower levels of crime
- in the context of an ageing community, physical activity enables older Australians to live more active lifestyles with reduced risk from disabling and costly chronic diseases
- fit and active workers are more productive, take fewer sick days and make a positive contribution to our economic wellbeing.

A Blueprint for an Active Australia, 2019

[1] State of New South Wales (Department of Planning, Industry and Environment) 2020 Draft Greener Spaces Design Guide

Sport Australia Report into the Value of Community Sport Infrastructure

In 2018, Sport Australia partnered with KPMG and La Trobe University to investigate the value of community sport infrastructure to Australia. The study quantified the value of community sport infrastructure across Australia to be at least $16.2b.

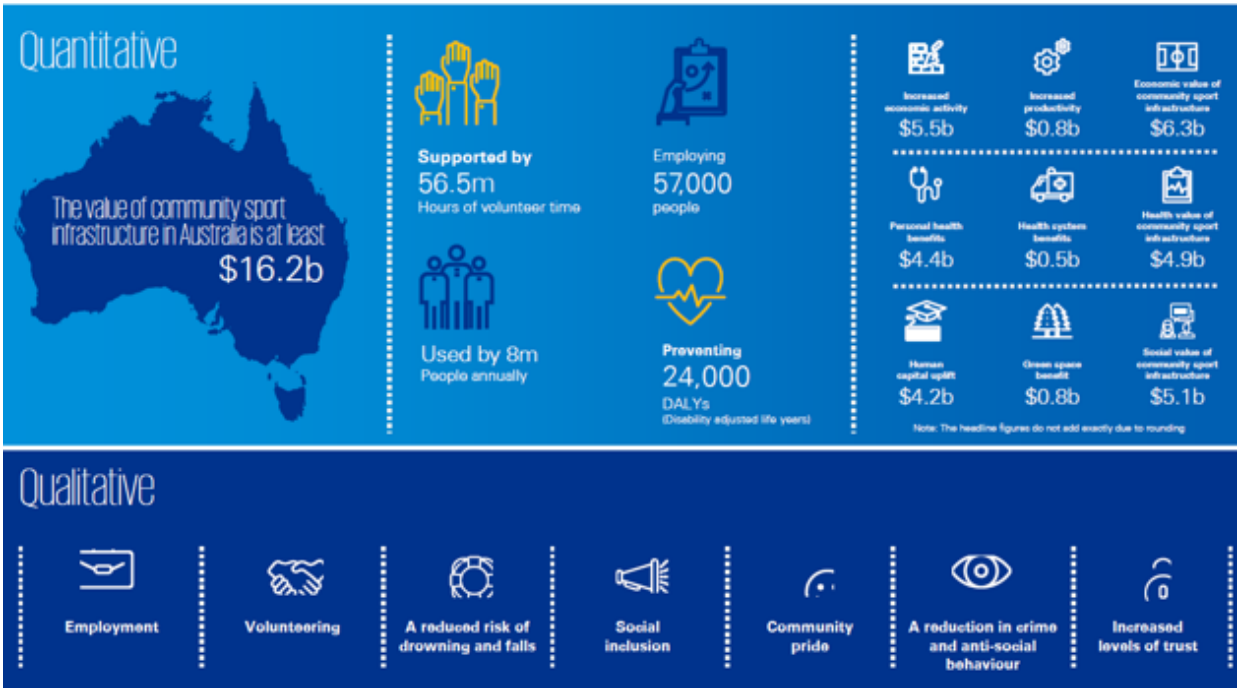


Figure 4: Summary of the Sport Australia report into the value of community sport infrastructure

CHANGES IN HOW WE VALUE PARKS, SPORT AND RECREATION FACILITIES AND TRAILS

We value our parks, sport and recreation facilities and trails for they are important to our health and wellbeing and social connectedness with community.

Today we expect a diverse mix of participation opportunities that are accessible and affordable within parks and sport and recreation facilities that are of high quality and offer different experiences. We also expect to have bikeways and walking tracks available in our neighbourhoods that connect where we live to where we would like to go for commuting and recreation (exercise and activity).

The infographic on the next page summarises the key findings from Otium Planning Group research that show the changing attitudes and behaviour towards parks, sport and recreation facilities and trails that need to be considered in the development of the Master Plan.

Increased participation in walking, combined with rising participation in cycling and running in parks and natural areas, means that the demand for pathway networks within open space is probably the largest emerging infrastructure need.

Research has shown the importance of a supportive environment to encouraging participation. This means parks and shaded pathways, natural landscape settings, a sense of safety and good access to public open space.

Many local governments are facing increasing financial constraints to the funding of infrastructure and future maintenance. Planning and finance controls such as contributions caps and borrowing restraints have meant that funding parks and recreation facilities is increasingly difficult. A key challenge is to deliver open space and recreation infrastructure in a timely manner as demand emerges.

The rise of exercise and fitness as recreation has meant that public parks have become the new venues for formal and informal group fitness and social exercise. This is increasing pressure on local parks as well increasing demand for shade and water as key elements.

The infiltration of technology throughout our lives means we have unlimited access to knowledge, information and engagement and expect instantaneous communication. There is potential for increased digitisation of public spaces through virtual and augmented play experiences and use of “smart” features, such, smart benches with solar powered USB charging docs and interactive kiosks.

Increased value on the importance of our environment and sustainability will drive incorporation of sustainable design into parks and playspaces and creation of green spaces and corridors that mitigate urban heat island effects.

National Recreation and Parks Association research shows dog parks are the fastest growing type of park in America. The increasing desire to exercise with our pets is also seen in Australia and is likely to increase demand for dog friendly parks, particularly in urban areas.

Community expectations are increasing as to the quality of parks and sporting facilities and the level of access to these. In particular, there is increasing awareness of “high quality” destination parks with regional scale play and active recreation elements.

Lessons from the Lockdown - Importance of Public Open Space

In addition to these influences, the recent impact of restrictions to reduce/eliminate the spread of the Covid-19 pandemic has highlighted just how important public spaces, parks, sport and recreation facilities and trails are to the community.

Anecdotal evidence from many towns and cities has highlighted the rapid increase in use of public spaces and how important the opportunity to get outdoors and be active has become to all. It is likely this rapid shift in behaviour will emphasise inequity in provision and may result in more permanent increases in outdoor activity and exercise.

> *"However, the sheer volume of people exercising in the open air has also exposed the limitations of historic design of some public spaces, with too many people crowded onto narrow walkways or poorly laid out parklands. That's why our future precincts, parks and public spaces need to be designed to enable better social distancing, with wider footpaths, segregated cycleways and more linear parks, to meet the increased demand for these precious public spaces."*
>
> Rob Stokes Minister for Planning 12/05/20 Guardian Australia

In October 2020, AusPlay released data on the early impact of Covid-19 on sport and physical activity participation by comparing data for the period of April to June 2020 with April to June 2019. Key findings include:

- The need for more frequent participation appears to have been prompted by Covid-19. 63% of females and 65% of males participated in physical activities 3+ times per week between April to June 2019. This increased to 66% and 70% respectively for April to June 2020.
- Recreational and fitness activities were most popular during April to June 2020. The top three activities for adults during this period were Walking (recreational) (86.3%); Exercise at home (81.6%) and Exercise biking (81.3%).
- Running (41.0%), Jogging (41.8%) and Yoga (38.6%) were the top three recreational and fitness activities adults participated in more in April to June 2020.
- Comparison of ABS emotional and wellbeing data shows an increase in emotions associated with anxiety and depression in April, before stabilising or reducing in June 2020.
- Data on motivation for participation showed physical and mental health and social reasons were more prevalent in April-June 2020 data.

SPORT AND RECREATION VALUE KEY FINDINGS

Hamlyn Park provides several sport and recreation facilities and services that offer physical and mental health, social, environmental, and economic benefits to Geelong.

To continue to provide these benefits and optimise the use by community, Hamlyn Park will need to be designed in a way that can adapt to changing sport and recreation participation trends, leisure patterns and community expectations.

Key trends influencing the provision and design of sport and recreation facilities and services are:

- Participation in physical activity in Victoria has increased, however the majority of the growth has been in unstructured activities such as walking and cycling and gym/fitness.
- It will be critical that the development of or improvements to facilities and grounds are multi-use and are not putting unnecessary financial pressure on Council and do not duplicate facilities with available capacity.
- Insights from the Covid-19 pandemic highlighted the importance of local recreation facilities and the growing expectations from the community around the quality of their open spaces and sporting facilities.
- New facilities should be developed in a multi-use hub precinct to ensure the maximum value of investment is achieved, while also not duplicating facilities.
- Sports parks need to incorporate opportunities for co-location of sport with recreational offerings, including providing opportunities for walk/run paths and trails as this is the highest participation physical activity undertaken by the community.
- The large growth in female participation within traditionally male oriented sports is increasing pressures on playing facilities and increasing the need to diversify amenities to be universally accessible.

- Whilst nature and intensity of participation in sport may change over time in consideration of the type of sport, the need for suitable spaces to accommodate community demand will remain. Future facility provision and design needs to ensure spaces are adaptable to accommodate changing participation trends.
- The location of sport and recreation facilities need to be accessible to the majority of the community in order to encourage maximised use.

Councils are responding to these changing trends in several ways. These include:

- Master planning of sport and recreation places and spaces is becoming increasingly important to ensure well-planned, flexible, multi-use spaces that can adapt to community needs into the future.
- Contemporary planning seeks to create 'community hubs' for sport and recreation that can meet a broader range of needs and facilitate higher utilisation and viability.
- Awareness of the importance of ‘risk management’ and the need for a ‘whole-of-life’ approach to facility development and asset management.
- A network of facilities that provide a well-designed mix of community, commercial and service facilities for sport and recreation activities.
- Facility designs need to ensure specific needs of key users can be met, including universal design and female friendly principles.
- Creating environments that enable people to lead active and healthy lives, placing greater focus on integration with urban planning in public spaces, provision and/or connectivity of walking and cycling paths, provision of complementary and connected sport and recreation facilities and program, and the provision and access to parks, nature and open spaces.
- An increased emphasis on public parks, active transport and better access to formal and informal sport and active recreation in response to a global push for more active and healthy environments. For example, WHO (World Health Organisation) call to action for increasing green space is a direct outcome from extensive research into the benefits of green space to people and places.

Site Review

This section reviews the planning context, usage, occupancy and condition of Hamlyn Park.

SITE OVERVIEW

Hamlyn Park Reserve is located at Calvert Street, Hamlyn Heights, and is nestled within a residential area as well as bordering two schools to the east and west.

The primary planning site (**green**) is owned by the City and has a total area of approximately 5.2 hectares. The reserve is zoned Public Parks and Recreation Zone (PPRZ). The primary function of the reserve is for active recreation.

To the west of the primary planning site is Western Heights College on Department of Education and Training (DET) land. This secondary planning area (**blue**) is also zoned PPRZ and currently provides facilities for use by sporting tenants of Hamlyn Park, including football, cricket and netball, under a joint use agreement.

The section of land between the City and DET is owned by VicTrack and is zone Public Use Zone. This is an interface area (**green arrow**) between the primary and secondary planning area and includes a shared use trail (Tom McKean Trail) and high-pressure gas line.



Figure 5: Site Plan

OCCUPANCY AGREEMENTS

The reserve has a large range of user groups including football, netball, tennis, cricket, scouts and community groups such as ballroom dancing.

The current lease and license holders on the site include:

- Bell Park Sport and Recreation Club (Football, Cricket and Netball) – Sports oval and supporting pavilion and social rooms
- Hamlyn Park Tennis Club – Tennis facility including courts and small pavilion
- Geelong Ballroom Dance Club – The Ballroom
- Scouts Victoria – Scout Hall
- The City currently has a Joint Use Agreement with Western Heights College to allow community to access the sports oval and netball courts on school land.

SITE OBSERVATIONS

OPG and City staff conducted a site inspection and observed usage of the reserve in November 2021. The following observations were identified:

- Sporting facilities at the reserve will need to be considered in the context of the reserve hierarchy in the local network.
- Facilities should complement other opportunities that exist or are planned across the catchment area to avoid an over/under-provision of facilities.
- The use of flexible and innovative solutions will be important for maximising multi-use and changing use as community demands vary over time.
- Existing public amenities and access pathways must be retained however, additional public facilities such as playgrounds, park infrastructure, pathways and amenities are required to cater for casual/informal reserve users.
- Social family recreation and play areas are needed in Hamlyn Park to meet the gaps in provision of these places.
- Pathways linking features within the site as well as to destinations outside of the reserve will be an important consideration of the Master Plan.

- There is formal and informal parking and access to the reserve. There are safety concerns from people driving on park areas and across the walking and bike trail. Additional traffic volumes into the site will require careful planning to provide safe entry, parking and exit points for vehicles, cyclists and pedestrians.
- The traffic management plan will also need to consider emergency vehicle access, peak car parking requirements, overflow parking options and general safety of all users. The needs of all adjacent properties must also be carefully addressed.
- There are multiple buildings onsite that support active recreation use that are no longer considered fit for purpose. Consideration of upgrades or consolidation of buildings will be important.
- Any new facilities or infrastructure will need to integrate and complement the existing infrastructure which have been outlined to be retained and align with relevant guidelines for sport.
- Pavilions will need to include opportunities for multi-use community spaces and consider the potential for consolidation or removal of the existing ageing infrastructure.
- All facilities will need to be developed using the Universal Design Principles, Crime Prevention through Environmental Design (CPTED) Principles and reference the Female Friendly Design Guidelines.
- There are opportunities to improve landscaping (seating, shade trees, drinking fountains, pathways, planted areas) of open space and community use areas to encourage social and family gathering, informal sport and recreation activities, community exercising and support spectator viewing.
- Pathway linkages and beautification between the sites will also be an important consideration of the Master Plan.
- Scouts Hall is old and now disused. Exploring alternative uses for the hall in partnership with Scouts Hall is an opportunity for the Master Plan.
- Western Heights College netball courts and sports oval are critical to support the growing participation of Bell Park Sporting Club groups (football, cricket and netball). The Master Plan will need to assess and confirm the opportunity for ongoing use with the school and determine what, if any, upgrades should be considered on DET land.

ASSET CONDITION

Sports Oval and Lighting

- The main sports oval is in good condition and includes drainage, irrigation and new lighting to competition standards.
- The school oval is in good condition. There is no lighting on the school oval.

Sports Courts and Cricket Nets

- The acrylic netball courts are in good condition and include training lights.
- Three (3) of the synthetic tennis courts have recently been replaced and are in excellent condition. These courts have lighting for competition. The two public courts are serviceable but require renewal in the short to medium term. The public courts do not have lights.
- New cricket training pitches and nets with storage area has recently been installed and are in excellent condition.

Buildings

- The sports pavilion was refurbished in recent years after fire damage. The pavilion is required to support multiple sporting uses and facilities. It is well positioned on the wing of the sports oval and within proximity the netball courts and the Western Heights College oval. However, the pavilion has insufficient change rooms, and they are not designed as gender neutral.
- There are no adequate change facilities to support netball participation, Investigating the development options for improving the provision of gender-neutral change rooms is a priority.
- The Ballroom has an excellent standard dance hall and floor. However, the change rooms, toilets and kitchen are dated and access within the building is via stairs. Delivering universal design access and upgrading the change rooms, toilets and kitchen are priority improvements.
- The Ballroom also has “undamaged, sealed non friable asbestos” that requires a long-term management strategy and safe removal when refurbishing.
- The tennis pavilion is in serviceable condition but basic and falls short of contemporary universal design and female friendly design guideline facility requirements. Delivering universal design access and upgrading the

change rooms, toilets and kitchen are priority improvements.

- The Bell Park Sporting Club Social Rooms support the social activities of the football, cricket and netball clubs. The facility is also a gaming venue. Refurbishment of the social facilities should be considered in the long term.

Other

- The playground is in poor condition and requires renewal in the short term.
- The footpath network is in average condition, disconnected and lacks connectivity between activity areas.
- The car park area near the social rooms is formalised and in good condition, however the entry, internal perimeter road (with bollard) and asphalt car parking area near pavilion, the Ballroom and tennis courts is extensive and informal.
- The BMX track layout is operational however in need of renewal.
- The exercise equipment is in good condition and appears well used by the community and linked with central shared use trail.
- The open space areas are undeveloped and require landscaping treatment to improve the aesthetic, shade and accessibility of the reserve.

SITE REVIEW KEY FINDINGS

Hamlyn Park offers a wide range of sport and recreation facilities that vary in condition with some requiring renewal.

Key site issues and improvements identified:

- The buildings (main sports pavilion, tennis pavilion and the Ballroom) are not designed to contemporary standards. Universal access (DDA) is an issue, the change rooms are dated, insufficient in number and are not gender neutral. There is limited access to appropriate change facilities for female participants, in particular a lack of netball facilities.
- The upgrade of change room facilities for netball, football and cricket, upgrade of the Ballroom and tennis pavilion, to provide accessible and female friendly facilities, and cater for the future participation growth and profile of users are priority improvements for the reserve. The Ballroom has asbestos that will need to be removed as part of any future redevelopment.
- The ovals are in good condition and the main oval offers competition standard lighting. Lighting the Western Heights College oval and investigating a synthetic surface would disperse training across two sports ovals and address the overuse of both ovals.
- The social family recreation and play areas within the community open space areas are lacking or in poor condition. These areas include the play space, bike track and pathways. A landscape improvement plan is needed that upgrades and extends the play space and bike track areas, activates public open space areas i.e., kick about space, dog park areas, social picnic areas. These areas should be supported by public seating, a connected and upgraded pathway network and shade tree planting.
- There is extensive informal asphalt car parking and some unauthorised access and egress from the park that is leading to unsafe conflict between cars and pedestrians, and inefficient traffic flow and car parking. A traffic management and car parking plan that integrates safe pedestrian flow and crossing between activity areas is recommended.

Photos of the site are shown on the following pages.








GEELONG
PERFORMANCE
PHYSIO




PLEASE


hi sushi
HODGES
HODGES




Bell Park
BELL PARK
VISITORS
You get more with
HODGES
hi sushi








THE BALLROOM






































Stakeholder Engagement

This section summarises the community and stakeholder input into the Master Plan.

ENGAGEMENT METHOD AND REACH

This first round of engagement with the community was undertaken to understand what they like, and what they would like to see improved, through the Master Plan. Engagement took place from 1 November to 3 December 2021 and involved online and face to face engagement opportunities.

A summary of the consultation process and feedback received is provided below. A separate Engagement Findings Report has been prepared and is publicly available.

- 32 days of engagement
- 451 suggestions (comments) for the public left online via social map and via drop-in sessions
- 132 number of people to leave feedback
- 1 print adverts in local newspapers
- 385 social media reach / impressions
- 30 social media actions (clicks, reactions, shares, comments)
- 169 total contributions to the Have your Say page
- 42 people following the project
- 632 advertising pamphlets delivered.

The chart below shows the visitation peaks over the consultation period. There were 1,367 visits, 664 visitors and 132 contributors to the online engagement page.

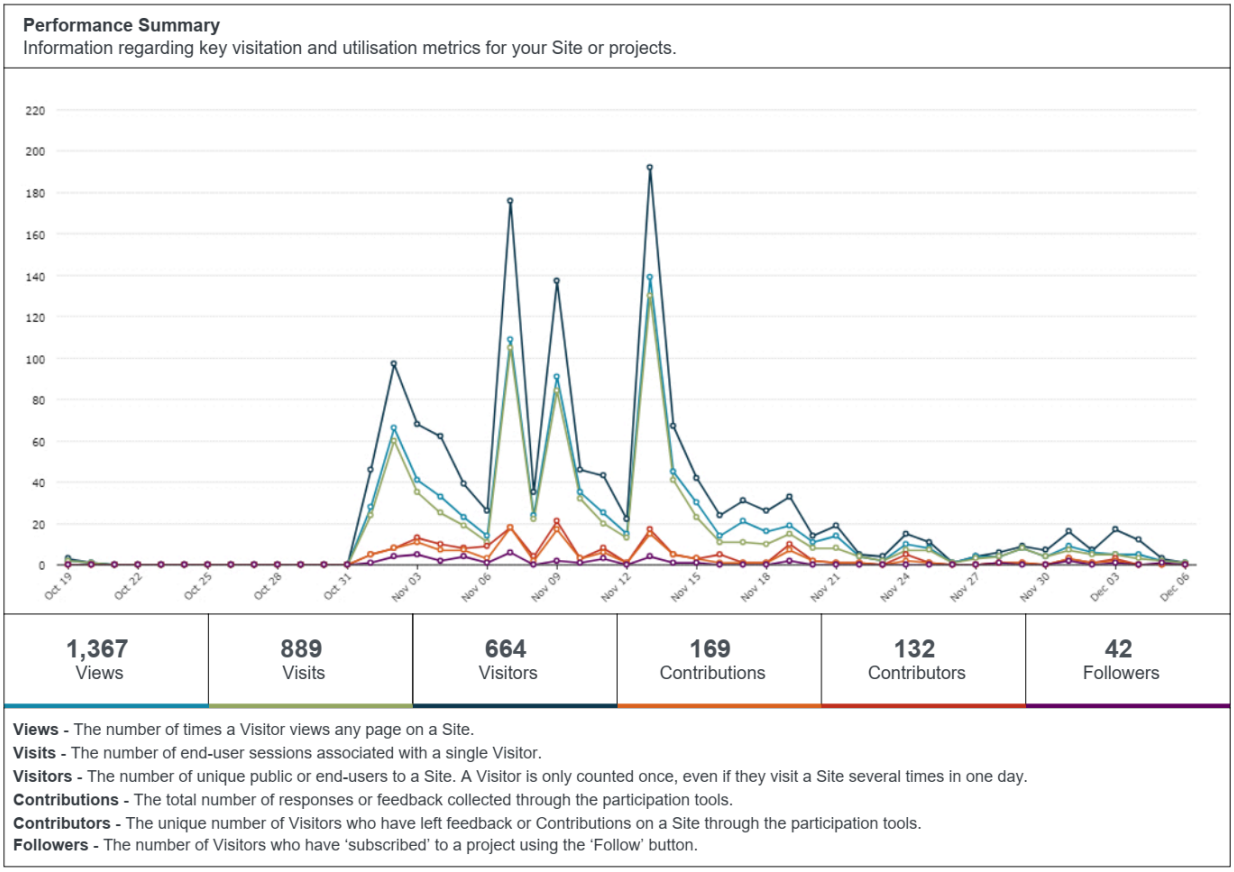


Figure 6: Have Your Say Page Visits

COMMUNITY SURVEY

The City received 123 online community surveys via Council's Have Your Say engagement page.

Approximately (68%) of survey respondents were local residents followed by members of a community organisation or sporting club (25%). The data shows that those people that responded were involved in several groups along with informal users and were local residents.

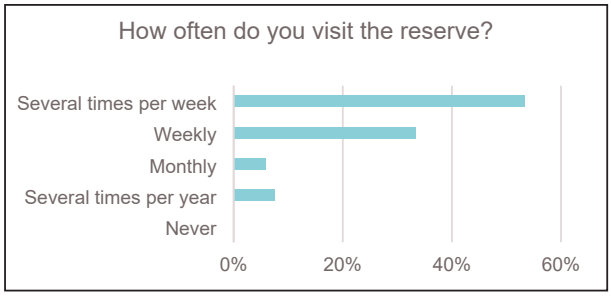
Most survey respondents were female (67%) between the ages of 25 and 49 years (63%). Over half (57%) of survey respondents have children across all children age cohorts (0 to 4 years – 39; 5 to 11 years – 40; 12 to 17 years – 26).

A snapshot of the responses to the survey is provided below:

- 33% Male and 67% Female respondents
- 85% of respondents visit the reserve at least weekly
- 81% of respondents walk to the reserve
- 65% of respondents go walking at the reserve; 50% use the playground; 47% participate in informal sport / activities; and 40% go to socialise
- 45% of respondents were satisfied with the reserve; whilst 22% were unsatisfied
- 54% of respondents found the ovals satisfactory; whilst 54% were unsatisfied with the landscaping of the reserve.

Usage

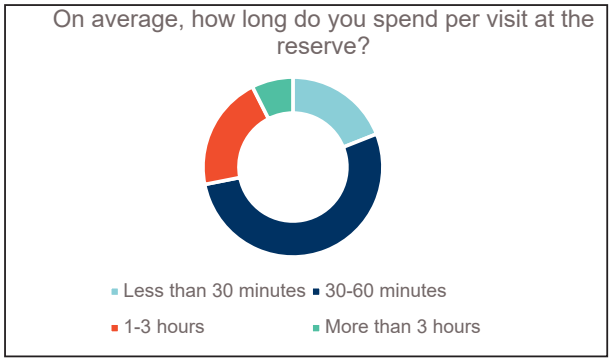
Over 85% of survey respondents visited the reserve weekly or several times per week.



Answer choices	Percent	Count
Several times per week	53.33%	64
Weekly	33.33%	40
Monthly	5.83%	7
Several times per year	7.5%	9
Never	0%	0
Total	**100%**	**120**

Figure 7: Frequency of Visits

Most survey respondents spend 30 to 60 minutes (52%) at the reserve. The findings shows that importance of the reserve in supporting people's health and meeting recommended physical activity guidelines.



Answer choices	Percent	Count
Less than 30 minutes	19.01%	23
30-60 minutes	52.89%	64
1-3 hours	20.66%	25
More than 3 hours	7.44%	9
Total	**100%**	**121**

Figure 8: Length of Visits

The reserve is used for a wide range of activities. The most popular activities of survey respondents were walking (65%), using playground equipment (50%) and informal sport/activities (47%). This finding shows the important role the reserve plays for the community in providing a space for sport and for community for exercise, socialising and playing.

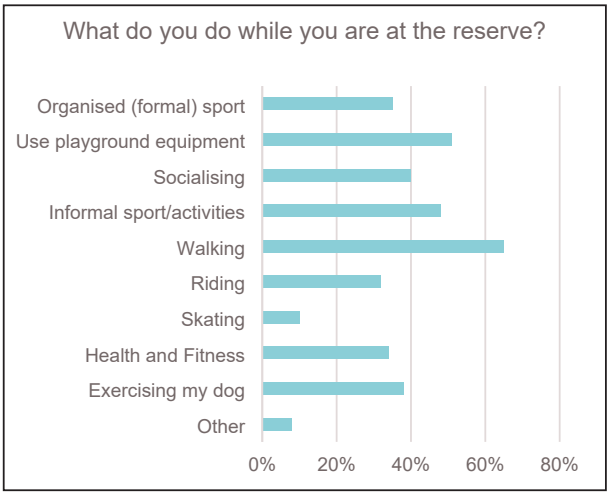
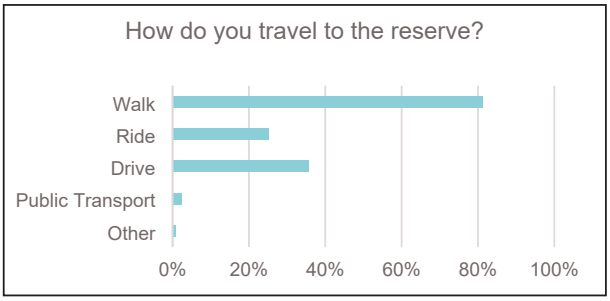


Figure 9: Activity Type

Most survey respondents walk (81%) to the reserve.

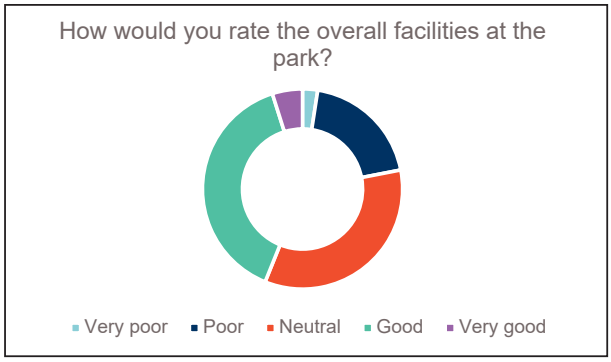


Answer choices	Percent	Count
Walk	81.30%	100
Ride	25.20%	31
Drive	35.77%	44
Public Transport	2.44%	3
Other	0.81%	1
Total	**100%**	**123**

Figure 10: Mode of Travel to Reserve

Facility Satisfaction

Survey respondents rated the overall facilities at the reserve as good (39%) or neutral (34%).



Answer choices	Percent	Count
Very good	4.88%	6
Good	39.02%	48
Neutral	34.15%	42
Poor	19.51%	24
Very poor	2.44%	3
Total	**100%**	**123**

Figure 11: Overall Satisfaction

Survey respondents liked the following features of the reserve:

- Access to passive/ unstructured recreation options (playground, dog walking, BMX) (41%)
- Assess to a natural area with mature trees (29%)
- The existing sport facilities (25%)
- The location (20%).

Sample quotes:

- “The beautiful trees, scale of open space and range of active areas.”
- “Close proximity to home. Great community feels. Open and accessible.”
- “The ovals are well maintained. There are plenty of family-friendly sporting facilities. It's a big space with plenty of room for many to use at once.”
- “The reserve is in a prime location where there are many young families that belong to the local schools.”

The following chart shows how survey respondents rate the facilities in terms of how well they meet current needs.

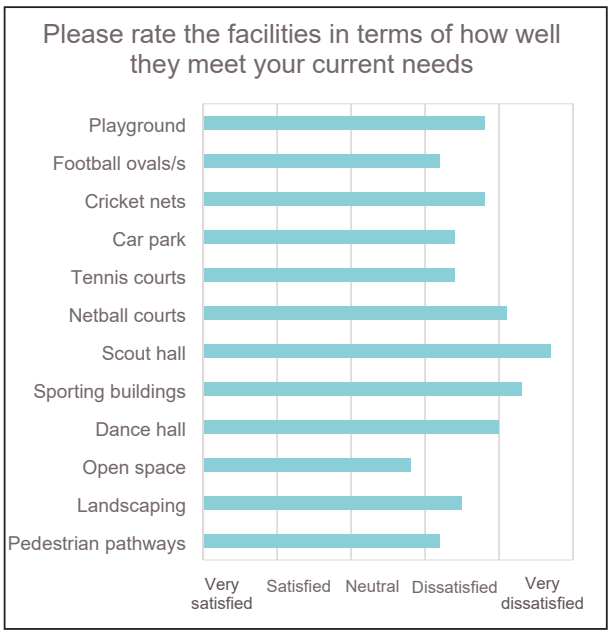


Figure 12: Facility Type Rating

The following facilities were satisfactory (response rate of greater than one third)

- Football ovals (54%)
- Open space (48%)
- Tennis courts (48%)
- Car park (37%)
- Pedestrian pathways (36%)
- Cricket nets (33%).

The following facilities were unsatisfactory (response rate of greater than one third)

- Landscaping (54%)
- Pedestrian pathways (36%)
- Playground (35%).

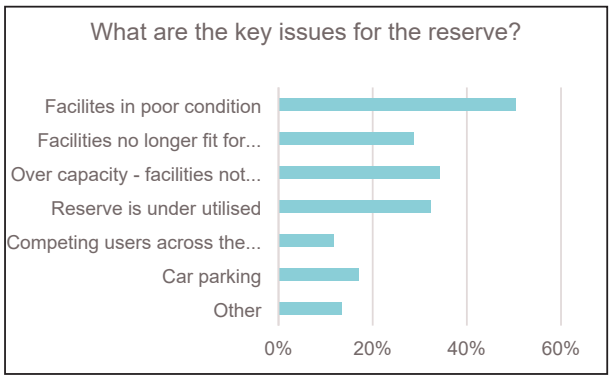
Key Issues and Ideas

Survey respondents identified the following key issues facing the reserve:

- 54% of respondents were dissatisfied with the condition of the reserve
- 31% of respondents believed the reserve was over capacity or that the facilities were not keeping up with the current demand
- 29% of respondents believed the reserve was under-utilised.

Survey respondents identified the following key improvement ideas for the reserve:

- Respondents would like to see a renewal of facilities, so they are modern, fit for purpose and encourage more people to use the reserve. Improving the existing facilities within the reserve (25%) and improving the sporting facilities and club infrastructure (16%) were ideas raised by survey respondents.
- Respondents valued the established mature trees and access to natural areas. Survey respondents suggested protecting the existing trees and enhancing the natural areas and landscape character of the reserve (19%).
- Respondents wanted to see increased activation of the site. Survey respondents identified developing a new playground (32%) and providing more activities, particularly a skate park (22%) as ideas for encouraging a wider range of ages and users at the reserve.



Answer choices	Percent	Count
Facilities in poor condition	50.45%	56
Facilities no longer fit for purpose	28.83%	32
Over capacity – facilities not keeping up with current demand	34.23%	36
Reserve is under utilised	32.43%	36
Competing users across the reserve	11.71%	13
Car parking	17.12%	19
Other	13.51%	15
Total	**100%**	**111**

Figure 13: Key Issues

DROP-IN SESSIONS

The City hosted four drop-in sessions (online and in person) in November 2021. The drop-in sessions were attended by about 20 people. Those attending the drop-in sessions were encouraged to submit feedback through the online community survey and Have Your Say page.

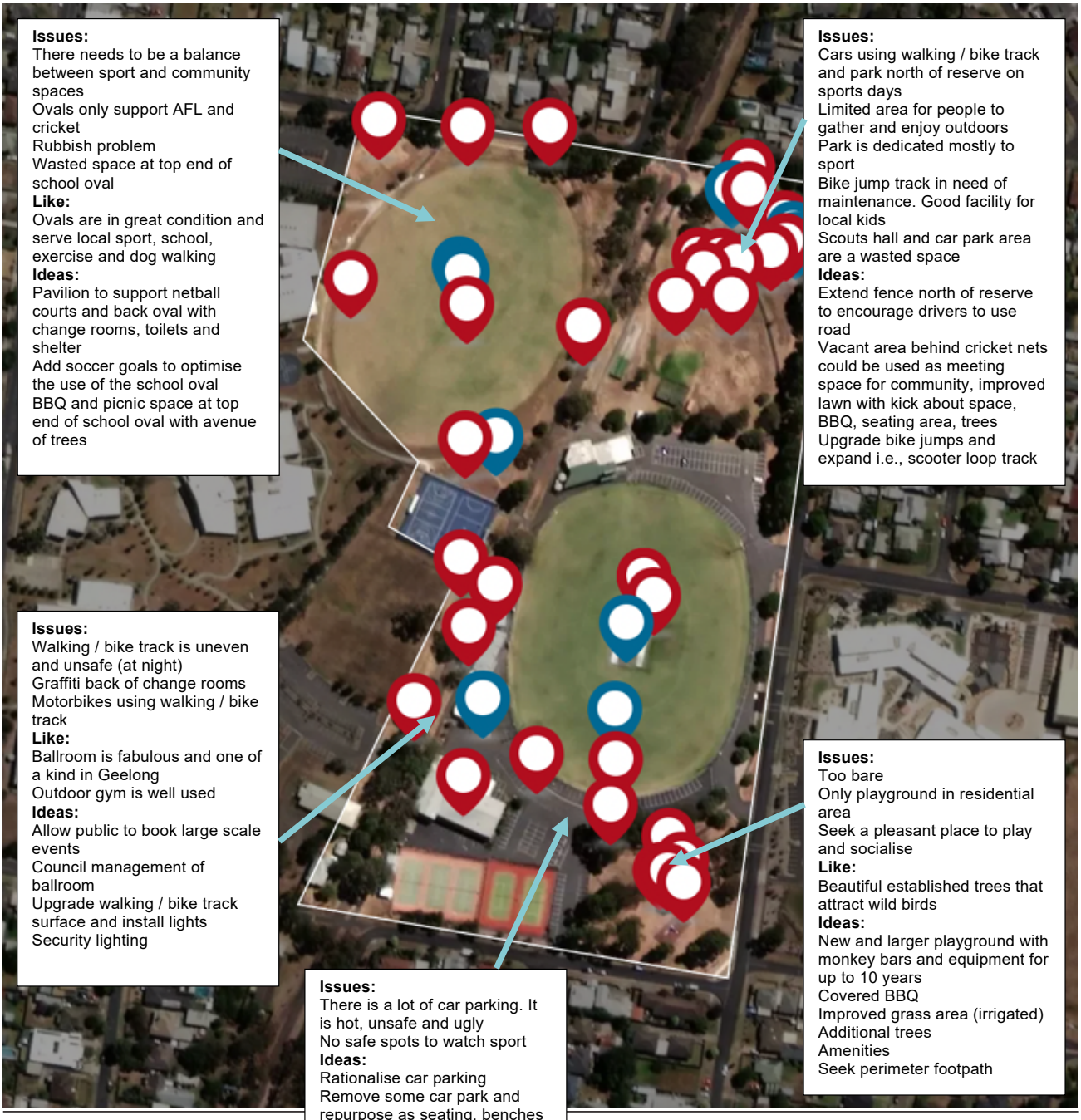
Key issues and ideas raised during conversations at the drop-in sessions were:

- Provide a new play space. The condition and function are average. Develop a play space for all ages with social facilities, including seating, shelter and bins. The current site is well used by a lot of families in the area that would benefit from improved spaces.
- Protect the mature trees and natural spaces around the reserve. Retain and expand trees. There are significant tree nest sites for black cockatoos in reserve.
- Activate reserve and beautify natural open space areas around the reserve.
- Provide a youth space for teenagers. The BMX bike track is well used and could be improved and enhanced with a skate park.
- There are rubbish and vandalism concerns.
- There is an opportunity to repurpose the disused Scout's Hall.
- Consider resurfacing the scout's hall car park area.
- The school Master Plan process promised community access to a large open space with wetlands. The school design supported the idea of a "school in a park." These ideas have not been realised.
- The reserve becomes exclusive use when sport is on. Can there be areas that can be designed for community to use at these times.
- The reserve has been a critical public open space for the Hamlyn Heights community during the Covid-19 global pandemic.
- There is a conflict between the BMX bike track and cricket nets. Consider a barrier to restrict balls to the cricket net area.
- The walking track needs to be resurfaced. Consider lighting along the walking path for safety and greater use.
- Improve the traffic management around site. A particular issue is behind pavilion, and across railway line on match days. Consider removing the boom gate so you can drive around reserve (for ambulance service).
- Enhance landscaping including way finding signage, tree planting, pathways, seating.
- Herne Hill PS and other schools in the area could be interested in a tree planting/community garden area.
- Both football and cricket have a strong investment in juniors. This has resulted in junior participation growth and an increase in teams. Investment in sport facilities is needed to accommodate this growth and standard e.g., gender neutral change rooms and gym.
- The ground is of a good standard, but surface is hard. This requires remedial work.
- Consider a dog walking space and area.
- Improve the kitchen in the tennis pavilion. The tennis club has recently resurfaced three courts. The two public courts are well used by community.
- The update of the cricket nets has been a positive outcome and are well used.
- The netball courts need to be retained but require access to change rooms.
- Refurbishment of ballroom facilities. This includes upgrading the change rooms and toilets, improving DDA access and increasing storage. There have been architectural plans submitted for consideration by Council. The members of the ballroom club would like these supported
- Consider environmentally sensitive design features on facilities including solar panel and water tanks.

MAP YOUR IDEAS FORUM

The City hosted an on-line map your ideas forum. This forum encouraged respondents to identify items they were satisfied with or dissatisfied with and to submit their ideas. There were 45 contributions made to the map.

The map below summarises the key issues and ideas raised from the map your ideas forum:



KEY STAKEHOLDER INTERVIEWS

Key stakeholder groups including the sporting and recreation groups and Western Heights College identified the need to improve facilities, so they were able to meet the growing demands of participants and students.

Bell Park Sports and Recreation Club

Overview

The Bell Park Sports and Recreation Club is a board of management (BELREC) made up of sporting groups including Bell Park Junior Football Club, Bell Park Senior Football Club, Geelong Dragons All Abilities Football, Bell Park Cricket Club and Bell Park Netball Club. BELREC is responsible for the Social Club and the sport clubs each look after their own respective sports. The sports clubs have a total of over 800 members.

Issues

- Lack of female friendly facilities
- Lack of storage
- Lack of meeting spaces
- Lack of shelter for visiting teams on both ovals
- Lack of shelter for netball
- The oval suffers from excessive use
- The facility is ageing
- There is no netball pavilion with change facilities
- The storge rooms are doubling as gym spaces
- The canteen is limited due to the size and age of facilities.

Opportunities

- Upgrade to the play space
- Upgrade to sports field lighting
- Linkages between schools and sports clubs
- Upgrade to facilities so they are fit for purpose and meet current (and future) standards
- Female friendly facilities.

Bell Park Tennis Club Interview

Overview

Hamlyn Park Tennis Club Inc. was established in 1967 and has a membership base of over 100, ranging in age from five to 90 years. The club offers members and public access to three (3) synthetic grass courts, two (2) plexipave courts and a clubroom.

Issues

- Lack of tracking court usage
- Membership numbers are static
- Lack of security
- Facilities have access issues and are not female friendly.

Opportunities

- More storage spaces
- Heating and cooling for the clubrooms
- New kitchen and appliances
- Upgrade facility so they are accessible and female friendly
- Upgrade to lighting
- Consider an additional two courts to support the reserve and surrounding schools.

Geelong Ballroom Club Interview

Overview

Geelong Ballroom Dance Club Inc. was established in 1984. They lease the ballroom which includes a large fit for purpose dance floor (two dance floors) that is recognised as one of the best floors in Victoria and has hosted State and National events; and multi-purpose rooms.

The club hosts weekly dances for around 120 ballroom dancers. The club manages the facility for dance classes, practice and members of the wider community who rent rooms for a range of group activities and social events. These include private dance groups, a community dance group for children and young people, fencing groups, an Italian group and gardening group. There are about 700 people that pass through the facility each week. A number of dance teachers have relocated to the facility, demonstrating the regional significance of the ballroom.

Issues

- Toilets and change facilities are dated and need to be upgraded
- The facility does not meet DDA standards. Ramps for DDA compliance
- Lighting for safety around the facility.

Opportunities

- Need for energy efficiency. Consider solar panels, heat pumps and rainwater tanks
- Outdoor seating and benches
- Landscaping.

Scout Club Interview

Scouts Victoria is not currently using the Scout Hall and is unlikely to seek a new lease if an alternative property is available in a nearby location. It will take Scouts six (6) months to know whether their plan in the alternate property is successful. If unsuccessful, Scouts Victoria has a paddling team and Geelong Showtime performing arts team that may be users of the Hamlyn Park Reserve Scout Hall.

Western Heights College Interview

Overview

Western Heights College was formed as a merger of three existing secondary schools - Bell Park High School, Geelong West Technical School and Bell Park Secondary College. The school began its vision four years ago to become a sports school, including a specialist sporting program rolled out in 2020 and a new strength and conditioning gym which will need to be relocated to the new stadium once built.

The school currently has 650 students (grown from 300 students in last five years) and has an aspiration of growing to 800 students in the next three years. The school has a capacity limit of 1,200 students. The school has specialist sporting program for basketball and AFL football. Both programs have 200 students in programs. The school is attracting students locally and from across country Victoria.

Stage 1 and 2 buildings are now complete. The school is advocating for Stage 3 to be realised. Stage 3 includes a single court (multi-use) stadium. However, the school has space for a four-court stadium.

Programming

- The school supports specialist sporting programs (basketball, AFL, netball, future – soccer)
- Current sport partnerships – Barwon Sports Academy (netball program), Geelong United Basketball, Geelong Falcons (AFL program), Geelong Netball. The school is actively pursuing more partnerships as their sports programs grow
- Local club partnerships – Bell Park Sports Clubs through a joint use agreement; and other groups through hire arrangements
- Other school facility hirers - dance and karate group.

Issues

- Currently expensive to hire courts and bus students (three times a year).

Opportunities

"We want to open the doors up to the community. We have great spaces for the community to use" – Principal

Western Heights College Stadium proposal:

- The school is entitled to one court with student numbers
- Prefer to have two courts to support school sport program
- Capacity for four courts on site
- Strength and conditioning space
- Meeting/learning spaces
- Change rooms
- First aid room and foyer.

A shared use model is proposed where community can use the stadium before and after school use. This is a possible Joint Use Agreement development proposal for the City to consider.

STAKEHOLDER ENGAGEMENT KEY FINDINGS

Respondents wanted to see increased activation and improved facilities, whilst protecting and enhancing the landscape character of the reserve. These are consistent with the issues.

The infographic below shows the key themes raised during the community engagement process.

# 1	# 2	# 3	# 4	# 5
Protect mature trees and enhance natural areas	**Renew and upgrade sports facilities**	**Provide places for children and young people to play**	**Provide Park amenity including pathways, trees, seating, bins, drinking stations**	**Deliver a safe place for people to recreate**
"Retain the large, beautiful gum trees. The native birds nest in them" *"We love the trees and green space"*	*"Better sporting facilities to accommodate multiple teams & the increase in female participation"* *"Female friendly change rooms"* *"Modernise ballroom"* *"Fix the BMX track and make into pump track"*	*"Replace the playground with a large contemporary play space and children's education environment that celebrates the traditional owners of the area and encourages families and visitors to spend time enjoying all that the park has to offer."*	*"Plant more native trees and upgrade the condition and safety of the walking tracks"* *"Add picnic areas, such as rotunda, picnic benches, BBQ facilities"*	*"Reclaim areas of the existing parking to facilitate improved pedestrian movement and coherence between the existing elements of the park."* *"Lighting along walkways"* *"Modernise, landscape, family friendly safe spaces."*

Strategic Directions

The market research, site review and engagement findings have identified key issues and development options for Hamlyn Park Master Plan.

KEY ISSUES AND OPPORTUNITIES

Strategic Support and Partnerships

The key strategic objectives of the Hamlyn Park Master Plan are to:

- Improve the health, wellbeing and safety of the community.
- Provide quality and inclusive spaces that support active lifestyles for a diverse community and are accessible, attractive and based upon community need.
- Support the growth of localised and regional sporting facilities by providing new sport and leisure facilities and upgrading existing ones
- Contribute to a healthier natural environment and support environmental sustainability.

The market research and engagement process has identified actions in the previous 2010 Master Plan that were not delivered and are still current today.

Western Heights College is a critical partner to the success of sport and recreation at Hamlyn Park. Stage 3 of the Western Heights College Master Plan is an opportunity to further extend this successful relationship by investigating a multi-sport court stadium that would contribute to addressing the shortfall of 20 indoor sports courts in the next 20 years.

Sport and Recreation Participation Growth

Hamlyn Park provides for seven (7) sport and recreation clubs with a total of 1,125 participants. All sport and recreation groups have maintained or increased membership.

Further, the social rooms and Ballroom are hired out for other community and private groups weekly.

The Western Heights College has 650 students that use the football oval and netball courts on the school land. The school now runs a specialist sporting program.

Organised sport and recreation activities at Hamlyn Park are projected to increase in line with the current participation rate and population growth.

Hamlyn Heights will grow from 6,842 in 2021 to 8,456 in 2041 and maintain a higher proportion of young adults that are high users of sports facilities and workers/ retirees that are high users of recreation and cultural activities.

Other demographic and leisure trends impacting the future use of the reserve are:

- An ageing community that will require access to accessible, social recreation and therapy-based activities.
- Increasing demand in informal, social recreation activities like walking, cycling, fitness and play.
- The location around the park supports early learning, primary and secondary schools which means Hamlyn Park is a central destination for children and young people.

Hamlyn Park is very well used with 85% of respondents visiting the reserve at least weekly for organised and informal sport, walking, play and socialising.

Asset Renewal and Upgrade

Hamlyn Park facilities vary in condition with some requiring renewal.

The engagement findings found that 45% of respondents were satisfied with the reserve, whilst 22% were unsatisfied.

The buildings including main sports pavilion, tennis pavilion and the Ballroom are not designed to contemporary standards for universal access and female friendly design; and are insufficient in size and function. There are no change room facilities to support netball participation.

Further, the Ballroom and tennis facility are both of an age and condition that require renewal. The Ballroom has asbestos that will need to be removed as part of any future redevelopment.

A plan for the redevelopment and upgrade of these facilities is needed, including the provision for female change rooms for netball, AFL football and cricket.

All new or upgraded facilities should consider environmentally sensitive design features including solar panels, heat pumps and water tanks.

The playing fields, cricket nets, netball and tennis courts are in good condition. 54% of respondents found the sports oval and courts to be of satisfactory condition. Key renewal and improvement projects include renewal of public tennis courts and installation of lighting on courts and Western Heights College sports oval. This will allow for training to be dispersed across sports fields.

The engagement findings identified priority developments for the reserve were the upgrade of the play space, bike track and footpath network.

Protecting Natural Features and Improving Landscaping

Protecting the mature trees and natural areas and providing park amenity were key themes raised by the community.

A landscape improvement plan that extends the natural open space and treed areas in public open space areas within the reserve and supports ongoing environmental sustainability is recommended.

Community Spaces for Social Family Recreation and Play

The social family recreation and play areas within the community open space areas are lacking or in poor condition. These areas include the play space, bike track and pathways. 54% of respondents were not satisfied with the landscaping of the reserve.

An improvement plan that features upgrades to the play space and bike track areas and activates public open space areas i.e., kick about space, dog park areas, social picnic areas is recommended.

These areas should be supported by public seating, a connected and upgraded pathway network and shade tree planting.

Traffic Management

There is extensive informal asphalt car parking and some unauthorised access and egress from the park that is leading to unsafe conflict between cars and pedestrians, and inefficient traffic flow and car parking. A traffic management and car parking plan that integrates safe pedestrian flow and crossing between activity areas is recommended. Car park and traffic improvements and measures to address unauthorised access and pedestrian safety has been included in the landscape master plan.

VISION

Hamlyn Park is a shared community and school parkland for sport, recreation, socialising and learning. An open space to escape to that encourages active living.

KEY DIRECTIONS

Sport and Community Facility Improvements

1. **Pavilion Improvements**

    a) Stage 1 works include development of a change room facility supporting netball courts and WHC oval. Priority improvements include providing unisex change rooms for netball, AFL, cricket and referees.

The fitness station will need to be relocated north of the new change room facility.

b) Stage 2 works include refurbishing the Alex Rizun pavilion to meet contemporary sporting standards.

The design of the sports facilities should be fit for purpose and accommodates football, cricket and netball facility requirements and in line with AFL Preferred Facility Guidelines, Netball Victoria Facilities Manual and Cricket Victoria's Community Cricket Facility Guidelines.

Retain scorers' box and consider future refurbishment to improve access and amenity.

c) Stage 3 works include future refurbishment of social facilities.

2. **Upgrade Geelong Ballroom with improved access, refurbished change rooms / toilets and kitchen.**

Deliver upgrades to the Geelong Ballroom to provide much needed improvements to access, toilets, change rooms and kitchen. This will require safe removal of asbestos, as per the asbestos report.

3. **Upgrade Hamlyn Heights Tennis Club facility.**

Stage 1 works includes renewal of public courts and install lighting.

Stage 2 works includes refurbishment of tennis facility change rooms / toilets, kitchen and storage.

The improvement is to be redeveloped in line with Tennis Australia's Infrastructure Planning Resource.

4. **Main sports field improvements.**

Install ball protection fence at the southern end of the main sports fields.

Install new boundary fence and upgrade sports field at time of renewal.

Replace coaches boxes.

Western Heights College Improvements

5. **Support improvements to Western Heights College sports field including training standard lighting, boundary fence and ball protection fence at northern end. Support investigation of feasibility into a synthetic surface for the WHC sports field.**

Installing sports field lighting to training standards will help disperse training activities across two fields and to reduce the use of the main oval during winter season.

Installing a 1.2m high boundary fence around the sports field will limit vehicle access and defines school boundary to students.

Support school's investigation into a synthetic field to increase field capacity and use.

6. **Support Western Heights College proposal for feasibility and joint use (school and community) of a new multisport court stadium as part of the Stage 3 Master Plan for Western Heights College.**

The multi-sport stadium has the potential to support the school's specialist sporting program and community indoor sport use.

Open Space and Landscape Improvements

7. **Improved pathway / landscaping to create better connection between active zones. Pathways to consider access and inclusion design features.**
8. **Create a new social family recreation area in northern open space zone.**

Create a social and family recreation zone with new play space and bike pump track in the north open space area of the reserve.

This will involve extending the open space area to replace the Scouts Hall and gravel car park. This area will be supported by an improved grassed area for kick about space and dog exercise area, planting and social seating.

A ball protection fence will be installed at the cricket nets to improve safety to the kick about space that can also be used for fielding training.

Provide a small car park area off Calvert Street including disabled car park spaces.

9. **Landscape improvements to southern open space zone.**

Improvements include extending planting, providing social seating and shelters and renewing the playground in accordance with the City's playground replacement program.

The improvements will create a place where people can connect with nature amongst the mature gum trees and gather to socialise and a play zone in the southern open space area of the reserve.

10. **Create an outdoor forecourt (pedestrian zone) between sports pavilion and Geelong Ballroom.**

Providing an outdoor, landscaped, pedestrianised and social seating area between the Geelong Ballroom and sports pavilion will improve safety between pedestrians and car movements at entry points.

11. **Upgrade and extend pedestrian pathway network to connect all activity areas with safe crossing areas and with the shared use track (Tom McKean Trail).**

Extending the footpath network will provide a fitness circuit and provide safe pedestrian movements between activity areas of the reserve.

This footpath network will connect with the City wide trail network through the shared used trail (Tom McKean Trail) dissecting the reserve.

12. **Develop a landscape improvement plan for site.**

Develop a landscape improvement plan that protects the mature trees onsite and extends shade tree planting in open space areas and along footpath/trail network.

Protection and enhancement of green spaces and tree canopy will support environmental sustainability in line with the City's strategic objectives.

Traffic Management Improvements

13. **Bollard treatment around car park area to separate cars from open space area and shared use trail.**

Installing bollards around car park area will address unauthorised access into the open space areas of the reserve.

14. Remove boom gate and formalise car parking.

Removing the boom gate that is no longer required for school bus drop off and pick up will improve traffic flow around the site.

15. Prepare a traffic management plan for site.

The traffic management and car parking plan should:

- Create an efficient traffic flow and car parking area in southern asphalt area and internal access road along eastern boundary.
- Address unauthorised access and egress from the park that is leading to unsafe conflict between cars and pedestrians.
- Integrates safe pedestrian flow and crossing between activity areas is recommended.
- Provides accessible car parking at active zones.
- Review function and safety of entry points.

Master Plan



Key Directions:

LEGEND

- Sports facility & open space improvements
- Community facility improvements
- Existing trees
- New trees & landscaping
- Accessible Carparking Space

1. Pavilion Improvements
   a) Stage 1 works include development of a change room facility supporting netball courts and WHC oval and relocation of fitness station. Priority improvements include providing unisex change rooms for netball, AFL, cricket and referees.
   b) Stage 2 works include refurbishing the Alex Rizun Pavilion to meet contemporary sporting standards
   c) Stage 3 works include future refurbishment of social facilities
2. Upgrade Geelong Ballroom with improved access, refurbished change rooms / toilets and kitchen.
3. Upgrade Hamlyn Heights Tennis Club facility.
   3a. Stage 1 works includes renewal of public courts and install lighting.
   3b. Stage 2 works includes refurbishment of tennis facility change rooms / toilets, kitchen and storage.
4. Main sports field improvements.
   4a. Install ball protection fence at the southern end of the main sports fields.
   4b. Install new boundary fence and upgrade sports field at time of renewal.
   4c. Replace coaches boxes.
5. Support improvements to Western Heights College sports field including training standard lighting, boundary fence and ball protection fence at northern end. Support the investigation of feasibility into a synthetic surface for the WHC sports field.
6. Support the development of a new multisport court stadium as part of the Stage 3 Master Plan for Western Heights College. Consider support facilities including change rooms if timing is suitable.
7. Improved pathways / landscaping to create better connection between active zones. Pathways to consider access and inclusion design features.
8. Create new social family recreation area in northern open space zone
   8a. Remove the scout's hall, retain the public toilet and include / enhance timber posts and railing along the northern boundary to remove vehicle access
   8b. Construct a new district level playspace, social seating, drink station and enhance landscaping through this zone
   8c. New improved bike pump track
   8d. Investigate surface improvement and irrigation to improve informal / formal sporting use
   8e. Install a ball protection fence beyond the bowlers run up.
   8f. Provide car park area including two Accessible spaces.
9. Landscape improvements to southern open space zone
   9a. Improve landscaping by protecting mature trees, extending shade tree planting and improves grassed area
   9b. Renew playground in accordance with the City's playground replacement program with social seating.
10. Create an outdoor forecourt (pedestrian zone) between new sports pavilion and Geelong Ballroom.
11. Upgrade and extend the pedestrian pathway network
    11a. Improve the pedestrian pathway network by connecting all activity areas with safe crossing areas and the existing shared use Tom McKean Trail
    11b. Improve the shared use track (Tom McKean Trail).
12. Develop a landscape improvement plan to protect mature trees and extend landscaping.
13. Bollard treatment around informal car park area to separate cars from open space area and shared use trail
14. Remove the boom gate and formalise car parking.
15. Prepare a traffic management and car parking plan for site.
16. School / overflow carpark

Warranties and Disclaimers

OTIUM PLANNING GROUP

Head Office:

304/91 Murphy Street

Richmond VIC 3121

ABN: 30 605 962 169

Phone: (03) 9698 7300

Email: info@otiumplanning.com.au

Web: www.otiumplanning.com.au

Otium Planning Group has offices in Auckland, Brisbane, Cairns, Christchurch, Melbourne, Perth and Sydney.

Otium Planning Group acknowledges the Australian Aboriginal, Torres Strait and South Sea Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and to Elders, past, present and emerging. Otium is committed to national reconciliation and respect for indigenous peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.

WARRANTIES AND DISCLAIMERS

The information contained in this report is provided in good faith. While Otium Planning Group has applied their own experience to the task, they have relied upon information supplied to them by other persons and organisations.

We have not conducted an audit of the information provided by others but have accepted it in good faith. Some of the information may have been provided 'commercial in confidence' and as such these venues or sources of information are not specifically identified. Readers should be aware that the preparation of this report may have necessitated projections of the future that are inherently uncertain and that our opinion is based on the underlying representations, assumptions and projections detailed in this report.

There will be differences between projected and actual results because events and circumstances frequently do not occur as expected and those differences may be material. We do not express an opinion as to whether actual results will approximate projected results, nor can we confirm, underwrite or guarantee the achievability of the projections as it is not possible to substantiate assumptions which are based on future events.

Accordingly, neither Otium Planning Group, nor any member or employee of Otium Planning Group, undertakes responsibility arising in any way whatsoever to any persons other than client in respect of this report, for any errors or omissions herein, arising through negligence or otherwise however caused.

CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104, Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG



Key Directions:

LEGEND

- Sports facility & open space improvements
- Community facility improvements
- Existing trees
- New trees & landscaping
- Accessible Carparking Space

1. Pavilion Improvements
   a) Stage 1 works include development of a change room facility supporting netball courts and WHC oval and relocation of fitness station. Priority improvements include providing unisex change rooms for netball, AFL, cricket and referees.
   b) Stage 2 works include refurbishing the Alex Rizun Pavilion to meet contemporary sporting standards
   c) Stage 3 works include future refurbishment of social facilities
2. Upgrade Geelong Ballroom with improved access, refurbished change rooms / toilets and kitchen.
3. Upgrade Hamlyn Heights Tennis Club facility.
   3a. Stage 1 works includes renewal of public courts and install lighting.
   3b. Stage 2 works includes refurbishment of tennis facility change rooms / toilets, kitchen and storage.
4. Main sports field improvements.
   4a. Install ball protection fence at the southern end of the main sports fields.
   4b. Install new boundary fence and upgrade sports field at time of renewal.
   4c. Replace coaches boxes.
5. Support improvements to Western Heights College sports field including training standard lighting, boundary fence and ball protection fence at northern end. Support the investigation of feasibility into a synthetic surface for the WHC sports field.
6. Support the development of a new multisport court stadium as part of the Stage 3 Master Plan for Western Heights College. Consider support facilities including change rooms if timing is suitable.
7. Improved pathways / landscaping to create better connection between active zones. Pathways to consider access and inclusion design features.
8. Create new social family recreation area in northern open space zone
   8a. Remove the scout's hall, retain the public toilet and include / enhance timber posts and railing along the northern boundary to remove vehicle access
   8b. Construct a new district level playspace, social seating, drink station and enhance landscaping through this zone
   8c. New improved bike pump track
   8d. Investigate surface improvement and irrigation to improve informal / formal sporting use
   8e. Install a ball protection fence beyond the bowlers run up.
   8f. Provide car park area including two Accessible spaces.
9. Landscape improvements to southern open space zone
   9a. Improve landscaping by protecting mature trees, extending shade tree planting and improves grassed area
   9b. Renew playground in accordance with the City's playground replacement program with social seating.
10. Create an outdoor forecourt (pedestrian zone) between new sports pavilion and Geelong Ballroom.
11. Upgrade and extend the pedestrian pathway network
    11a. Improve the pedestrian pathway network by connecting all activity areas with safe crossing areas and the existing shared use Tom McKean Trail
    11b. Improve the shared use track (Tom McKean Trail).
12. Develop a landscape improvement plan to protect mature trees and extend landscaping.
13. Bollard treatment around informal car park area to separate cars from open space area and shared use trail
14. Remove the boom gate and formalise car parking.
15. Prepare a traffic management and car parking plan for site.
16. School / overflow carpark

HB Arch architecture & planning
Except as allowed under copyright act, no part of this drawing may be reproduced or otherwise dealt with without written permission of HB Arch.

Hamlyn Park

Hamlyn Park Master Plan

Client	Otium Planning
Scale	1:2000 @A3
13/09/2022	For Discussion_DRAFT

email@hbarch.com.au

2.7. Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2022-2032

Source: **City Services**
Director: **Guy Wilson-Browne**

Purpose

1. To endorse the Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2023-2033 (SBCCMMP) to be submitted to the Department of Environment, Land, Water and Planning (DELWP) and the Minister for Energy, Environment and Climate Change for approval, following a 30-day period of community consultation.

Background

2. The draft Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan was prepared by the City and endorsed by Council for a 30 day period of community consultation. The SBCCMMP was placed on the City's Have Your Say page and notices were placed in the Government Gazette and state-wide newspaper in accordance with the State planning process. Community feedback was collated, and amendments were made to form the final plan.

3. Following Council adoption, the SBCCMMP will proceed to the DELWP and the Minister for Energy, Environment and Climate Change for approval.

Key Matters

4. The vision for the SBCCMMP is to prioritise the recognition, protection and enhancement of the Bellarine Southeast Coast coastal and marine ecosystems, whilst fostering cultural connection and community stewardship.

5. A suite of actions has been developed to guide investment and priorities over the next ten years and are to be reviewed and revised after five years in line with DELWP Coastal and Marine Management Plan Guidelines. Each action is ranked by priority.

6. Community consultation was undertaken within July and August 2022. Most of the feedback received supported the actions of the SBCCMMP. Changes suggested by DELWP were related to removing duplicated text in the SBCCMMP; providing improved links on how community consultation informed key directions in the SBCCMMP and stronger connections between the SBCCMMP and Southeast Bellarine Biolinks Masterplan (in development). Community consultation themes were mostly around including reference to nearby access paths, roads and other access infrastructure and considering a walking link between 6w and 7w from Bonnyvale Road to Ocean Boulevard.

RESOLUTION - Item 2.7

Cr Mason moved, Cr Asher seconded -

That Council endorse the Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2023-33 to be submitted to the Department of Environment, Land, Water and Planning and the Minister for Energy, Environment and Climate Change for approval.

Carried

Financial Sustainability

7. The SBCCMMP has been funded by the City and will be delivered as part of ongoing budget cycles. Grant opportunities will continue to be sourced like the recently acquired $270,000 Dunecare grant for weed control and restoration works in Buckley Park Foreshore Reserve.

Community Engagement

8. The draft SBCCMMP was released for community feedback through the HYS page for 34 days during July and August 2022. A notice was also published in a Victorian-wide newspaper and the Government Gazette. An online symposium of four sessions was organised after the original full-day event was cancelled due to COVID-19 impacts. Written submissions and 1:1 meetings were also conducted. The consultation received over 1000 views through the HYS page, with 28 written submissions. The DELWP has also provided feedback on the draft.

9. Most of the feedback received supported the actions of the SBCCMMP. Where suggestions were made, these have been reviewed and incorporated into the SBCCMMP where relevant. An analysis of key feedback has been undertaken and summarised in the engagement report **(Attachment 2)**.

10. Feedback received from the engagement activities has been considered and utilised to develop the City's Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2023-2033. The objectives, outcomes and actions in the SBCCMMP reflect community views and best practice in coastal and marine management.

Social Equity and Sustainability

11. The delivery of actions within the SBCCMMP will support community connection to nature and wellbeing by providing access to coastal and marine areas for passive recreation. Community groups are also active volunteers within Buckley Park.

12. Wadawurrung People's living cultural heritage and connection to Country will be supported throughout the implementation of the SBCCMMP through an ongoing partnership with the Wadawurrung.

Relevant Law/Policy/Legal Implications

13. The preparation of Coastal and Marine Management Plans is a requirement for coastal Crown land managers under the *Marine and Coastal Act 2018*. The City is also preparing a Corio Bay Coastal Marine Management Plan which will cover Crown land coastal areas surrounding Corio Bay.

14. The environmental features of the region provide habitat for threatened species and communities protected under international agreements, listed under the *Environment and Biodiversity Conservation Act 1999* and the *Flora and Fauna Guarantee Act 1988.* Protected flora and fauna include Coastal Moonah Woodland and Hooded Plover breeding areas.

Alignment to Community Plan and Vision

15. This report aligns with Our Community Plan 2021-2025 strategic priority:
    Healthy, caring and inclusive community.
    Sustainable growth and environment.

16. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    An inclusive, diverse, healthy and socially connected community.
    Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

17. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

18. There are no high or extreme risks associated with endorsing the SBCCMMP.

Environmental Sustainability

19. The SBCCMMP outlines the objectives and priority actions that will protect and enhance the environmental values of the coastal Crown land.

20. The coastal reserve is inaccessible by public roadway, with pedestrian access only at the urban edges. The reserve’s size (over 119 hectares) and remoteness make it particularly significant for conservation as it is not subject to the same pressures as other more accessible coastal reserves. It is an important biolink and provides habitat for many plants and animals of state and national significance including the endangered Hooded Plover.

21. Actions identified in the SBCCMMP will have no negative impacts to biodiversity.

22. The SBCCMMP will enable the:

    22.1. protection and enhancement of biodiversity values;

    22.2. protection and enhancement of threatened ecological communities;

    22.3. protection and enhancement of the *Environment and Biodiversity Conservation Act 1999* listed Hooded Plover;

    22.4. eradication of woody weeds from the site and a reduction of high threat herbaceous weeds;

    22.5. reduction in threats from pest animals including rabbits and foxes;

    22.6. understanding and preparedness for climate change impacts; and

    22.7. beneficial outcomes on social well-being by improving community access to nature.

Attachments

1. FINAL Southeast Bellarine Coast 4W Collendina Coastal and Marine Management Plan [**2.7.1** - 52 pages]
2. Changes to Draft Southeast Bellarine Coast. CMMP from stakeholder contributions Sept 22 [**2.7.2** - 4 pages]



THE CITY OF
GREATER GEELONG

SOUTHEAST BELLARINE COAST (4W–COLLENDINA)

COASTAL AND MARINE MANAGEMENT PLAN

CITY OF GREATER GEELONG

Contents

Acknowledgements **4**

Project acknowledgements 4

Ministerial foreword **5**

Mayor's message **6**

Executive summary **7**

Introduction **9**

Strategic context **11**

Policy context 12

Our planning framework 12

About the area **13**

Wadawurrung living cultural heritage 13

Present day management 14

Landscape 14

Planning overlays 16

Local industry 16

Local community 16

How we engaged **17**

Stakeholder engagement 17

Community engagement 17

Engagement informed plan 18

About this plan **19**

Plan overview 19

Values, issues and opportunities **20**

1. Acknowledge Traditional Owners rights, aspirations, and knowledge 20

2. Protect and enhance the marine and coastal environment 23

Natural features and landscapes 23

Cultural values and heritage sites 23

Value of marine and coastal Crown land 23

3A. Respect natural processes 26

3B. Strengthen resilience to climate change 26

4. Use and develop sustainably 31
Marine and coastal industries 31
Recreation and tourism 31
Buildings, structures, and access 32
5. Promote stewardship and collaborative management 35
Outcomes 37
Actions 39
Resource needs 43
Southeast Bellarine Biolink Master Plan 44
Implementation 46
Monitoring and evaluation 47
Monitoring five-year outcomes 47
Evaluation 47
Further consultation 48
Appendix 1 49
Bibliography 51

COVER IMAGE: Southeast Bellarine Coast

Acknowledgements

We acknowledge the Wadawurrung People as the Traditional Owners of the Lands, Waterways and Skies of Wadawurrung Country. We pay our respects to their Elders, past, present, and emerging. We Acknowledge all Aboriginal and Torres Strait Islander People who are part of our Greater Geelong community today.

The City of Greater Geelong is committed to genuinely partnering and meaningfully engaging with Wadawurrung Traditional Owners to support the protection of their Country, the maintenance of spiritual and cultural practices and the implementation of their Healthy Country Plan*: Paleert Tjaara Dja – Let's make country good together 2020–2030*.

PROJECT ACKNOWLEDGEMENTS

This plan has been developed in consultation with community and stakeholders from across the municipality. We would like to acknowledge the many individuals and organisations whose enthusiasm, commitment and contributions helped shape this plan.

COMMUNITY REPRESENTATIVE GROUP	PROJECT STEERING GROUP
Animal Justice Party	Wadawurrung Traditional Owners Aboriginal Corporation
Bellarine BirdLife Group	Barwon Water
Bellarine Catchment Network	Barwon Coast Committee of Management
Friends of Buckley Park	Borough of Queenscliffe
Friends of Ocean Grove Nature Reserve	Corangamite Catchment Management Authority
Geelong Environment Council	City of Greater Geelong
Geelong Field Naturalist Group	Department of Environment Land Water Planning
Ocean Grove and Barwon Heads Lions Club	Parks Victoria
Ocean Grove Coastcare Group	**LANDHOLDER GROUP**
Ocean Grove Community Association	Landholders adjoining the coastal Crown land and within the biolink region surrounding the Lonsdale Lakes.
Point Lonsdale Civic Association	
Queenscliff Community Association	
Queenscliff Environment Forum	
Swan Bay Environment Association	

We would also like to thank Barwon Coast Committee of Management, Borough of Queenscliffe and Hobsons Bay City Council for providing their Coastal and Marine Management Plans as guiding documents for this plan.

Ministerial foreword

A Coastal and Marine Management Plan is a public document, prepared under the *Marine and Coastal Act 2018* and approved by the Minister for Energy, Environment and Climate Change. It establishes an agreement between the Victorian Government, the land manager and the community as to how an area of coastal Victoria will be managed.

The Hon Lily D'Ambrosio MP
Minister for Energy, Environment, Climate Change

Mayor's message

On behalf of the City of Greater Geelong, and the Project Steering Group, I have great pleasure in presenting the Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan.

Since 2021, we have been working towards developing a management plan for the Southeast Bellarine Coast, which includes the foreshore dune running from 4W at Fellows Rd, Point Lonsdale, through Buckley Park Foreshore Reserve Collendina at Bonnyvale Rd. The plan considers the connectivity of the adjacent coastal lakes of the Lonsdale Lake Wildlife Reserve, moonah woodland and adjoining foreshore areas, which all work together to form an important landscape-scale biolink.

The release of the *Marine and Coastal Act 2018*, and subsequent strategy and policy, meant there was more emphasis on state-wide protection of marine environments. A marine spatial planning framework was also introduced. To address these changes, this coastal and marine management plan has been developed.

The cornerstone of this plan is the ongoing need to recognise, protect and enhance our natural areas. It has been informed by the views of the Wadawurrung Traditional Owners, a highly engaged community, private landholders, land managers and stakeholders.

To meet the needs of this unique, remote, and environmentally significant coastal environment, the plan focuses on management of the landscape, and best-practice action. As well as factoring in the increasing impacts of sea-level rise caused by climate change, it also considers the needs of an ever-growing number of locals and visitors, whose enjoyment of this coastline must be balanced against the need to protect the area for the benefit of future generations.



Cr Peter Murrihy

Mayor
City of Greater Geelong

Executive summary

The Bellarine Peninsula Southern Coast extends from the mouth of Swan Bay, Queenscliff around the head of Port Phillip Bay at Point Lonsdale, through the Southeast Bellarine Coast (Buckley Park Foreshore Reserve), on to the mouth of the Barwon River, and beyond to Breamlea.

There are four foreshore managers along the Bellarine Peninsula Crown land coastline:

- Barwon Coast Committee of Management – west of Bonnyvale Rd (at Collendina – just east of 7W), through to 42W (at the west end of Thirteenth Beach), which includes the lower Barwon River.
- Barwon Water – Black Rock section between 13th Beach and Bancoora
- City of Greater Geelong – Collendina (Bonnyvale Rd, just east of 7W) east to 4W, and
- the Borough of Queenscliffe – 4W through to the Point Lonsdale Lighthouse (1W), and into Port Phillip Bay.

Emergency Markers

The beach marker system (#W) is the used by emergency services as the location for a particular section of coastline. The Bellarine Peninsula Southern Coast includes the natural foreshore areas from 1W at Point Lonsdale through to 42W at the end of Thirteenth Beach, Breamlea.

The *Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan (CMMP)* relates to *only* the coastal Crown land managed by the City of Greater Geelong.

Beyond the coastal Crown land coastline lies the Lonsdale Lake Wildlife Reserve, comprising four lakes managed by Parks Victoria. These lakes are land locked by private land backing onto the dune system and contain a significant green break between townships, environmental values, conservation zones and farming land. Due to the connectivity of these environs and their inhabitants, the Lonsdale Lake system, extensive dune system and biolink has been considered in developing this Coastal and Marine Management Plan.

This Coastal and Marine Management Plan (see page 9) sets the vision, objectives, priority actions and outcomes we aim to achieve in this area over the next ten years. In formulating this plan, we have taken into account:

- legislative and policy directions provided by the Victorian Government
- *Bellarine Peninsula Distinctive Areas and Landscapes Statement of Planning Policy 2022*
- similar plans developed by the Barwon Coast Committee of Management and Borough of Queenscliffe
- Wadawurrung *Paleert Tjaara Dja: Healthy Country Plan 2020–2030*
- relevant City-led strategies, including the *Environment Strategy 2020–30* and *Settlement Strategy 2020*
- feedback provided by the Project Steering Group, Community Representative Group and Landholder Group
- views expressed by those who participated in a community engagement process.

In line with these inputs, the plan addresses:

- balancing the demands for greater visitation to the area with environmental protection
- supporting programs to care for, rehabilitate and protect natural habitats and biodiversity
- planning for the increasing effects of climate change
- increasing the level of community, user and stakeholder engagement in setting priorities.

A monitoring, evaluation, reporting and improvement plan will inform the ongoing development of the Coastal and Marine Management Plan. All activities will be supported by research, investigations and planning designed to help the City, in conjunction with the Project Steering Group, to prepare for, and respond to, both short-term issues and long-term changes.

PLAN OVERVIEW

Vision: Ensuring and replenishing coastal and marine ecosystems to support nature, whilst fostering cultural connection and community stewardship.

OBJECTIVES					
1. Acknowledge Traditional Owners' rights, aspirations & knowledge	2. Protect & enhance the marine & coastal environment	3a. Respect natural processes	3b. Strengthen resilience to climate change	4. Use and develop sustainably	5. Promote stewardship and collaborative management
Understand, acknowledge and act upon rights and aspirations of Wadawurrung People for Country.	Protect and enhance intrinsic values, and goods and benefits, of the marine and coastal environment.	Understand dynamic natural processes in planning for, and managing, risks to people and assets.	Understand current and future stressors and assess how well marine and coastal environments can cope with, and adapt to, change, and how that can be strengthened	Consider impacts and benefits of existing, as well as new, use and development on the environment, other users and prosperity of future generations.	Take a stewardship approach, build understanding and knowledge, engage and collaborate.
VALUES, ISSUES AND OPPORTUNITIES: How the local context is shaping our response (refer page 20)					
OUTCOMES: What we want coastal and marine management to achieve (refer page 37)					
ACTIONS: How we will achieve the outcomes (refer page 39)					
RESOURCE NEEDS: What we need to support sustainable marine and coastal management (refer page 43)					
IMPLEMENTATION: How we will track progress and identify opportunities for refinement (refer page 46)					

Introduction

The purpose of the *Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan* is to describe how the City of Greater Geelong will manage the Crown land coastal and marine areas of the Southeast Bellarine, working with Wadawurrung Traditional Owners and stakeholders.

This plan has been developed to complement the *Corio Bay Coastal and Marine Management Plan.* Together, both plans set the strategic direction for the management of Crown land coastal areas managed by the City (see Figure 1).



Figure 1: City of Greater Geelong's Crown land coastal areas to be managed under Coastal and Marine Management Plans

In *Greater Geelong: A Clever and Creative Future*, the thirty-year vision for the Greater Geelong region, the community described the uniqueness and significance of natural bushland, coastlines, wetlands, rivers and beaches as something they highly valued, stating a desire to preserve, enhance and grow these natural areas.

The Victorian Government's *Biodiversity 2037* plan includes ambitious targets to stop the state's declining biodiversity and achieve a net gain in the extent and condition of habitat across the terrestrial, waterway and marine environments. This emulates the values and programs set by the Wadawurrung Traditional Owners as part of the *Paleert Tjaara Dja: Healthy Country Plan 2020–2030*, as well as The City of Greater Geelong *Environmental Strategy 2020–30*, which aims to conserve the environment and achieve a net gain of biodiversity within Greater Geelong.

The Department of Environment, Land, Water and Planning's *Marine and Coastal Strategy 2022* establishes a state-wide direction for achieving the long-term outcomes outlined in the *Marine and Coastal Policy 2020*. It identifies priority actions to be completed over the next five years, which include:

- supporting Wadawurrung Traditional Owners to embed their rights and obligations into planning and management of the marine and coastal environment
- improving the condition and connectivity of habitats, and respect and care for marine and coastal areas
- supporting sustainable use and development of the marine and coastal environment
- adapting to impacts of climate change
- implementing integrated marine planning
- identifying the resource needs and funding for sustainable marine and coastal management.

This Coastal and Marine Management Plan has been structured to align closely with the legislation, guidelines, and government policy, including key objectives and outcomes. The plan presents:

- a vision and objectives that reflect community and stakeholder sentiment and align with legislative direction
- outcomes that convey the values and future aspirations for the coastal and marine environments of the Southeast Bellarine Coast and will guide actions.
- current and emerging issues, including those which may potentially threaten values
- objectives for the next 10 years
- priority actions for the short, medium and long term
- an implementation pathway and monitoring framework.

The Project Steering Group, Community Representative Group, Landholder Group and Greater Geelong community helped define the values, issues and opportunities. Ongoing community and stakeholder consultation and input helped inform the coastal and marine context, potential opportunities, and priority actions.

Strategic context

Coastal management reform in Victoria, led by the Department of Environment, Land, Water and Planning, has prompted new legislation, policy, and guidance material over recent years.

These reforms support coordinated coastal and marine management, providing the tools to identify and adapt to coastal hazards in the future. The *Crown Land (Reserves) Act 1978* enables local government to manage coastal crown land on behalf of the state government. Current coastal management arrangements are also driven by the *Marine and Coastal Act 2018.*

The planning and decision pathway outlined by the Department of Environment, Land, Water and Planning in the *Coastal and Marine Management Plan Guidelines 2022* is detailed in Figure 2.

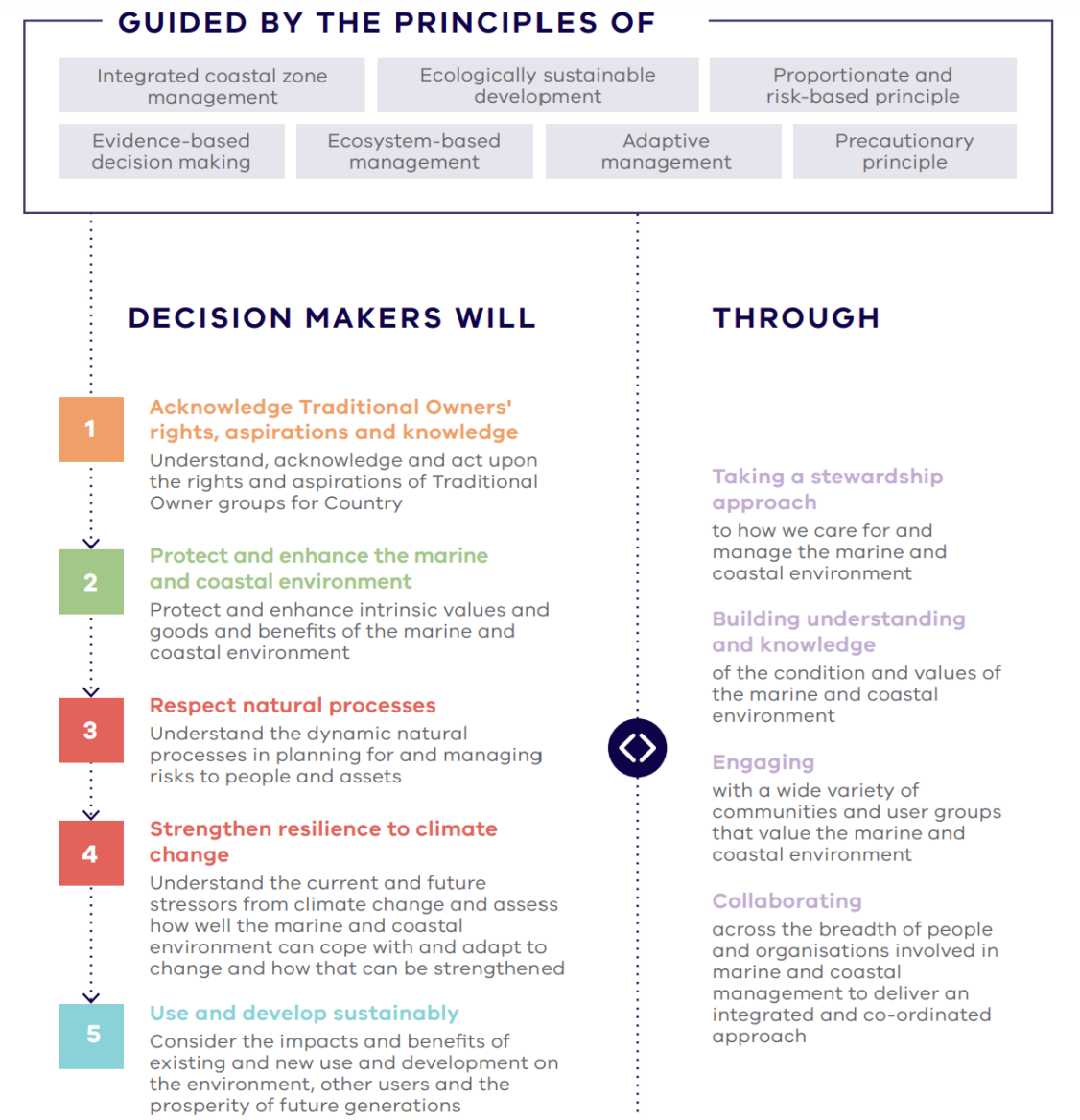


Figure 2: The Planning and Decision Pathway shows how the objectives and guiding principles of the Act should be used in decision making in the marine and coastal environment

POLICY CONTEXT

Table 1 shows the three levels of institutional arrangements that make up the core of coastal and marine management arrangements in Victoria – state, regional and local.

When factoring in all these institutional arrangements, coastal management becomes very complex. Consequently, there is a large range of relevant legislation, government policies, plans, reports and other documents that have been factored into the formulation of this plan. These are listed in Appendix 1.

Table 1: Coastal and marine planning hierarchy

Level	Document	Purpose
State	*Marine & Coastal Act 2018*	Sets state-wide direction for coastal planners and managers
	Marine & Coastal Policy 2020	
	Marine and Coastal Strategy 2022	
Regional	Corangamite *Regional Catchment Strategy to 2027*	Identifies regional values, issues and priorities and sets regional vision, guiding principles and strategic directions to guide local management
	Wadawurrung *Paleert Tjaara Dja: Healthy Country Plan 2020-2030*	
	Regional and Strategic Partnership agreements	
Local	*Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2023–2033*	Sets out the requirements and planning for a coastal area and includes actions and implementation arrangements describing proposed works for the area
	Southeast Bellarine Biolink Master Plan 2023-2033 (draft)	
	Local Strategies	

OUR PLANNING FRAMEWORK

The key City-led strategies that this plan must align with include our *Sustainability Framework 2020*, *Climate Change Response Plan 2021–30* and, in particular, Goal 4 of the *Environment Strategy 2020–30* (see box inset).

Goal 4: Protect, enhance and restore biodiversity.

Principles:

- Collaborate with the Wadawurrung Traditional Owners to connect culture and biodiversity
- Protect and enhance indigenous biodiversity
- Adaptive management approach to biodiversity conservation.
- Build community knowledge, engagement and partnerships.

Source: The City of Greater Geelong Environment Strategy 2020–30

About the area

Areas of state significance occur along the Bellarine Peninsula Southern Coast and extend between settlement boundaries from Queenscliff through to Point Lonsdale in Port Phillip Bay, before following a remote southern coastal dune system for approximately 10 kilometres to Ocean Grove. It then extends along the Spit, Barwon River estuary and the Barwon Bluff at Barwon Heads, and through to Breamlea.

The City is the land manager responsible for the Southeast Bellarine Coast foreshore reserve (part of Buckley Park Foreshore Reserve) from 4W to Collendina (from Fellows Road, Point Lonsdale to Bonnyvale Road, Collendina) – a narrow linear coastline area of 119 hectares that is approximately 5 kilometres long and 200 metres wide. This area is recognised as state significance, as highlighted in Figure 3 below.

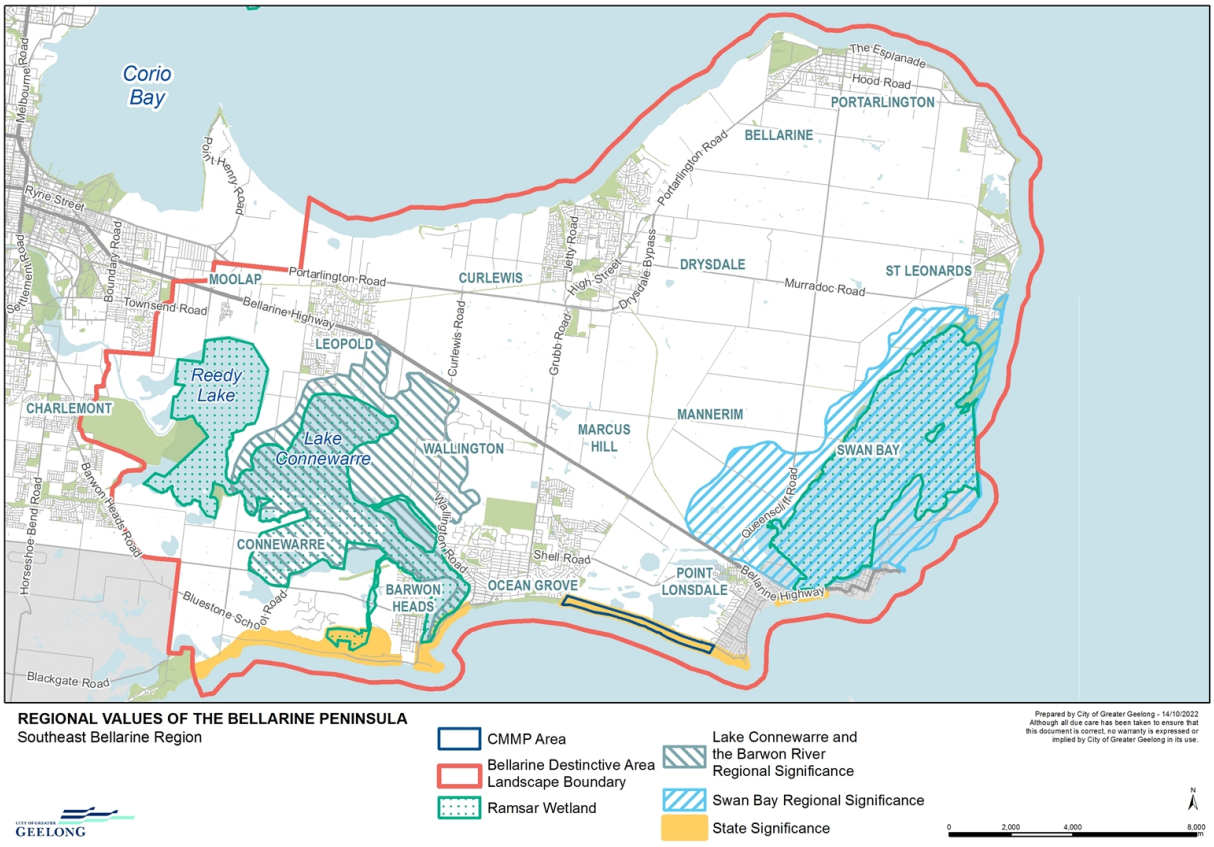


Figure 3: State and regional* environmental values of the Bellarine Peninsula

*The entire Bellarine Peninsula within the Distinctive Areas and Landscapes boundary is recognised as regionally significant (Bellarine Northern Coast and Central Hills Landscape, Lake Connewarre and Barwon River Landscape and Swan Bay Landscape). This excludes the settlement boundaries.

WADAWURRUNG LIVING CULTURAL HERITAGE

The Wadawurrung Traditional Owners continue to be the first custodians of this coastline, and the bountiful lands, waters and seas of the Bellarine Peninsula which is rich in Wadawurrung living cultural heritage. Wadawurrung People have a strong connection to Country and continue to play an important role in the land, water and natural landscape.

The Wadawurrung Traditional Owners Aboriginal Corporation are the Registered Aboriginal Party for the region under the Victorian *Aboriginal Heritage Act 2006*. Wadawurrung People have continually occupied the Geelong / Djilang area for over 30,000 years. Their Country extends from the Otway Ranges to the Werribee River / Wirribi Yalluk, incorporating the Bellarine Peninsula and Geelong. The Bengalat Balug clan were the custodians of the Bellarine Peninsula area.

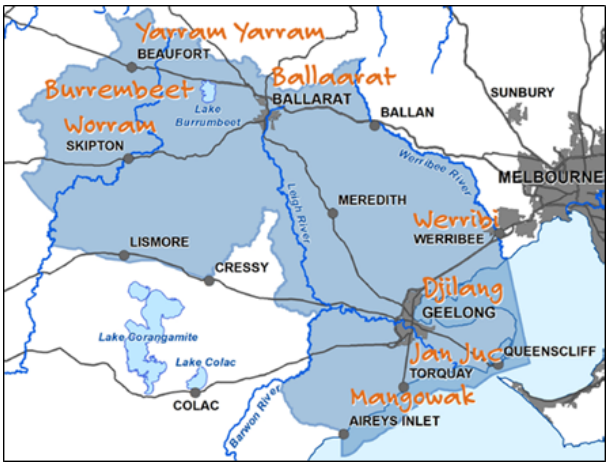


Figure 2: Map of Wadawurrung Country

Wadawurrung People concentrated occupation in the coastal zone and in particular the Moonah Woodlands and freshwater wetlands, the open woodlands of the Bellarine Peninsula, and along river flats and swamps, where seasonal food availability was plentiful. The beach interface, dune system, woodland and wetland environments of the Bellarine Peninsula Southern Coast area would have provided an abundance of food and resources to Wadawurrung people.

The Peninsula is named after the Wadawurrung word ‘Bellawiyn’ which means ‘bended elbow’ and fire – ‘a place to rest around the fire’. The Victorian Aboriginal Heritage Register (VAHR) indicates that there are hundreds of registered archaeological sites, which reveal a long period of residency and utilisation by Wadawurrung People on the Peninsula. The reserve contains a rich and important heritage of middens, surface scatters, domestic remains and stone artefacts – indicators of past occupation. Figure 4 outlines the boundaries of Wadawurrung Country.

PRESENT DAY MANAGEMENT

While Wadawurrung Traditional Owners continue to play a vital role in managing Country, the designated land manager for the Bellarine Peninsula Southern Coast foreshore rests with the City (4W to Collendina) and adjacent land managers. Both Barwon Coast Committee of Management (2020-2025) and Borough of Queenscliffe (draft) have Coastal and Marine Management Plan’s in place to support adjacent coastlines. This Coastal and Marine Management Plan completes the Crown land foreshore between these two land management areas. (see Figure 5 for the management boundaries of the Bellarine Peninsula Southern Coast).

LANDSCAPE

The Southeast Bellarine Coast relates to the coastal dune system located in the City of Greater Geelong Local Government Area. The area is one of great natural beauty featuring unique landscapes and a diversity of coastal ecosystems. It comprises a well-vegetated barrier dune system that defines a low-lying hinterland of moonah woodland. The landscape behind the coastal crown land reserve is intrinsically linked via water flows from Bonnyvale wetlands, through the natural saltmarsh and coastal wetlands of the Lonsdale Lakes Wildlife Reserve, and then on to Swan Bay, an internationally listed Ramsar wetland.

The 119-hectare coastal dune reserve forms part of the green-break biolink between the Ocean Grove and Point Lonsdale urban fringes. It has significant cultural heritage and historical sites and plays a vital role in protecting the coast from climate change impacts.

At a landscape scale, the combined terrestrial, wetland, coastal and marine environments make this one of the largest and most important places for biodiversity remaining on the Bellarine Peninsula. The precinct *Southeast Bellarine Biolink Master Plan* (see page 44) will address this broader cross-jurisdiction landscape.

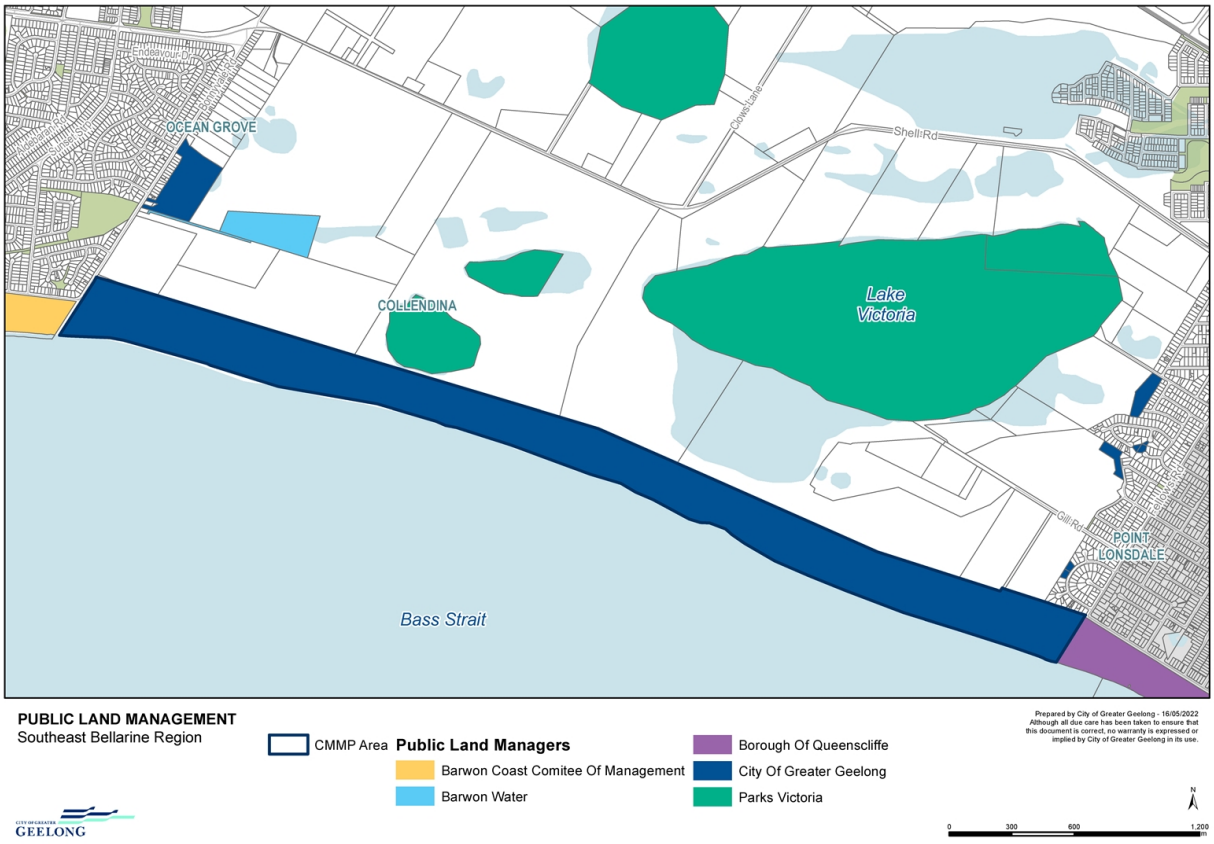


Figure 3: Crown land managers in the Southeast Bellarine region

PLANNING OVERLAYS

The completion of the *Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan* coincides with the delivery by the Department of Environment, Land, Water and Planning Distinctive Area and Landscape legislation. The Victorian Government has legislated to protect and enhance Victoria's distinctive areas and landscapes, so they can be enjoyed by current and future generations. Parts of the City of Greater Geelong and all the Borough of Queenscliffe, which together constitute the Bellarine Peninsula, were declared a distinctive area and landscape under section 46AO of the *Planning and Environment Act 1987* (the Act).

The Bellarine Peninsula Distinctive Area and Landscapes *Statement of Planning Policy (2022)* aims to conserve and enhance the significant landscapes, environment, biodiversity and cultural heritage of the region. It sets a 50-year vision that identifies the values, priorities and preferences of the Victorian community in relation to the distinctive attributes of the declared area, including preferences for future land use, protection and development. Importantly, the planning policy also includes protected settlement boundaries to help assure local communities about the direction of future growth of settlements in the declared area. Objective Three is 'To conserve and enhance the significant biodiversity, ecological and environmental values of the declared area.'

The remaining green-break area is listed as a regionally significant landscape, as well as a biodiversity connection. Ocean Grove and Point Lonsdale are located adjacent to this State Significant landscape, and close to areas of Wadawurrung living cultural heritage and areas of high biodiversity value. As such, they should be protected from urban encroachment. Protected settlement boundaries are now being implemented for both Ocean Grove and Point Lonsdale townships to restrict development and encroachment.

LOCAL INDUSTRY

Historically, the Bellarine Peninsula has been dominated by agricultural and tourism industries, with seaward connections to Melbourne and Sorrento across Port Phillip Bay.

Visitor usage to the reserve can increase by 150 per cent during peak periods, which can negatively impact on biodiversity values. As pressure on the green break between the townships of Ocean Grove and Point Lonsdale continues to increase, high community usage and even greater numbers are expected during peak summer periods.

The adjacent land is still listed as an extractive industry interest area, which is in direct conflict with the environmental values outlined previously. While this state overlay is an information layer, only indicating where natural resources *could* be extracted, both the Wadawurrung Traditional Owners Aboriginal Corporation and the City have requested this overlay be removed to avoid conflicting values.

LOCAL COMMUNITY

The City of Greater Geelong Local Government Area has an estimated population of 269,502 people (2021 census) with population growth forecast to increase 43.17% to 2041. This is an estimated 118,569 extra Geelong residents across the region between 2021 and 2041.

With population growth expected, the number of people using the publicly accessible areas and associated threats (such as dogs, increased fire risk, erosion, vegetation destruction, pollution and litter) will increase. In terms of use, this coastal area does not form part of a recreation node and as such there is no future anticipated requirement to fulfil such a role.

How we engaged

This plan sets the strategic direction for our marine and coastal management arrangements for the next 10 years and has been informed by community and stakeholder input.

The framework, including the vision, aims to reflect expectations and aspirations for the Southeast Bellarine Coast.

The following is a short summary of key engagement activities with stakeholders and the community. Further feedback has been incorporated into Section 6.

For full details about the engagement process, refer to Supplement A – Engagement Report.

STAKEHOLDER ENGAGEMENT

All coastal and marine areas have a wide range of stakeholders. In addition to land managers, there are various public and private agencies, landholders and community groups each with unique values, interests, and concerns.

To meet the needs of this diverse range of users, activities and priorities is complex and required a considered and clear method.

A stakeholder engagement plan was developed to inform the engagement throughout the development of the plan. Key to the stakeholder engagement were:

1. The Project Steering Group
2. The Community Reference Group.
3. Landholder Group

For a full list of stakeholders who contributed, please refer to the Acknowledgements on page 4.

COMMUNITY ENGAGEMENT

During the community engagement process, we received 385 online contributions from community members about usage of the space and many more through open house and formal meetings. The top three uses identified were:

1. access to ocean/beach
2. nature walks
3. walking/running.

The Bellarine Peninsula community and visitors value the remoteness and environmental significance of the Southeast Bellarine Coast, along with accessibility for passive recreation, cultural heritage and diversity of its coastal and marine areas.

These areas are used and enjoyed in a variety of ways, including:

- recreational opportunities, which can be improved with better facilities for access and enjoyment
- community benefits, such as open space, clean air and water, natural beauty and views, peace and serenity
- a healthy environment that supports unique and diverse ecosystems, and is enhanced by conservation initiatives
- a connection with cultural heritage, history, character, and identity
- environmental engagement activities.

As the coastal zone plays an important role in the lifestyle of Bellarine Peninsula residents and visitors, the increasing pressures from development and growth, as well as a changing climate, need to be carefully managed. Cohesive and coordinated strategic coastal management is essential for the City to retain a balance between protecting natural values, and the community's desire for increased use and access.

Visitors use the public areas via formalised access points, with the majority engaging in passive recreation such as running, nature walking, dog walking or birdwatching. This aligns with the community responses to the values and threats of the area, with a high level of appreciation for conserving and protecting this region for its natural values.

Some threats identified by the community included illegal uses of the reserve such as mountain bike riding, horse-riding, fires and destruction of vegetation. While all these threats have been observed and reported, continued efforts from land managers, private landholders and police have mitigated these activities.

One other significant threat identified and highlighted by the community, was people walking dogs off-leash during restricted periods. This activity poses an ongoing threat to beach nesting birds and wildlife using this area.

ENGAGEMENT INFORMED PLAN

The input from community, stakeholders, the Project Steering Group, Community Reference Group and Landholder Group have informed the values, issues and opportunities of this Coastal and Marine Management Plan.

Extensive engagement and wide-spread stakeholder input have been vital in informing the key directions and priorities of the plan to ensure alignment to community desires for the management of this coastal Crown land. The outcomes and implementation actions are positioned to mitigate the threats and challenges raised during the consultation process, to ensure the values of the Southeast Bellarine Coast are protected and enhanced.



Image 1: City Nature Reserves Staff conducting site tours as part of the community engagement process.

About this plan

The Coastal and Marine Management Plan has been deliberately designed to strongly align with the Victorian Government's *Marine and Coastal Policy*.

In aligning with the policy, it ensures the plan meets the legislative requirements set under the *Marine and Coastal Act 2018* and supports integrated marine planning along all areas of coastline. To highlight this alignment, the objectives have been colour coded in a manner that is similar to the state policy (see Table 2).

The plan is also designed to align with Goal 4 of *The City of Greater Geelong Environment Strategy 2020–30* (see Our Planning Framework on page 11).

PLAN OVERVIEW

Vision: Healthy and resilient coastal and marine ecosystems where nature thrives, whilst fostering cultural connection and community stewardship.

OBJECTIVES					
1. Acknowledge Traditional Owners' rights, aspirations & knowledge	2. Protect & enhance the marine & coastal environment	3a. Respect natural processes	3b. Strengthen resilience to climate change	4. Use and develop sustainably	5. Promote stewardship and collaborative management
Understand, acknowledge and act upon rights and aspirations of Wadawurrung People for Country.	Protect and enhance intrinsic values, and goods and benefits, of the marine and coastal environment.	Understand dynamic natural processes in planning for, and managing, risks to people and assets.	Understand current and future stressors and assess how well marine and coastal environments can cope with, and adapt to, change, and how that can be strengthened	Consider impacts and benefits of existing, as well as new, use and development on the environment, other users and prosperity of future generations.	Take a stewardship approach, build understanding and knowledge, engage and collaborate.
VALUES, ISSUES AND OPPORTUNITIES: How the local context is shaping our response (refer page 20)					
OUTCOMES: What we want coastal and marine management to achieve (refer page 36)					
ACTIONS: How we will achieve the outcomes (refer page 38)					
RESOURCE NEEDS: What we need to support sustainable marine and coastal management (refer page 42)					
IMPLEMENTATION: How we will track progress and identify opportunities for refinement (refer page 43)					

Values, issues and opportunities

Through consultation with community and stakeholders, perspectives and experiences have been used to establish values, issues, and opportunities for the marine and coastal areas of the Southeast Bellarine managed by the City of Greater Geelong.

1. ACKNOWLEDGE TRADITIONAL OWNERS RIGHTS, ASPIRATIONS, AND KNOWLEDGE

Understand, acknowledge, and act upon the rights and aspirations of Wadawurrung People for Country

The Wadawurrung Traditional Owners Aboriginal Corporation are the Registered Aboriginal Party for this region. Wadawurrung People have and continue to maintain a strong connection with their lands, waters and seas.

Wadawurrung People hold many important stories and experiences to be shared from living with this 'Bellawiyn' landscape. Wadawurrung storytelling explains changes in their lands and seascapes, their interactions with flora and fauna, and their relationships with significant sites – from places of ritual and ceremony to activities of everyday life.

We respect the Wadawurrung Traditional Owners' rights to self-determination, so that their aspirations for lands, waters and culture are realised through transfer of relevant decision-making powers. Wadawurrung traditional ecological knowledge and practices inform planning, land and water-management decisions, and help protect the environment and biodiversity. The Southeast Bellarine Coast is respected as a place of significance to the Wadawurrung People.

The community value the cultural heritage of this region with many contributions highlighting the need for greater appreciation, acknowledgment and signage links across this landscape. There is an opportunity to learn marine and coastal knowledge and practices of Wadawurrung People because of this long custodianship. Through appreciating and acknowledging this history, there is the opportunity to draw from these experiences in our management approaches, protecting and enhancing what has come before, and enabling its continuation in the future. There are many sites of cultural significance throughout the Bellarine Peninsula Southeast Coast, many of which remain undocumented. Figure 6 shows the existing 'Area of Cultural Heritage Sensitivity' overlay.

Support for Traditional Owners is essential in the integration of their *Paleert Tjaara Dja: Healthy Country Plan 2020–2030* principles and programs in this plan. Table 2 outlines the values, issues and opportunities for acknowledging Traditional Owners rights, aspirations and knowledge. As the Caring for Country team is established, opportunities for increased guidance, on-site representation and delivery by the Wadawurrung will ensure greater understanding and knowledge sharing to enable their *Paleert Tjaara Dja* - Let's 'make Country good together' approach.

Table 2: Values, issues, and opportunities for acknowledging Wadawurrung Traditional Owners rights, aspirations and knowledge

Values	Issues	Opportunities
• Respect and acknowledgement for Wadawurrung Traditional Owners and their cultural, ancestral, spiritual and historical connections to Country • Wadawurrung People's right to access and care for Country • Wadawurrung cultural sites and places • Bush tucker, medicines and resources • Protection of native animals including birds • Connectivity with Country, including Coastal and Sea Country	• Genuine engagement from the beginning of decision-making processes that support cultural governance • Lack of coordination between land managers • Disconnection between Traditional Owners and Country • Lack of recognition, acknowledgement and understanding of the Wadawurrung • Lack of capacity • Inappropriate visitation • Lack of knowledge of cultural heritage by broader community	• Strengthen partnerships with Traditional Owners and develop understanding of self-determination and expectations under the guidance of the *Paleert Tjaara Dja:* Healthy Country Plan 2020-30 • Protect and retain culturally significant sites and connections to Country • Provide opportunities for re-connection with Country • Promote Wadawurrung language through naming of Country and connection along the entire Bellarine Peninsula Southern Coast • Promote connection to Country, share stories through walking tours, interpretative signage and so on • Investigate management and leadership practises under co-custodianship • Develop integrated and inclusive cultural heritage management with the Caring for Country team

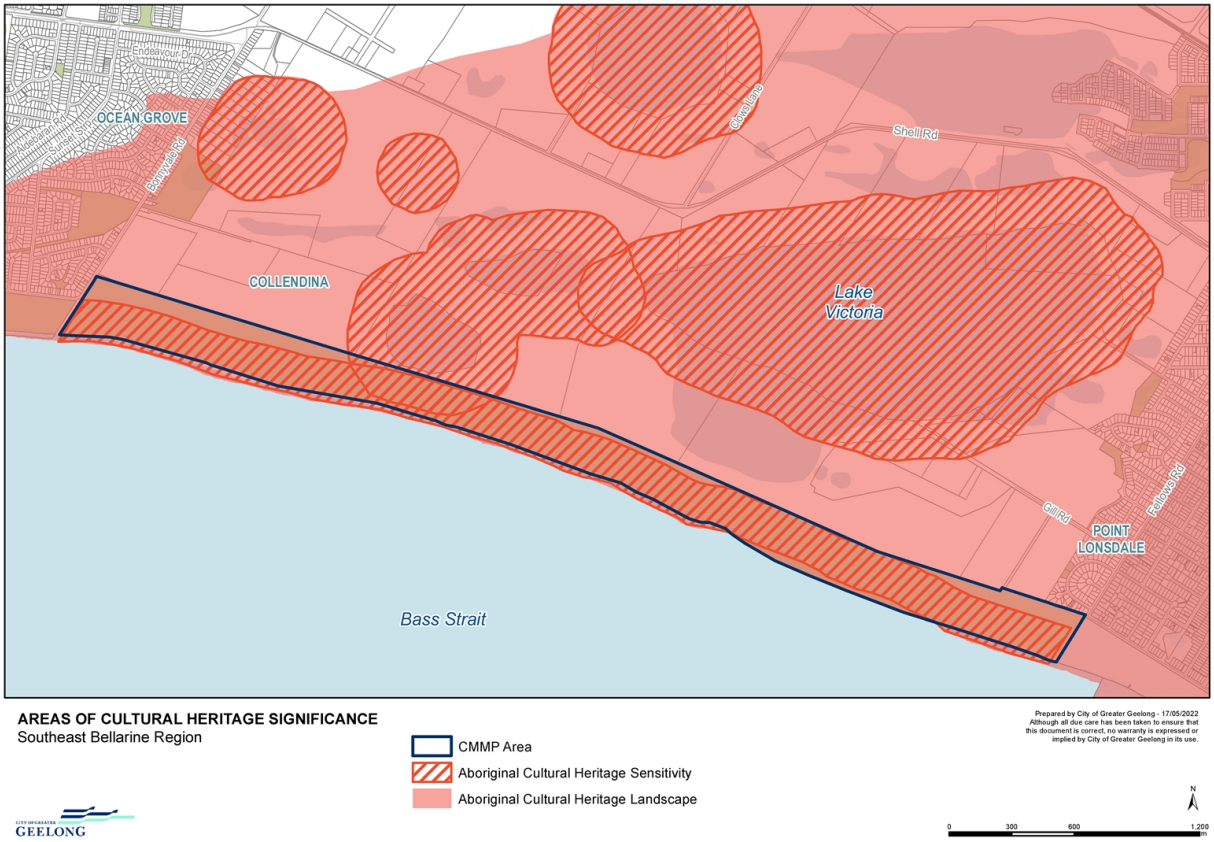


Figure 6: Areas of Aboriginal Cultural Heritage significance in Southeast Bellarine Coast region

2. PROTECT AND ENHANCE THE MARINE AND COASTAL ENVIRONMENT

Protect and enhance intrinsic values, goods and benefits of the marine and coastal environment

Natural features and landscapes

The Southeast Bellarine Coastal area brings together coastal wetlands, woodlands and a foreshore of sandy beaches, and an endemic marine environment. These diverse ecosystems help to sustain unique and important flora and fauna communities, including rare and threatened species, such as the Hooded Plover and migratory birds (Figure 7). The environmental values in the Southeast Bellarine Coast are highly regarded by the community, with the majority wanting this area to protected and enhanced for nature.

The City developed their *Hooded Plover Conservation Action Plan 2019* to manage the preservation of this threatened species. This stretch of remote coastline supports breeding and foraging grounds for many resident and migratory birds, with increased population and climate change identified as the major threatening factors. Figure 7 outlines Hooded Plover use.

The coastal and marine zone supports resident and migratory shorebird species, Moonah woodland, nearshore reef and other marine communities. Management requires a holistic approach, from catchment to coast, to ensure the health of the entire Bellarine Peninsula Southern Coast, and broader Swan Bay catchment, is maintained.

The Southeast Bellarine Coast is close to the Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar sites of Swan Bay and Lake Connewarre. It is an important biolink and refuge site for bird and vegetation biodiversity across the region. The Lonsdale Lakes have been identified in the review of Ramsar wetlands across the region, due to its important role in supporting migratory bird populations, including those species that move between the coast and lakes.

A rich and diverse environment in close proximity to urban living is quite unique. Community and visitors are able to enjoy open space, natural beauty, and views across the bay and Southern Ocean. These areas are dynamic and constantly changing, and this must be recognised and reflected in how we manage and enjoy these areas into the future. There are opportunities to find integrated and innovative ways to protect and enhance these vulnerable communities and ecosystems, and to bring broader recognition of their importance (Table 3).

Cultural values and heritage sites

In addition to the extensive Wadawurrung history, more recent history has seen military use, shipwreck and salvage, as well as growth and evolution of the region through urban development and tourism sectors. The legacy of these cultural relics remain as heritage sites, along with historical stories and experiences. This history is valued by local residents and visitors to the Bellarine Peninsula, and it is important to find opportunities to share this knowledge with current and future generations. As a maritime area, these heritage sites can include shipwrecks and archaeological remains of early coastal settlements.

Value of marine and coastal Crown land

Marine and coastal areas are valued in a variety of ways. As well as enjoyment and recreation, these areas support carbon and nitrogen sequestration, and a healthy ecosystem supports coastal resilience and acts as a buffer from hazards. Some values are tangible, others more intangible.

Victoria's Crown land areas, including the marine environment, are intended for the benefit of all. Management requires coordination and balance to ensure use and enjoyment is sustainable, natural processes are respected, and broader impacts and connections to activities and networks in surrounding areas are considered.

Table 3: Values, issues and opportunities to protect and enhance the marine and coastal environment

Values	Issues	Opportunities
• Ecosystems and habitats including: - Bellarine Peninsula South Coast, area of State Significance - Cliff habitat - Sand beach - Intertidal surf zone - Intertidal rocky reef - Off-shore marine reef • Threatened fauna: – 1 nationally endangered – 11 state-listed – several internationally significant migratory and local shorebirds • Threatened flora: – 3 rare, 1 vulnerable species – 17 of regional significance – bush bird habit – one EVC Community vulnerable – one Flora-and-Fauna-Guarantee-listed community • Natural landscapes including: – Green space, scenery, aesthetic value – Remote and 'wild' – Fresh, clean air – Views to Port Phillip heads • Non-polluted, litter free environments • European heritage including Maritime history and Military heritage • Living heritage cultural sites and values • Access to enjoy and learn about the natural environment • Marine and coastal Crown land, including public access and use as a shared community resource	• Increased visitation and climate change pressure on beach nesting bird breeding and foraging areas. • Impacts on fauna using both the dune and beach areas of the Southeast Bellarine Coast • Conflict with recreational use (for example, dogs off-leash in on-leash dog areas, illegal tracks) • Weeds and pest species • Illegal vegetation clearance • Nearby development, changing the character of the area • Noise pollution from motors (boats) • Waste management, litter, fishing waste, wildlife entanglements	• Protect and enhance: - Native coastal vegetation - Monitoring of shore/bush birds and their habitat and identify further actions to support conservation - Marine habitat - Dune systems and buffers • Promote, communicate, and enforce regulations: – illegal vegetation clearing – zoning, such as conservation areas, fishing, dog controls and so on. • Promote and enhance interaction with, and education about, the natural environment and mitigation of threats • Protect and celebrate living cultural heritage and historic heritage values • Engage with other stakeholders (land managers, landholders, community groups, residents, tourists) for cross-jurisdiction collaboration and management • Consistent naming, messaging and signage across the entire Bellarine Peninsula South Coast • Increased protection for coastal Crown land • Lonsdale Lake Wildlife Reserve be recognised as a Ramsar site for increased biolink and environmental protection or the region

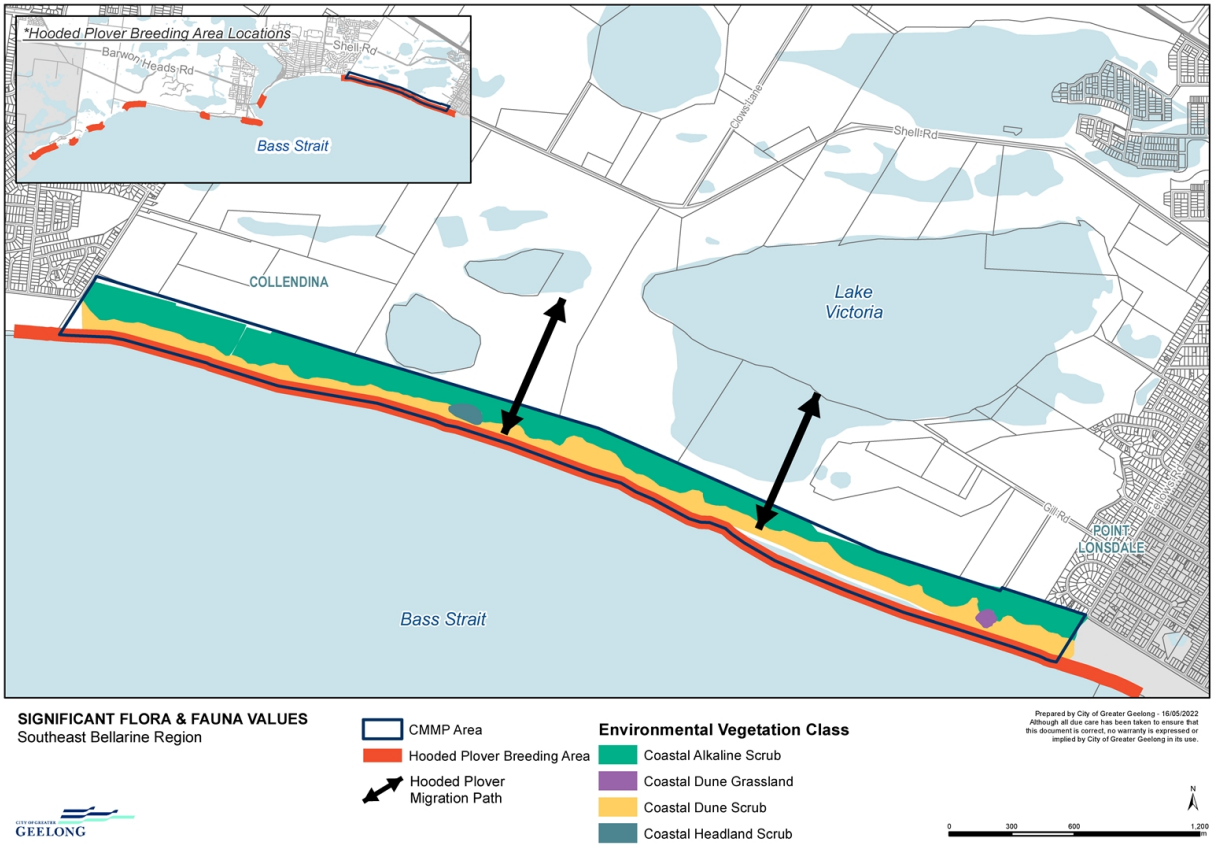


Figure 7: Significant fauna and flora values in Southeast Bellarine coast

3A. RESPECT NATURAL PROCESSES

Understand the dynamic natural processes in planning for and managing risks to people and assets.

3B. STRENGTHEN RESILIENCE TO CLIMATE CHANGE

Understand the current and future stressors from climate change and assess how well the marine and coastal environment can cope with and adapt to change and how that can be strengthened.

Proximity to the coast is one of the benefits of living in Greater Geelong and the Bellarine Peninsula. However, this means there is only a small buffer between land and sea. Southeast Bellarine Coast 4W–Collendina forms the central to eastern sector of the Bellarine Peninsula Southern Coast. It is a gently curving embayment approximately 5 kilometres in length that is bounded by the headlands of The Barwon Bluff in the west and Point Lonsdale in the east. The continuous dune limestone ridge (20 metres high) from Point Lonsdale to Ocean Grove, which underlies the reserve, has the profile of a coastal barrier with a broad crest (200-metres wide). The integrity of this barrier system is essential in protecting low-lying areas from coastal flooding in high tide and during storm tide events. These coastal hazards are likely to increase with rising sea levels and increasing storms.

The current coastal processes along the Victorian southern coast show very few sandy sections have been stable, or shown sustained accretion or advancement, in recent decades. The Southeast Bellarine Coast accumulated through blown sand dunes, which were piled up against and in front of the former sea cliff assisted by vegetation (including pioneer species that establish on new sand deposits and can withstand burial).

There are 18 substantial blow-outs along the backshore, ranging from less than 50 metres to over 200 metres in width, making up 12 per cent of the dune system surface area. Changes to vegetation retention, due to increased wave and wind action, erosional processes and increased anthropogenic impacts (Figure 9), can greatly influence the integrity of the dune face. Figures 12 and 13 indicate blowout eroded areas.

This is an ocean coast, subject to deflected ocean swell arriving predominantly from a southerly to south-westerly direction. Swell waves are amplified by local winds and the dominance of westerly winds, particularly during storms, results in a movement of water both eastwards and towards the coast. There are sectors of rocky shore platforms exposed at low tide outlined in Figure 10. This combination of swell and storm waves generates a long-term northeast sand drift towards the eastern Bellarine Peninsula coast and the entrance to Port Phillip Bay.

Climate change influences may see increased denudation of dunes. Sand shift exacerbation may gradually exhaust the beach, with the intertidal zone cut away to expose more rocky shore platforms. Figure 11 shows current intertidal reef habitat. Rising sea levels, storm surges and coastal erosion also threaten Wadawurrung living cultural heritage and historic heritage sites, many of which are within, or near, coastal reserves. Scouring of the dune toe also has implications for Hooded Plover nesting sites and juvenile feeding potential.

Urbanisation sees the coastal zone intersecting with a assets and infrastructure – access points and other coastal structures. The legacy of past coastal management and use also presents a challenge. The surrounding landscape has been modified by European activities, including quarrying many of the shell beds and calcarenite ridges, draining and diverting of coastal wetlands behind the coastline, shoreline landscaping and other engineering works, with deliberate and accidental removal and/or introduction of plant species that impact on coastal landform processes.

Current management includes works to retain the expected coastal experience, which is highly valued by the community. It is imperative that ongoing safe access for passive recreational activities is maintained, modifying existing structures and landforms to withstand increased coastal impacts. We want to improve and enhance the foreshore areas and maintain the coastal barrier integrity to protect low-lying areas of the community on the Bellarine Peninsula, including private land and Point Lonsdale and Ocean Grove townships (Figure 8).

The *Greater Geelong Planning Scheme 2020* has been amended to ensure land subject to coastal hazards has been identified to help reduce risks to public safety and damage to properties. Improved understanding of potential coastal

hazard risk, opportunities for adaptation, and future planning and decision-making, will improve preparedness to respond and recover following hazard events (such as flooding in adjacent areas and erosion).

In addition, our *Sustainability Framework 2020*, *Climate Change Response Plan 2021–30* and *Environment Strategy 2020–30* detail the actions we'll take to support coordinated and collective action to achieve net zero community emissions and increase the resilience of our region to the impacts of climate change. Values, issues and opportunities are listed in Table 4.

Table 4: Values, issues and opportunities to respect natural processes and strengthen resilience to climate change

Values	Issues	Opportunities
• Natural coastal processes including the creation/ maintenance of natural areas – wetlands, sediment transport, beaches and so on • Natural protection in dunes, and rock outcrops from coastal hazards • Coastal green breaks providing cool areas and reducing urban heat • Disaster management to ensure human health and safety • Public and private property asset protection • Engineering and coastal management initiatives to strengthen resilience of foreshore • Integration of coastal hazard and climate change planning into City processes	• Sea level rise • Coastal flooding impacting on surrounding environmental, urban and infrastructure values • Erosion impacting on values • Potential Increase in severity, frequency and magnitude of storm events • Changes in the beach and nearshore sediment profile resulting from storm events • Climate change impacting on changed wave regime that persistently removes sand from beaches, transferring it alongshore and offshore, leading to recession of foredunes • Limited monitoring and local data on sand movement and wave climate • Management processes – reviewing and updating coastal hazard predictions incorporating the most recent climate science	• Strengthen understanding of local coastal processes, and emerging coastal hazards • Increase community awareness and understanding of changing climate and the dynamic coastal and marine environment • Assess impacts of climate change and beach profile on Hooded Plover and beach-nesting breeding success and undertake research into methods for mitigating scouring impacts on nesting sites and juvenile feeding potential • Increase adaptation measures as required, including: embed consideration of coastal hazards into decision making and design, integrate the latest hazard mapping into disaster management planning, upgrade infrastructure to accommodate or withstand changing conditions, promote and integrate innovative management such as nature-based adaptation, bioengineering, living seawalls • Identify adjacent areas for suitable environmental offset and refuge to mitigate the impacts of climate change • Respect, understand and work with sediment shift and natural coastal processes

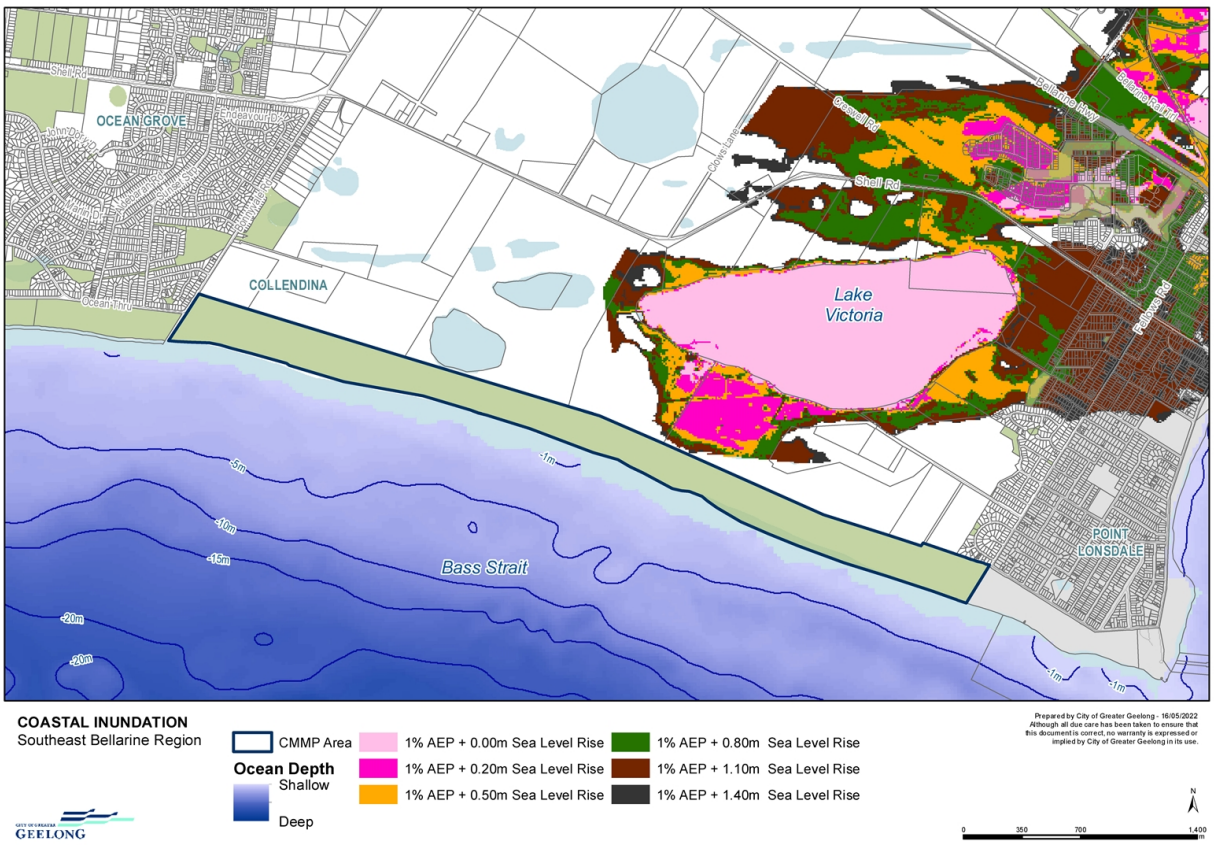


Figure 8: Bathymetry and Sea Level Rise predictions of the Southeast Bellarine Coast region



Figure 9: Foot traffic showing deviation from track erosion at 6W access

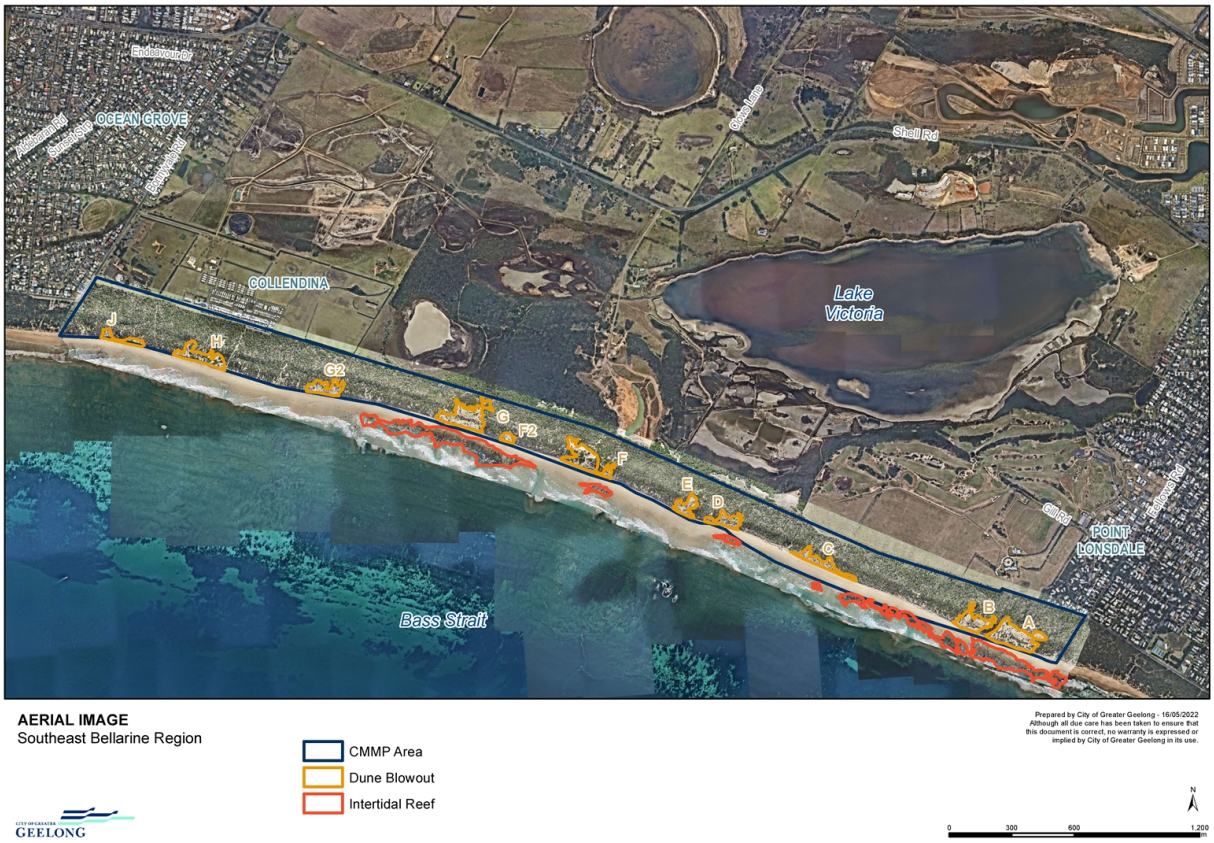


Figure 10: Southeast Bellarine Coast with blowout erosion and intertidal reef mapping



Figure 11: Southeast Bellarine Coast intertidal reef habitat



Figure 12: Trough Blowout E

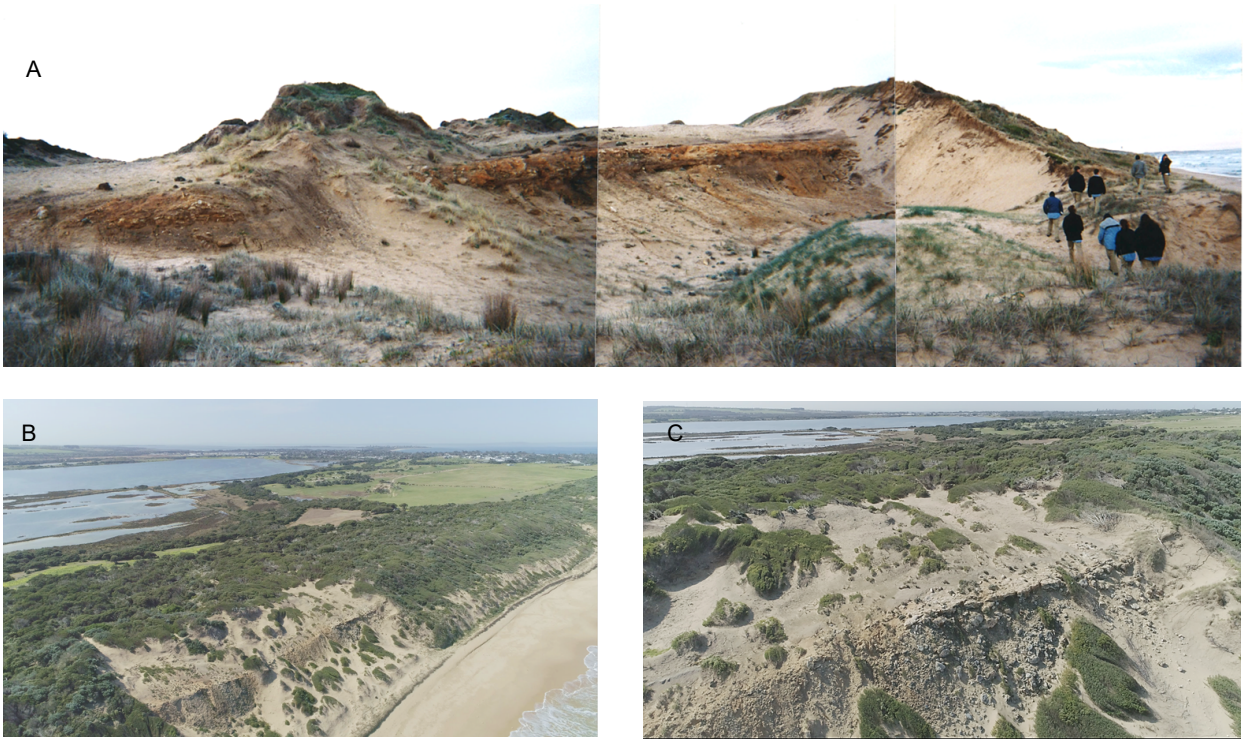


Figure 13: A - Wall Blowout G 1990's showing exposed ridgeline, B&C - 2022 showing recovery

4. USE AND DEVELOP SUSTAINABLY

Consider the impacts and benefits of existing and new use and development on the environment, other users, and the prosperity of future generations.

As an early colonisation settlement site in Victoria, our region has a long history of development in the coastal zone. Residential and commercial buildings have been constructed along the foreshore overlooking the Southern Ocean in areas adjacent to the Southeast Bellarine Coast, include Ocean Grove and Point Lonsdale. Both urban areas have vibrant built central business districts, retail and industry, along with strong community and tourism values.

Neighbourhood character and community feel is considered very important to residents and visitors, as is the green break which is highly valued for its ecosystem services, tourism, and lifestyle benefits. Continued population growth, housing demands, and limited available space potentially threaten these natural values. Planning and other controls need to ensure growth is carefully managed in a sustainable way.

This plan coincides with the delivery by the Department of Environment, Land, Water and Planning's Distinctive Area and Landscapes (DAL) project. The DAL's *Statement of Planning Policy 2022* aims to conserve and enhance the significant landscapes, environment, biodiversity and cultural heritage of the region. In addition, township boundaries are established to mitigate urban expansion into green breaks, preserving natural coastline areas.

Our *Settlement Strategy 2020* and *Sustainability Framework 2020* will continue to shape our thinking about how to create the best outcomes for people, environment and the economy. Our *Social Infrastructure Plan – Generation One 2020–2023* will also influence the way we assess the needs of our community and invest in community places, spaces and services. Table 5 outlines the values, issues and opportunities to use and develop sustainably.

Marine and coastal industries

The *Greater Geelong Planning Scheme* and *Settlement Strategy 2020* recognise the green break, landscape and environmental significance of the area. Much of this land; both the coastal Crown land reserve and adjoining private land, is well recognised for conservation importance and has been protected through appropriate zoning and overlays. (see Figure 14). There is limited capacity for industry development without significantly impacting on the natural and recreational values of this landscape. Historical extractive industries remain, with a working quarry and shell grit merchant on the private land behind this coastal dune system. However, these have a limited lifespan. While there is a historical state extractive overlay over this land (recognising the natural resources), the conservation and cultural values of this landscape would mean future extractive industries would unlikely be permitted.

Recreation and tourism

Residents and visitors enjoy interacting with nature during passive recreational activities. These include walking, running, dog walking, swimming, surfing, fishing, birdwatching and boating. The Southeast Bellarine Coast is a place for people to relax, connect with nature and enjoy the environment.

The City currently own, manage and maintain over 1,700 hectares of open space and $85 million worth of sport and recreation facilities and assets, that are utilised by approximately 300 clubs and community groups. Hospitality and accommodation adjacent to the Crown land foreshore includes the Lonsdale Links Golf Course and Club House, Ocean Grove Hotel, Surfside Ocean Grove Motel and Cabins, Collendina Caravan Park and The Lon Retreat which provide accommodation and social facilities. Our *Open Space: Social Infrastructure Plan Generation One 2020–2023* will guide us to protect and provide one of the communities most valued assets: an open space network that is fit-for-purpose, sustainable, accessible and safe for all residents and visitors to enjoy.

Greater Geelong and Bellarine Tourism Development Plan 2019–22 found the Greater Geelong and the Bellarine region attracted 5.8 million visitors in 2018, generating $2.2 billion and 11,264 jobs. The Bellarine Peninsula is a very popular destination for tourists and locals with the water-based assets of the region acting as a key motivator for visitation, particularly in the peak summer season. The region also has primary strengths in food and beverage, as well as arts and culture. Geelong is also the only city in Australia that has been designated as a City of Design by the UNESCO

Creative Cities Network. As such, there is an opportunity to increase off-peak events and activities to promote visitation year-round.

South Bellarine's key strengths lend themselves well to nature-based tourism, including the ocean beaches to the south, the Barwon River and Lake Connewarre. Investment into these natural assets, including master planning and infrastructure development, are a significant tourism growth opportunity for the region.

There is limited commercial guestroom accommodation in Bellarine North and Bellarine South. Reinvestment in contemporary accommodation for visitors is a key opportunity, as is the development of eco-accommodation. The private land inland of the Southeast Bellarine Coast is well positioned for eco-accommodation opportunities, with passive recreation and low-density eco-tourism prospects.

Buildings, structures, and access

With a long maritime history, there many structures located throughout the City of Greater Geelong's coastal and marine zone. This includes wharfs, piers, jetties and boat ramps, along with cafes, recreation clubs and other facilities. There are also various coastal structures – seawalls, rock revetments and groynes that influence how people and the environment interact with the coast. These facilities are located outside of this Coastal and Marine Management Plan.

The Southeast Bellarine Coast structures only include three usage sections:
Western Section: two formalised beach access points for visitor use that are managed by the City – 5W and 6W. The area has high visitation numbers from Ocean Grove residents, Collendina Caravan Park, Surfside Ocean Grove Motel and Cabins and visitors. The City manages the land adjacent to 6W with access via a road leading to the Collendina Caravan Park and ample carparking. The 5W access is also a public access point, used by accommodation clientele, residents and visitors. This walkway is only via pedestrian access.

Middles Section: remote and land-locked by private land, which contains significant vegetation and a biolink from foreshore through to the Lonsdale Lake system.

Eastern Section: There is a formal access point at the Point Lonsdale end of the reserve at 4W, managed by the Borough of Queenscliffe, with carparking at the end of Fellows Rd. In addition, a less-formal access point branches off this track, to the west, managed by the City, which is mainly utilised by residents living adjacent to the reserve.

These community access points feature fenced pathways and wooden staircases to provide safe access down the steep dune foreshore, protecting vegetated areas and reducing erosion from foot traffic on the dunes. There is an opportunity for improved safe pedestrian connection between 7W Barwon Coast access to the 6W City access via Bonnyvale Rd.

Table 5: Values, issues and opportunities to use and develop sustainability

Values	Issues	Opportunities
• Maintenance and pristine environment of beaches/public access • Accessible - close to urban fringes • Atmosphere and character – peaceful, family friendly, safe, 'village' feel • Diverse and multicultural including strong Aboriginal heritage • Balance of 'passive' and 'active' areas for recreation across the region • Areas adjacent that provide economic input and jobs for the region	• Growing resident population and increased tourist numbers • Barriers to access including: – limited access points – physical barriers and limitations – limited car parking or other transport provisions – social vulnerability impacting on access for all community members	• Strengthen planning and controls, including to review and update overlays, improve communication and consistent signage along coast to help enforce controls, identify and coordinate improvement works • Promote fair use of coastal and marine areas, including to review existing dog controls, communication, and enforcement • Enhance the user experience to maintain and improve coastal access

Values	Issues	Opportunities
• Current zoning recognises environmental and conservation significance	• Conflict with beach users – dog walkers and hooded plover conservation volunteers – safety issue • Limited toilets facilities • Limited structures to provide shade • Tree vandalism concentrated around urban fringes • Litter and other waste management (such as dog poo) • Historical development and use • No formal connection between 6W and 7W on the landward side of the reserve.	facilities, increase educational and interpretive signage, promoting connectivity to the environment and cultural values • Apply the new siting and design guidelines for structures on the Victorian coast to ensure integration into the coastal landscape and strengthen resilience to climate change • Consider business, accommodation and tourism opportunities in areas adjacent to Crown land, while retaining green break landscape character • Investigate formal, safe pedestrian access between 6W and 7W to improve use between these two walkways

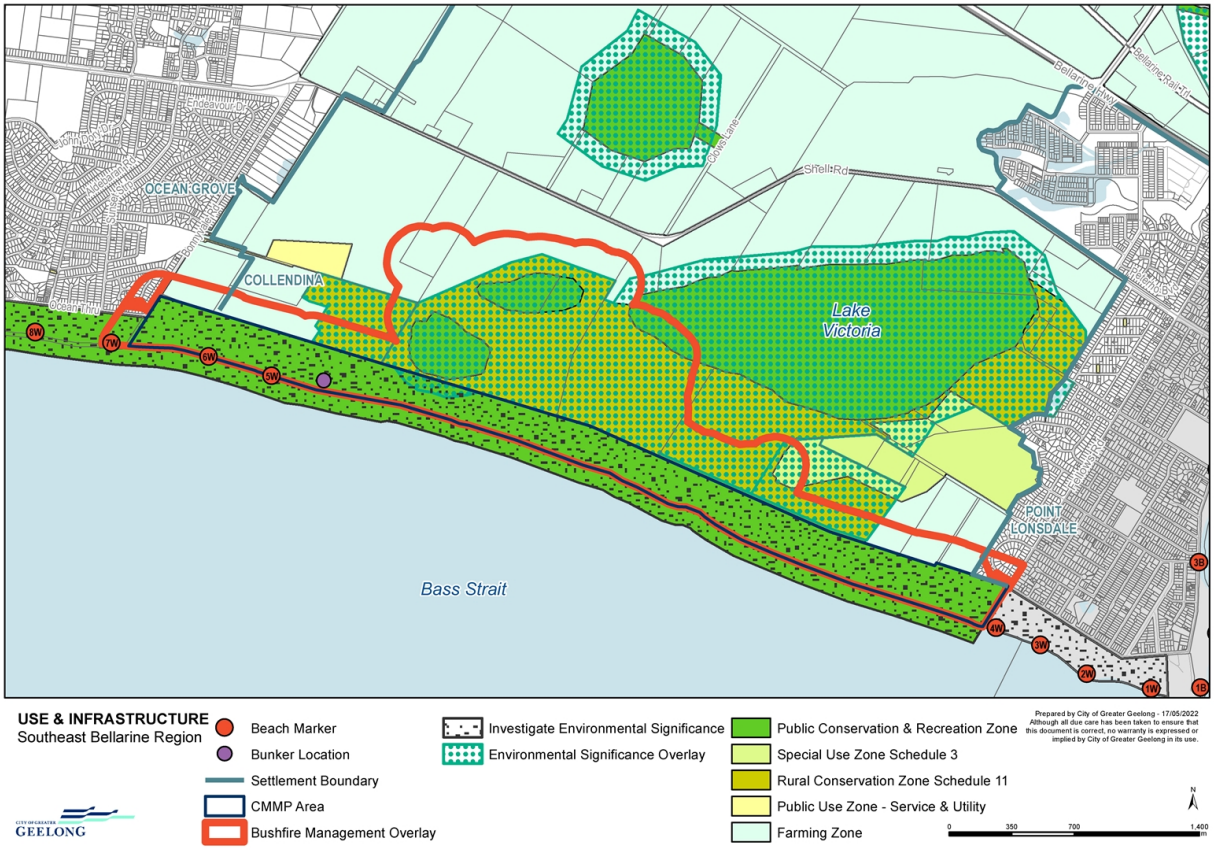


Figure 14: Planning zones and land use for the Southeast Bellarine Coast region

5. PROMOTE STEWARDSHIP AND COLLABORATIVE MANAGEMENT

Empower the community to play a part in the care of natural marine and coastal places, to help to enhance their resilience.

The Southeast Bellarine Coast area between 4W and the Collendina foreshore, as well as its facilities, are the responsibility of the City on behalf of the Victorian Government. Aligned to the *Paleert Tjaara Dja: Healthy Country Plan*, Wadawurrung People's needs, aspirations and experiences should be embedded into the day-to-day management of our coastal and marine areas.

Managing the Crown land coastal landscape discretely and separately to the adjacent landscapes does not allow for a holistic management approach. The development of the Project Steering Group, which includes eight land managers (see Acknowledgements on page 4) will address this for the purposes of this plan, as well as future landscape scale precinct Master Plan. Landholders who manage the private land adjacent to the foreshore and form part of the biolink, are vitally important in the continued protection and enhancement of this landscape. Table 6 outlines the values, issues and opportunities to promote stewardship and collaborative management.

The Greater Geelong community is already taking an active role in environmental stewardship and caring for the marine and coastal environment. Fourteen community groups have been involved in developing this plan through the Community Reference Group (see Acknowledgements on page 4). These include 'friends of' and environment groups, Coastcare and Landcare, as well as community and civic associations. There is an opportunity for greater inclusion of our community and visitors in the way we approach coastal and marine management.

Expanding the reach and fostering further interest in the care of marine and coastal zones could be achieved through improved awareness and engagement opportunities for different interest groups. Building knowledge of our marine and coastal environment across the region is currently supported by research and citizen science monitoring programs such as: BirdLife (Hooded Plover), Backyard Bird Count, annual bird surveys, the Geelong Field Naturalists (flora and fauna surveys), Orange-bellied Parrot Recovery Group Bellarine (OBP surveys) and state agencies (SeaSearch, Waterwatch, Estuarywatch and Litterwatch).

The nearby Queenscliff Marine Freshwater Discovery Centre provides environmental education to residents, Victorian and international students, and fisheries research. The proposed Sparrovale Nubitj yooree Wetlands Interpretation Centre, located at the gateway to the Bellarine Peninsula, will aim to increase environmental stewardship, support education, and participation, and foster respect for the natural environment. Partnership projects with the Wadawurrung People, tourism operators and other stakeholders could also encourage increased interest, knowledge sharing and help to build capacity in coastal and marine management.

Table 6: Values, issues and opportunities to promote stewardship and collaborative management

Values	Issues	Opportunities
• An active and engaged community already taking a stewardship role • Numerous enthusiastic community groups with Community Representative Group • Established Project Steering Group collaboration on CMMP development • Established Landholder Group to provide input and collaborative actions in the following biolink Master Plan	• Numerous agency stakeholders in adjoining landscapes – management disconnection • Insufficient or ineffective stakeholder collaboration • Public perception and information gaps around asset ownership, usage, and responsibilities • Uncertainty around beginning and end of management jurisdiction and roles, particularly in the marine environment	• Incorporate Wadawurrung knowledge into marine and coastal management, including knowledge sharing and partnership projects • Collaborate and coordinate with relevant management agencies, stakeholders in holistic landscape management • Promote and support community groups and on-ground action

Values	Issues	Opportunities
• Integration of the *Paleert Tjaara Dja:* Owners Healthy Country Plan 2020-30 • Support for natural environmental education and engagement activities (noted in Biodiversity and Environment Strategies) – for planting, weeding days and educational tours • Collaboration with universities – research and citizen science programs • Environmental education centres close-by, such as the Queenscliff Marine Freshwater Discovery Centre	• Certain demographics lacking in community connection and stewardship • Limited community understanding about processes, permits and approvals for works in foreshore area • Conflicts between user groups • Disconnect with Wadawurrung People's engagement	• Increase education and awareness of coastal and marine management and cultural connections • Develop targeted, cross-jurisdiction signage to promote, sustainable use of coastal and marine areas • Provide alternative engagement methods such as technology-based approaches – for example, enviro videos, live streams and workshops

Outcomes

Outcomes describe what we want coastal and marine management to achieve. These outcomes have been developed in line with the *Marine and Coastal Act 2018*, policy objectives and are based on feedback from the community, land management and stakeholder groups. They also aim to reflect the values, issues and opportunities.

The outcomes have guided the development of suitable actions, ensuring that any initiatives or proposed works are in keeping with our broader coastal and marine management vision.

The outcomes are to act as overarching principles that should be considered for any works, initiatives, decision making or planning for the management of coastal and marine areas. They should be used to determine the appropriateness of future works or management actions.

OBJECTIVES				
1. Acknowledge Traditional Owners' rights, aspirations & knowledge	2. Protect & enhance the marine & coastal environment	3a. Respect natural processes 3b. Strengthen resilience to climate change	4. Use and develop sustainably	5. Promote stewardship and collaborative management
OUTCOMES				
• Wadawurrung People supported to connect with their land and Sea Country • Wadawurrung aspirations and *Paleert Tjaara Dja: Healthy Country Plan* embedded into collaborative decision making, planning and management • Two-way knowledge and capacity building is promoted, with effective working relationships and a shared understanding of Wadawurrung People, and other marine and coastal land managers • The coastal experience is enriched for all through shared	• Coastal and marine ecosystems and habitats are protected and enhanced • Biodiversity and habitat links are improved, providing migration and movement across the landscape • Water quality and regime is improved through integrated water management, including urban runoff • People feel increased connection to the environment • Views, seascapes and natural aesthetics are protected • Significant cultural and heritage values	• Understanding of the local coastal process and emerging coastal hazards is improved • Consideration of coastal hazard is embedded into decision making and design. Innovative and adaptive management of coastal hazard is promoted. • Internal and external capacity is built to improve people's ability to manage dynamic coastal and marine processes. • Updated knowledge is integrated into disaster plan management to ensure increased resilience • Resilience is built through upgrades,	• Growth, development and use of marine and coastal environment is environmentally, socially and economically sustainable • Planning and development controls are utilised to maintain non-urban breaks, preserving the character of the coastlines a desirable place to live, work, stay and play • Can cope with and adapt to change • Recreational zoning is updated, enforced and communicated to ensure a balance between users and environmental values • The recreational and tourism experience is	• Roles and responsibilities relevant stakeholders are defined with accountability and empowerment for action. • Coastal and marine management is inclusive, transparent and holistic, with increased stewardship and collaboration between stakeholders • The City, other agencies and the community have greater capacity to care for, protect and enhance the health of the coastal and marine environment • The most current data and information,

OBJECTIVES				
cultural heritage through naming of place and signage	are protected and celebrated • Management of the natural environment occurs in a sustainable manner with respected zoning, increased education and engagement	modifications or relocation that appropriately adapt to increasing coastal hazards and character conditions • Natural buffers, including dune systems, coastal wetlands are protected and enhanced to address increasing coastal impacts	enhanced through strategically located and designated infrastructure and attractions outside of sensitive environment areas • Minimise impacts on marine and coastal environments in development of business and commercial area • Access to the marine and coastal zone occurs in a safe and accessible manner, with regards to the natural environment and cultural values	along with Traditional Owner knowledge are incorporated into evidence-based planning and management of the marine and coastal zone

Actions

A suite of actions has been developed to guide investment and priorities over the next ten years and are to be reviewed and revised after five years. Actions are how we will achieve the outcomes.

Extensive engagement and wide-spread stakeholder input have been vital in informing the key directions and priorities of the Plan to ensure alignment to community desires for the management of this coastal Crown land. The outcomes and implementation actions are positioned to mitigate the threats and challenges raised during the consultation process, to ensure the values of the Southeast Bellarine Coast are protected and enhanced.

Each action is ranked by priority:

- **Short-term actions** – should commence immediately (within two years or are already underway) and are important to implement as soon as possible.
- **Medium-term actions** – should be initiated within three to five years during implementation of the plan.
- **Long-term actions** – should be commenced in six to ten years, however preliminary work and consultation may occur sooner if opportunities arise.
- **Ongoing actions** – part of the City's ongoing work in a 'business as usual' capacity. Priorities may shift throughout the life of the plan, depending on factors such as funding, new research, collaboration opportunities with other projects and changing conditions (for example, an extreme weather event).

Actions have been developed to achieve the outcomes and objectives of this plan. The City has committed to the actions as presented below, coloured under the objective themes, with key deliverables identified.

These actions will be also integrated into the *Southeast Bellarine Biolink Master Plan* along with additional actions in order to support the broader environment in this region. The Master Plan overview is provided in the following section.

Objective	Actions		Priority
Acknowledge Traditional Owners' rights, aspirations & knowledge	A	Investigate opportunities to develop partnership projects with the Wadawurrung Traditional Owners Aboriginal Corporation and their Caring for Country team, and undertake Aboriginal Cultural Heritage Land Management Agreements or similar.	Short-term by 2026 Ongoing
	B	Examine and implement ways to manage and protect cultural values within the coastal and marine zone in accordance with the *Paleert Tjaara Dja: Healthy Country Plan* and state legislation (inc. *Aboriginal Heritage Act 2006, Heritage Act 2017, Underwater Cultural Heritage Act 2018).*	Short-term by 2026
	C	Promote Wadawurrung Language and stories through naming of Country, connection and consistency along the entire Bellarine Peninsula Southern Coast.	Short-term by 2026 Ongoing
	D	Design and install a suite of signage focused on increased community awareness of the cultural, natural and heritage values of the coastal and marine zones in collaboration with Wadawurrung People, Land Management Groups, Community Reference Group and Landholder Group.	Short-term by 2026

Objective	Actions		Priority
Protect and enhance the marine and coastal environment	A	Contain and reduce cover of priority invasive plant species. Continue to use bushland regeneration techniques to encourage natural recruitment of local endemic species and where applicable revegetate rare flora.	Ongoing Annually
	B	Continue to monitor the seasonal population and community composition of fauna and flora surveys to ascertain biodiversity values and effectiveness of pest plant and animal controls.	Ongoing Annual program
	C	Support actions in the state and local biodiversity strategies to improve the coastal and marine environment, including using planning controls to retain and/or create biodiversity links.	As updated
	D	Deliver the Hooded Plover protection program, including fencing nesting sites, monitoring and awareness activities. Review our *Hooded Plover Action Plan.* Reassess dog controls to ensure the protection of Hooded Plover and other beach dwelling fauna. Deliver Responsible Pet Ownership awareness and education activities. Promote, communicate and enforce regulations. Monitor impacts of climate change and increased storm activity on success of breeding.	Ongoing Annual program
	E	Support management of wildlife on beaches by reporting wildlife sightings to responsible authorities, providing first responder services for marine wildlife including signage, temporary fencing and exclusion zones.	Ongoing As required
	F	Support the recognition of adjacent Lonsdale Lake Wildlife Reserve as a Ramsar site in the current boundary review for biolink connection.	Short-term by 2026
	G	Promote and enhance community interaction with, and education about the natural environment and threats such as erosion, litter and green waste dumping.	Ongoing
	H	Undertake marine ecosystem mapping through State Government support and programs.	As updated
Respect natural process Strengthen resilience to climate change	A	In-line with the *Victorian's Resilient Coast – Adapting for 2100+* state-wide approach to coastal hazard risk management and approach to coastal adaptation, undertake planning to assess future coastal vulnerability and associated risks.	Medium-term by 2029

Objective	Actions		Priority
		Provide economic risk assessment, rationale for action and specify adaptation responses/pathways.	
	B	Ensuring ageing infrastructure is effectively maintained, upgraded or removed according to economic cost-benefit, risk assessment, and its role in increasing the resilience of the area/region.	Long-term by 2034
	C	Increase community awareness and understanding of changing climate and the dynamic coastal and marine environment through knowledge-building activities. Improve communication and consistent signage along coast to help enforce controls.	Medium-term by 2029
	D	Integrate innovative management of coastal areas using nature-based adaptation to work with sediment supply and natural coastal processes.	Long-term by 2034
	E	Identify adjacent areas for suitable environmental offset and refuge to accommodate the impacts of climate change.	Short-term by 2026 Ongoing
	F	Review and update overlays, mitigate encroachment from neighbouring private landholders, mapping, signage and information in collaboration with stakeholder agencies and Wadawurrung People.	Short-term by 2026 Ongoing
	G	Review and incorporate coastal hazard adaptation and climate objectives/outcomes from current state projects in asset and land use management, planning scheme/zoning and City decision making (includes Marine and Coastal Strategy and Our Coast).	As updated
Use and develop sustainably	A	Investigate opportunities for increased access and connectivity between the coastal townships, outside of the Southeast Bellarine Coast (for example, pathways and cycling trails).	Short-term by 2026
	B	Expand monitoring to understand and quantify usage, visitation and demand, using this to inform strategic management of marine and coastal areas.	Medium-term by 2029
	C	Implement effective usage of structures in accordance with *Siting and Design Guidelines for Structures on the Victorian Coast 2020*.	Long-term by 2034
	D	Monitor blow out erosion and deliver sand dune protection activities such as erosion protection and management of human impacts (for example, fencing, signage, brush-matting and education).	Ongoing As required
	E	Monitor and apply the sustainable practices used in the organisation, in accordance with the City's *Climate Change Response Plan.*	Short-term by 2026 Ongoing

Objective	Actions		Priority
	F	Undertake an audit of signage across the Bellarine Peninsula Southern Coast (messaging, compliance with standards, style, location, condition). Develop and implement a signage style guide and signage plan in collaboration with agency partners.	Short-term by 2026
	G	Review the coastal crown land classification to increase levels of protection.	Medium-term by 2029
	H	Investigate formal, safe pedestrian access between 6W and 7W to improve use between these two walkways.	Short-term by 2026
Promote stewardship and collaboration management	A	Strategically invest in resources for community stewardship programs and partnerships in response to increasing demand. Invest in knowledge sharing and education programs to generate interest and awareness of marine and coastal environments, hazards, and adaptation.	Ongoing
	B	Develop a communication and engagement plan for community, landholder and agency involvement in the marine and coastal management.	Short-term by 2026
	C	Strengthen partnerships and advocacy with stakeholders to raise awareness, promoting and supporting shared care of coastal and marine areas. Identify opportunities for collaboration, funding streams and efficiencies in management.	Ongoing
	D	Partner with neighbouring land managers and landholders to implement broader scale climate changes response and cross-jurisdiction management through a Southeast Bellarine Biolink Master Plan.	Short-term by 2026 Ongoing
	E	Develop a marine and coastal citizen science program/s, which includes monitoring and reporting on coastal hazards and environmental changes (Snap Send Solve). This may be in partnership with community groups, universities and so on.	Medium-term by 2029

Resource needs

To support the objectives, we've set for this plan, we will be relying on funding provided by the City, as well as collaborative project funding attracted by the Project Steering Group.

Financial support from State Government will be required to fully realise the vision. For sustainable marine and coastal management, additional resources will be needed to:

- support quality Wadawurrung engagement to increase resourcing for marine and coastal management and partnerships
- support research partnerships and modelling in order provide gaps in knowledge for marine and coastal management
- acquire adjacent land for increased habitat connections, biodiversity outcomes and refuge areas in response to climate change
- incentivise for private landowners in adjacent areas to protect habitats – for example, fencing for stock exclusion, blue/teal carbon (carbon/nitrogen credits), and conservation habitats in coastal areas
- provide access for all abilities infrastructure
- assess coastal hazards and erosion and implement corrective actions
- assess impacts of climate change and beach profile on Hooded Plover and beach-nesting bird breeding success and undertake research into methods for mitigating scouring impacts on nesting sites and juvenile feeding potential
- carry out near-shore reef and marine habitat mapping.

Southeast Bellarine Biolink Master Plan

The *Southeast Bellarine Biolink Master Plan* (being drafted) is a detailed precinct plan including the natural foreshore areas of the Bellarine Peninsula Southern Coast (including this Coastal and Marine Management Plan area) and biolink of the Lonsdale Lakes Wildlife Reserve and surrounding private land.

The Master Plan has been developed with extensive community engagement and encompasses Crown land areas managed under Coastal and Marine Management Plans including the City, Barwon Coast and the Borough of Queenscliffe as well as the Lonsdale Lakes Wildlife Reserve, managed by Parks Victoria (see Figure 15).

PRIORITY VALUES

- Vegetation and habitat for wildlife
- Wadawurrung living values and connection to Country
- Natural, quieter, and uncrowded beach
- Continued provision for passive recreation in designated areas whilst monitoring usage patterns and implementing actions to further protect natural values
- Threatened Temperate Coastal Saltmarsh and Moonah Woodland Communities
- Hooded Plover and beach-nesting bird breeding areas, Orange-bellied Parrot habitat and migratory bird refuge and feeding grounds

PRECINCT MASTER PLAN PRIORITIES

1. Manage informal pedestrian access, dune intrusion and trampling of vegetation.
2. Recognise Wadawurrung living cultural heritage through renaming, signage and co-management partnership
3. Maintain and provide for passive recreation where it does not impact upon natural values.
4. Manage informal dune intrusion at the front of the dunes by beach users and dogs.

This precinct is backed by a wide dune formation with extensive tracts of locally native vegetation providing important habitat for wildlife. The precinct covers the 140 hectares of the Southeast Bellarine Coast and adjoins Barwon-Coast-managed natural foreshore to 13W (west) and the Borough-of-Queenscliffe-managed natural foreshore to Port Phillip heads (east). The beach allows for passive recreation, providing a feeling of remoteness from nearby residential development. An increase in beach usage in this precinct has been observed in recent years and this will need to be monitored to assess whether further action is required. See Figure 15 below for a map of the Southeast Bellarine Biolink Master Plan precinct.

The role of the precinct is primarily protection and enhancement of natural values. An active group of volunteers from numerous community groups, such as Friend of Buckley Park, Ocean Grove Coastcare and Swan Bay Environment Association, support the City's environment programs. Maintaining public access while managing dune intrusion will be considered during the master planning process for this precinct.

This beach zone provides space for walking with dogs off leash at some times of the year (provided they are under effective control) and on leash during Hooded Plover breeding times. Responsible dog ownership and monitoring is needed to minimise potential impact on conservation values. A strategic review of dog controls will aim to simplify regulations and increase enforcement. This is aligned with community input and the motivation for prioritising protection and enhancement of this area.

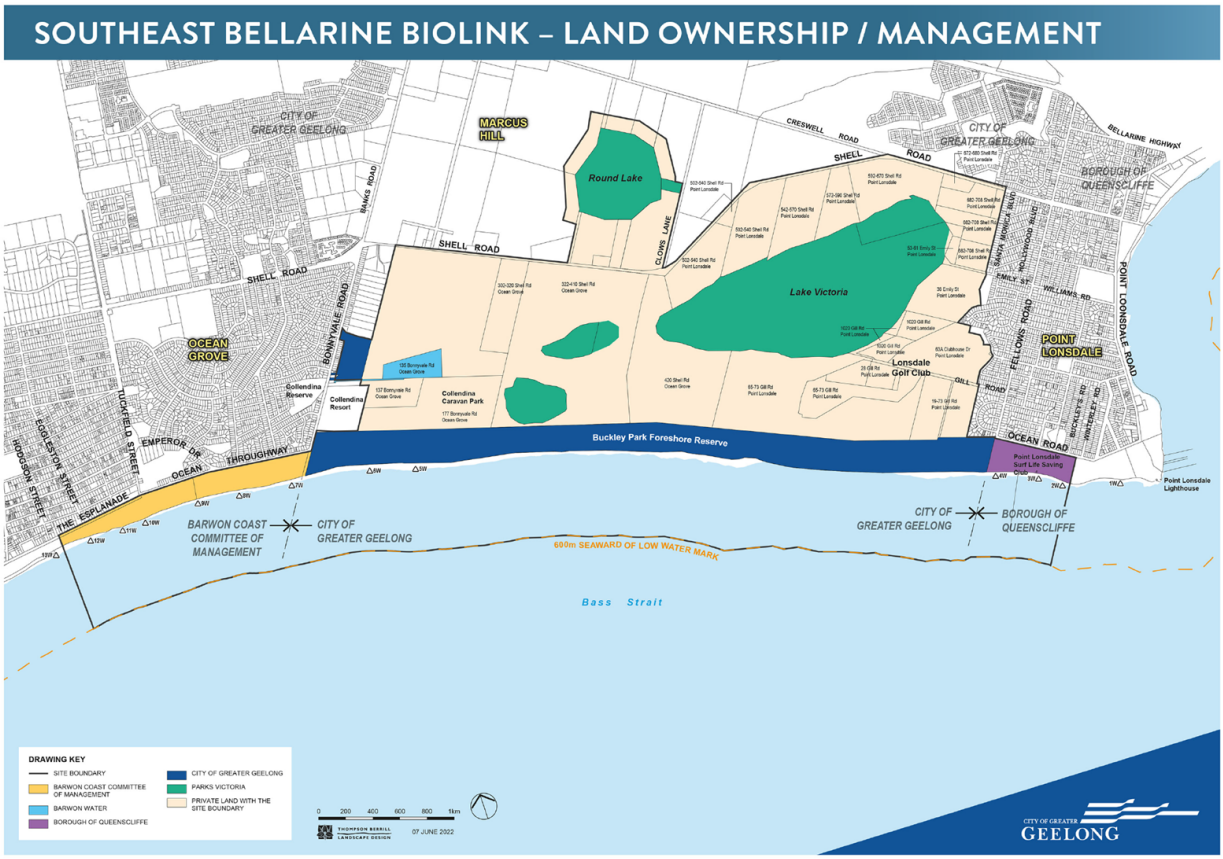


Figure 15: Map of area covered under the Southeast Bellarine Biolink Master Plan (which includes the Southeast Bellarine Coast – Coastal and Marine Management Plan area)

Implementation

This plan sets the strategic direction and actions for implementation over the period 2023–33, with many of the recommendations to take place in the first five years of the plan.

The action plan will be adaptive, allowing responses to changing conditions, new opportunities or updated technical information. This section provides an overview of implementation arrangements. Implementation includes aspects of monitoring, evaluation, review, and improvement. An overview of the next steps in implementation and the adaptative management framework is provided in Figure 16 and Table 7.

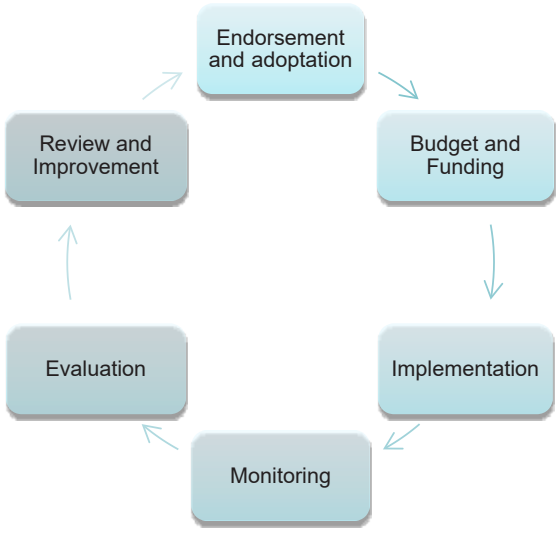


Figure 16: CMMP implementation and adaptive management framework

This plan has been developed using the available knowledge and expertise of staff, community and agency partners. Five-year outcomes were developed using a monitoring, evaluation, reporting and improvement process to link the objectives and actions, and provide measures of success that can be tracked over the life of the plan. Research and investigation activities have been identified to address critical knowledge gaps. Further prioritisation of knowledge gaps and investigations will be required throughout the review process.

Table 7: CMMP implementation and adaptive management framework

Endorsement and adoption	Endorsement of plan by Council, DELWP and Minister
Budget and Funding	Budget priority actions as part of City's ongoing work in a 'business as usual' capacity. Seek and advocate for external collaborative funding, State and Federal pertaining to marine and coastal management.
Implementation	Implementation of actions by embedding into existing City processes and activities such as: Local laws, Planning schemes and overlays, Strategies, Master Plans.
Monitoring	Regular systemic and operational monitoring which includes action progress, risk assessments, community perception surveys and participation, triggers to review and update (changes in policy, legislation, scientific advancement).
Evaluation	Evaluate outcome success against planned outcomes.

Endorsement and adoption	Endorsement of plan by Council, DELWP and Minister
Review and Improvement	Formal review every five years or if triggered sooner through the monitoring and evaluation process. Outcomes from the review are embedded through improvement of the existing Plan or the development of a new CMMP.

MONITORING AND EVALUATION

Monitoring and the collection of data and evidence will be undertaken to inform progress towards the five-year (short-term and medium-term actions) outcomes and assess the effectiveness of management actions. Routine monitoring techniques are described below and a list of potential measures, indicators and evidence to support evaluation. Monitoring resources and funds will be implemented based on priority actions.

Monitoring five-year outcomes

We will develop an initial monitoring and data collection plan for five-year outcomes within the precinct master plan, in collaboration with the Project Steering Group. The data collected through existing monitoring programs will be used where possible. However, for some outcomes, there is a need to establish a baseline status in Year 1 of the plan.

This plan will be reviewed and updated every five years (due 2028). Implementation will be monitored by tracking progress and success of actions and outcomes, then reassessing and identifying improvement measures for future programs. This will be collected annually and linked to more frequent reporting measures. During the period of this plan, we will investigate and establish data management and reporting systems to support improved monitoring of plan actions and deliverables.

Evaluation

Evaluation questions drive the evaluation and reporting process and will provide the basis for assessing the success of this plan. The questions are also used to frame monitoring requirements and identify existing and potential sources of data.

Six categories are used to frame the evaluation questions:

1. Impact: the measurable effect of implementation in achieving the objectives of the plan.
2. Effectiveness: the success of implementation in producing the intended results.
3. Appropriateness: the suitability and alignment of actions to achieve the desired results.
4. Governance and management: the appropriateness of organisational structures and processes to support implementation.
5. Efficiency: the extent to which implementation has made the best use of available resources.
6. Legacy: the extent to which the impacts of the plan will continue after action is implemented.

Successful implementation of this plan requires commitment from the City and Victorian Government to prioritise coastal and marine management, integrate with our other plans and strategies, and deliver outcomes using existing mechanisms (see Table 2 in Appendix 1). The main drivers of this plan are the *Marine and Coastal Act 2018, Marine and Coastal Policy 2020*, *Marine and Coastal Strategy 2020* and *Distinctive Area Landscape – Bellarine Peninsula Statement of Planning Policies 2022*.

We will integrate actions in this plan in our existing plans and strategies, with several actions being primarily delivered through other programs of work that are being directed by the *Climate Change Response Plan 2020–2030, Biodiversity Strategy, Environment Strategy 2020–30, Settlement Strategy 2020*, and the *Open Space: Social infrastructure plan Generation one: 2020-23*.

Existing mechanisms will be used to deliver actions, including the annual capital works program, planning schemes, local laws, and asset management plans. Actions will also be integrated into our internal management and reporting systems for project tracking and review.

Formal reporting to the Minister and Department of Environment, Land, Water and Planning will occur through existing processes defined in the Statement of Expectations.

FURTHER CONSULTATION

Further consultation facilitated by the City will be undertaken to inform the draft *Southeast Bellarine Biolink Master Plan* and will include:

- Project Steering Group, Community Reference Group and Landholder Group monthly meetings
- Formalisation of the Project Steering Group through a Terms of Reference for ongoing input and consultation to provide project support, Plan review and action updates and
- Community input from the Greater Geelong and Borough of Queenscliffe.

For more information and to receive updates on the Master Plan visit https://yoursay.geelongaustralia.com.au/SBCS

Appendix 1

Legislation and policy framework

Management arrangements for marine and coastal areas is complex. All use, development and works on marine and coastal Crown land, requires consent under the *Marine and Coastal Act 2018*. Applications are made to DELWP as the landowner and delegate for the Minister under the Act. The proposal is assessed and must be consistent with relevant coastal and environmental plans or strategies that apply under the Act. This includes the *Marine and Coastal Policy 2020* and Coastal and Marine Management Plans. The City is required to obtain consent for any activity undertaken in managing its marine and coastal areas.

Guidance used to inform CMMP development.

The development of this CMMP has been guided by:

- *Marine and Coastal Act 2018*
- *Marine and Coastal Strategy 2022*
- *Marine and Coastal Policy 2020*
- G*uidelines for the Preparation of Coastal Management Plans 2022*
- *Paleert Tjaara Dja: Wadawurrung Healthy Country Plan 2020-2030*
- Department of Environment, Land, Water and Planning advice on the development of new Coastal and Marine Management Plans.

Table 1: Victoria's marine and coastal policy context

Title	What it does
Marine and Coastal Act 2018	The Marine and Coastal Act 2018 is the new State legislation replacing the previous Coastal Management Act 1995. The new Act aims to provides a more holistic and integrated approach to planning and managing the marine and coastal environment. The Act provides the overarching framework for the development of Coastal and Marine Management Plans.
Victorian Marine and Coastal Council	The Act established the Victorian Marine and Coastal Council to provide independent advice on marine and coastal issues.
Marine and Coastal Strategy 2022	The Marine and Coastal Strategy details the implementation actions for the Victorian Government, as well as outlining the tools for implementation. It is accompanied by an implementation and evaluation plan.
Marine and Coastal Policy 2020	The Marine and Coastal Policy 2020, was developed by the Victorian Marine and Coastal Council, in line with the *Marine and Coastal Act 2018*.The long-term vision is for a 'healthy, dynamic and biodiverse marine and coastal environment that is valued in its own right, and that benefits the Victorian community, now and in the future'. The *Coastal and Marine Management Plan Guidelines 2022* stem from this policy and provide the planning and framework for foreshore managers in the development of Coastal and Marine Management Plans.

Table 2: Government legislation, policy and strategic resources of relevance for the City of Greater Geelong

Level	Resource
State	Marine and Coastal Act 2018
	Marine and Coastal Policy 2020 / Guidelines for development of Coastal Management Plans 2022
	Marine and Coastal Strategy 2022
	Bellarine Peninsula Distinctive Area and Landscape Statement of Planning Policy 2022
	Crown Land (Reserves) Act 1978
	Catchment and Land Protection Act 1994
	Climate Change Act 2017
	Wildlife Act 1975
	Flora and Fauna Guarantee Act 1988
	Aboriginal Heritage Act 2006
	Heritage Act 2017
	Underwater Cultural Heritage Act 2018
	Siting and Design Guidelines on the Victorian Coast 2020
	Victoria's Coast – Preparing for the future 2018
	Public Participation in Government Decision-making 2015
	Protecting Victoria's Environment – Biodiversity 2037
	Victorian Water Safety Strategy 2016 – 2020
	Wave 5 Marine and Coastal Community Attitudes & Behaviours 2019
	CoastKit 2020
Regional	Paleert Tjaara Dja – Let's make country good together 2020-2030 (Wadawurrung Traditional Owners Aboriginal Corporation)
	Central Regional Coastal Plan 2015-2020 (Central Coastal Council)
	Corangamite Regional Catchment Strategy to 2027 (Corangamite Catchment Management Authority)
	Corangamite Regional Floodplain Strategy 2018-2028 (Corangamite Catchment Management Authority)
	Corangamite Waterway Strategy 2014-2022 (Corangamite Catchment Management Authority)
	Port Phillip Bay (Western Shoreline) & Bellarine Peninsula Ramsar Site Management Plan 2018 (DELWP)
	G21 Regional Growth Plan 2013 (Geelong Regional Alliance)
Local	Greater Geelong Planning Scheme as at 2022 (City of Greater Geelong)
	Environment Management Strategy 2020-2030 (City of Greater Geelong)
	Biodiversity Strategy (being updated) (City of Greater Geelong)
	Climate Response Plan 2021 (City of Greater Geelong)
	Settlement Strategy 2020 (City of Greater Geelong)
	Sustainability Framework 2020 (City of Greater Geelong)
	Open Space Social Infrastructure Plan Generation One 2020-2023 (City of Greater Geelong)
	Bellarine Peninsula & Corio Bay Local Coastal Hazard Assessment, Inundation Report 2016 (Our Coast)
	Barwon Coast CMMP 2018 (Barwon Coast Foreshore Committee of Management)
	Borough of Queenscliffe CMMP Draft 1 2021 (Borough of Queenscliffe)
	Greater Geelong and Bellarine Tourism Development Plan 2019-22 (Tourism Greater Geelong and The Bellarine)

Bibliography

Adair, R. 2016, *Buckley Park Foreshore Reserve, Ecological Values Study*, Australis Biological, Prepared for City of Greater Geelong.

Adair, R., 2021, *Ecological Monitoring at Buckley Park Foreshore Reserve*, Australis Biological, Prepared for City of Greater Geelong.

Adair, R. 2009, *Monitoring Vegetation Change at Buckley Park 2009-2016*, Australis Biological, Prepared for City of Greater Geelong.

Adams, A., 2019, Birdlife Australia, *Beach-nesting and Migratory Shorebirds and their threats on City of Greater Geelong ocean beaches,* , Birdlife Australia, Prepared for City of Greater Geelong.

Barwon Coast Committee of Management, 2020, *Barwon Coast Marine and Coastal Management Plan (CMMP) 2020-2025*, Barwon Coast Committee of Management Inc.

Borough of Queenscliffe, 2021, *Borough of Queenscliffe Marine and Coastal Management Plan (draft 1),* Borough of Queenscliffe.

CCMA*, Corangamite Regional Catchment Strategy to 2027*, Corangamite Catchment Management Authority.

Our Coast, 2016*, Inundation Report Bellarine Peninsula & Corio Bay Local Coastal Hazard Assessment,* Our Coast.

CDA Design Group, 2006, *Buckley Park Coastal Management Plan*. Prepared for City of Greater Geelong.

CoGG 2003*, Biodiversity Strategy (being updated)*, City of Greater Geelong.

CoGG, 2019, *Greater Geelong: A Cleaver and Creative Future (to 2049)*, City of Greater Geelong.

CoGG, 2020, *Climate Change Response Plan 2020-2030*, City of Greater Geelong.

CoGG, 2022*, City of Greater Geelong Community Profile*, City of Greater Geelong.

CoGG, 2022*, The City Plan 2028-22 – Putting Our Community First*, City of Greater Geelong.

CoGG, 2019, *Conservation Action Plan Hooded Plover*, City of Greater Geelong.

CoGG, 2020, *Environment Strategy 2020-2030*, City of Greater Geelong.

CoGG, 2017, *Fair Play Strategy*, City of Greater Geelong.

CoGG, 2022, *Greater Geelong Planning Scheme*, City of Greater Geelong.

CoGG, 2020, *Open Space Social Infrastructure Plan Generation One 2020-2023*, City of Greater Geelong.

CoGG 2020, *Settlement Strategy*, City of Greater Geelong.

CoGG 2020, *Shared Trails Masterplan*, City of Greater Geelong.

CoGG 2020, *Stormwater Services Strategy 2020-2030*, City of Greater Geelong.

CoGG, 2020, *Sustainability Framework 2020*, City of Greater Geelong

DELWP, 2022, *Marine and Coastal Management Plan* Guidelines (draft), State of Victoria Department of Environment, Land, Water and Planning.

DELWP, 2020, *Marine and Coastal Policy*, State of Victoria Department of Environment, Land, Water and Planning.

DELWP, 2020, *Marine and Coastal Strategy (draft)*, State of Victoria Department of Environment, Land, Water and Planning.

DELWP, 2019, *Bellarine Peninsula Statement of Planning Policies (draft)*, State of Victoria Department of Environment, Land, Water and Planning.

Rosengren, N., 2010, *Buckley Park Foreshore Reserve, Context, Evolution, Morphology, Environmental Processes*, Prepared for Friends of Buckley Park.

Tourism Greater Geelong and The Bellarine, 2019, *Greater Geelong and Bellarine Tourism Development Plan 2019-22*, Tourism Greater Geelong and The Bellarine.

Hobsons Bay City Council, 2020, *Coastal and Marine Management Plan (draft)*, Hobsons Bay City Council.

WTOAC, *Healthy Country Plan: Paleert Tjaara Dja – Let's make country good together 2020-2030*, Wadawurrung Traditional Owners Aboriginal Corporation.

CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104, Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

LATEST NEWS:

@CityofGreaterGeelong
@GreaterGeelong
@CityofGreaterGeelong
CityofGreaterGeelong

CITY OF GREATER GEELONG

THE CITY OF
GREATER GEELONG

SOUTHEAST BELLARINE COAST CMMP:
Response to suggested changes from stakeholder contributions

CITY OF GREATER GEELONG

The Draft Southeast Bellarine Coast (Collendina-4W) Coastal and Marine Management Plan (CMMP) was edited by the City and Wadawurrung Traditional Owners Aboriginal Corporation and approved by Council prior to release. This was followed by 30+ days of stakeholder engagement from 29th July to 7th August 2022. The tables below list comments received from stakeholders and the community and resulting changes made to the CCMP.

Table One: Official changes to draft CMMP from the Department of Land Water and Planning (DELWP) – Coastal and Marine Team

Comment	Contributor	Action	Changes to CMMP
The draft CMMP has some information that is repeated in multiple locations. This could be better consolidated to ensure it provides clear direction for the future local management.	DELWP Coastal and Marine Team	Implemented	Removed repeated information.
Provide a link to highlight how your community consultation has informed key directions and priorities throughout the plan.	DELWP Coastal and Marine Team	Implemented	Provided clearer links from stakeholder consultation to objectives.
Provide a better link from priority actions to threats and challenges and how these were informed (through your consultation).	DELWP Coastal and Marine Team	Implemented	Provided clearer links from stakeholder consultation to actions.
Provide greater clarity and detail for your strategies/actions for implementation of actions (and the agencies responsible for delivering).	DELWP Coastal and Marine Team	Implemented	Provided clearer and more detail for actions implementation and responsible agencies.
Refer Action "Use and Development Sustainability B" – are these specific to private land or coastal Crown land? It may be that this statement raises expectations that this will be located on coastal Crown land as further detailed planning will be required if that is proposed.	DELWP Coastal and Marine Team	Implemented	Removed actions relating to land use outside of coastal Crown land area.

Consideration post adoption of the extension of the project steering group, roles and responsibilities, and practicalities for updating actions.	DELWP Coastal and Marine Team	Implemented	Post adoption of formalising Project Steering Group through a Terms of Reference. Details included in Master Plan.
Provide stronger link in document to Appendix 2.	DELWP Coastal and Marine Team	Implemented	Stronger links provided to precinct Master Plan and included in main Plan section.

Table Two: Stakeholders and community - suggested changes to Draft CMMP (from stakeholder meetings, online survey, written submissions, symposium and 1:1 meetings)

Note: Some responses were outside the scope of the CMMP coastal Crown land area and included areas adjacent which will be covered in the precinct plan: Southeast Bellarine Biolink Master Plan. This feedback (lakes, water flow, private land etc) will be included to inform the draft Master Plan. Based on this feedback the City will endeavour to make the CMMP area and scope clearer in the final Plan.

Comment	Contributor	Action	Changes to CMMP
Clearer language	1 x public comment	Implemented	Edits undertaken to remove acronyms in paragraph text.
Support statements with data	1 x public comment	Implemented	Addressed in DELWP section.
Too many objectives	1 x public comment	Not Implemented	The objectives are based on stakeholder input.
Dates too far into the future	1 x public comment	Not implemented	Strong support from many stakeholders for long term projection to allow for planning and funding into the future.
Outcomes are not tangible or measurable enough	1 x public comment	Implemented	Increased measurability of actions.
Title is confusing – it is only a segment of the coast	1 x public comment	Not implemented	As this plan pertains to only the Crown Land area that the City manages, the title has to reflect this area. A map of the CMMP area is now included on cover for clarity.
Improve landholder connections in stewardship section	1 x public comment	Implemented	Improved connection to landholders adjacent to the CMMP area included in the stewardship section.

Unclear implications on landholders	1 x public comment	Response	As this Plan only pertains to the coastal Crown land there are minimal implications to landholders.
Support for a trail inside the area	1 x public comment	Response	DEWLP (Crown land authority) land managers and most stakeholders are not supportive of a trail inside the area due to the environmental values.
Better inclusion of all wildlife/migratory birds using this area	1 x public comment	Implemented	Broadened natural values and actions to include more detail on wildlife/migratory bird use and protection.
Address plastic waste along beach	1 x public comment	Implemented	Included marine debris and litter as an issue and action.
Improved mapping of marine environment	2 x public comment	Implemented	Strengthen this point in the Plan and notification to DELWP for support in marine spatial mapping. (The City does not have a management role in the marine environment).
Confirm settlement boundaries	Common public comment	Waiting on advice	Waiting on the State Bellarine Peninsula Distinctive Areas and Landscapes Statement of Planning Policy. This will also have implications for the precinct Master Plan.
More detailed outline/description of the area recognising the attributes of different use of the 5km are	1 x written submission	Implemented	Clearer outline of adjacent land and associated use of the coastal Crown land area. 1. Western Portion – Collendina 6W, 5W, Road access 2. Central – Landlocked by private land 3. Eastern Portion – Point Lonsdale 4W
Page 18 – Community Engagement Add text …'Threats of illegal use have not been observed at the Western (Collendina) end which is more accessible and has passive surveillance through usage patterns, visitation and operation of the Caravan Park and Hotel/Motel'.	1 x written submission	Partially implemented	Illegal use has been detected at the Collendina end also. Included passive surveillance from adjoining land managers with accommodation/other businesses.
Page 49 – Precinct Master Plan Priorities – Point 3 Point 3 needs rewording to reflect community consultation and desire for continued usage …	1 x written submission	Implemented	Reworded - Continue to provide for passive recreation in designated areas whilst monitoring usage patterns and implementing actions to further protect natural values.
Outline adjacent areas that provide facilities for use of the coastal Crown Land area. Roadways, carparks, access to beach walkways	2 x written submissions	Implemented	Details of facilities outlined and will be detailed further in precinct Master Plan.
Opportunity for safe beach connection path between 6W and 7W	1 x written submission	Implemented	Included action to investigate connection between 6W and 7W.

Table Three: Internal review City - suggested changes to Draft CMMP

Comment	Contributor	Action	Changes to CMMP
Create a CMMP pathway for future integration of Barwon Coast, City and Borough of Queenscliffe CMMP for the Bellarine Peninsula Southern Coast.	Project Steering Group	To action	Pathway mapped and timeline to be approved by the three land management groups.
Outline the definition of the W beach emergency marker	1 x City comment	Implemented	Outline of emergency beach marker included.
Page 24 Table 4: Issues Remove Coastal Acid Sulfate Soils (CASS) or Potential Acid Sulfate Soils (PASS) as not issue for the coastal Crown land.	1 x City comment	Implemented	Removed
Page 27 Table 5 Issues Remove Coastal flooding impacting on environmental and infrastructure values not an issue for coastal Crown land	1 x City comment	Implemented	Removed
Page 39 Natural Values: Action E Remove space for saltmarsh retreat resulting from rising sea level as not on coastal Crown land	1 x City comment	Implemented	Removed
Page 39 Natural Values: Action H Reword to reflect only the hydrology on the coast as other impacts on land outside of CMMP scope.	1 x City comment	Implemented	Reworded
Page 41 Use: Action B Reword to statement that the trail will not go through the coastal Crown land area	1 x City comment	Implemented	Reworded

2.8. Proposed Amendment C443ggee and Planning Permit PP-750-2022 - 4-8 Spruhan Avenue, Norlane (Norlane Community Initiatives)

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To seek Council support to prepare and exhibit Amendment C443ggee to the Greater Geelong Planning Scheme under Section 96A of the *Planning and Environment Act 1987*.

Background

2. The amendment affects the land at 4-8 Spruhan Avenue, Norlane. This land is home to the not-for-profit Norlane Communities Initiatives (NCI) which provides community services from the subject site. Operations have temporarily moved location pending this amendment and planning permit approval for redevelopment.

3. The site is affected by two restrictive covenants which prevent the construction of more than one dwelling on the site. To improve the facility and service, new development of the site is required but is not possible under the current restrictive covenants.

4. An application has been received from Ratio Consultants on behalf of NCI to amend the planning scheme to specify the removal of respective restrictive covenants and is accompanied by a Planning Permit Application for Buildings and Works, Change of Use to a Place of Assembly, Signage and Waiver of Car Parking.

Key Matters

5. The two restrictive covenants do not reflect the historic use of the subject site as a Place of Worship and its use by NCI who operates an essential community service. Both the Place of Worship and use operated by NCI are considered to fall under the land use definition of a Place of Assembly.

6. The restrictive covenants prevent the use as a Place of Assembly and associated buildings and works for the building on site. Under section 61(4) of the *Planning and Environment Act 1987*, a planning permit cannot be granted if the permit would result in a breach of a restrictive covenant.

7. The restrictive covenant must be removed to enable the City to assess the proposal and this can be facilitated by including the land in the schedule to Clause 52.02 of the Greater Geelong Planning Scheme.

8. The continued use and offering of the NCI services from the subject site is supported and if approved, will resume weekday operations on the site post-development.

RESOLUTION – Item 2.8

Cr Aitken moved, Cr Grzybek seconded -

That Council:

1. **Support the preparation and exhibition of Amendment C443ggee to the Greater Geelong Planning Scheme to:**
   1.1. **Include the site in the Schedule to Clause 52.02.**
2. **Consider the application for a planning permit to allow:**
   2.1. **Buildings and works;**
   2.2. **Change of use to a Place of Assembly; and**
   2.3. **Associated waiver of car parking and signage.**
3. **Request the Minister for Planning to authorise the preparation and exhibition of Amendment C443ggee and Planning Permit PP-750-2022 – 4-8 Spruhan Avenue, Norlane.**

Carried

Financial Sustainability

9. A waiver for the planning scheme amendment and planning permit application fee has been granted as the applicant is a not for profit seeking to improve their service offering and facility. The City has also advised it will grant a waiver for the future fees for consideration of submissions and the adoption fee.

Community Engagement

10. Should Council support the preparation and exhibition of the combined planning scheme amendment and planning permit, the City will request authorisation from the Minister for Planning to exhibit the application. Exhibition will take place for a one month period and will provide the community with the opportunity to review the proposal and make a submission. Notices will be sent to affected landowners and occupiers and will be published in the local newspaper and displayed on the land.

11. Preliminary consultation with relevant authorities has taken place during consideration of the proposal and will be undertaken again formally as part of the exhibition process.

Social Equity and Sustainability

12. The amendment and planning permit will facilitate positive social benefits by enabling the continued use of the land for community related services and the completion of building and works to the site.

Relevant Law/Policy/Legal Implications

13. Amendment C443ggee is consistent with the Planning Policy Framework of the Greater Geelong Planning Scheme as outlined in **Attachment 1.**

14. The amendment is consistent with the following objectives of planning in Victoria outlined in the *Planning and Environment Act 1987*:

    14.1. to provide for the fair, orderly, economic, and sustainable use and development of land;

    14.2. to secure a pleasant, efficient, and safe working, living and recreational environment for all Victorians and visitors to Victoria;

    14.3. to protect public utilities and other assets and enable the orderly provision and coordination of public utilities and other facilities for the benefit of the community; and

    14.4. to balance the present and future interests of all Victorians.

15. The amendment utilises the appropriate planning tool to allow for the use to occur and buildings and works to be facilitated.

Alignment to Community Plan and Vision

16. This report aligns with Our Community Plan 2021-2025 strategic priority:
    Healthy, caring and inclusive community.
    Sustainable growth and environment.

17. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

18. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

19. Not proceeding with the planning scheme amendment may result in the NCI service no longer operating and serving the local community from the subject site.

Environmental Sustainability

20. The amendment will not have an environmental impact on the area.

Attachments

1. Background report [**2.8.1** - 16 pages]

ATTACHMENT 1

Background

1. Amendment C443ggee and permit application PP-750-2022 is a combined planning permit application and planning scheme amendment under section 96A of the *Planning and Environment Act 1987.*

2. The land subject to the amendment and the concurrent planning permit is at 4-8 Spruhan Avenue, Norlane. See **Appendix 1** for plan of the subject site and area. **Appendix 2** shows the current zoning of the land. No planning overlays apply.

3. The land included in the application comprises the following lots and is owned by the Baptist Union of Victoria:

    3.1 Lots 348 and 349 plan of subdivision 113342, within Certificate of Title Volume 6100 Folio 946; and

    3.2 Lot 350 on plan of subdivision 113342, within Certificate of Title Volume 5084 Folio 763.

4. Two restrictive covenants are registered against the subject site, being:

    4.1 Restrictive covenant 1641285 created on 12 February 1937 in respect of lots 348 and 349; and

    4.2 Restrictive covenant 1445490 created on 31 January 1930 in respect of lot 350.

5. The restrictive covenants provide that the proprietor of the land will not, amongst other things:

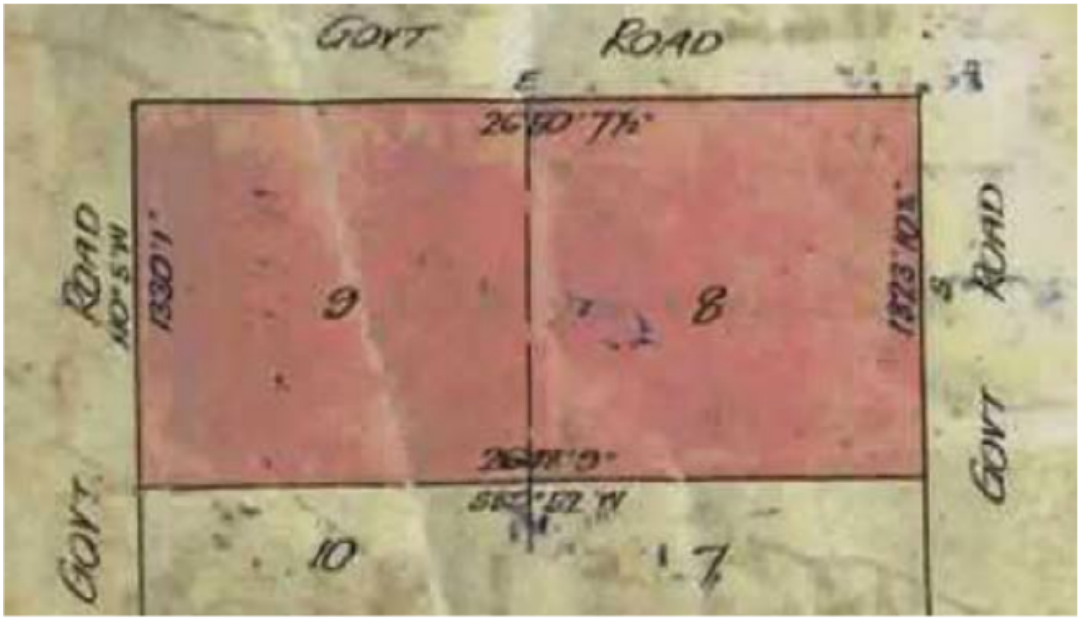
    5.1 excavate on or in the subject site or remove or permit to be removed any soil or other material therefrom except such as building construction or the layout of a garden may necessitate;

    5.2 Erect or construct or allow to be erected or constructed any building or erection other than one dwelling house with usual outbuildings and fences to cost not less than five hundred pounds (including outbuildings and fences); or

    5.3 Carry on or permit to be carried on upon the land any trade or business and not to erect not permit to be erected or to remain erected thereon any sign hoarding or other erection used to intended to be used for advertisement.

6. The beneficiaries of the Covenants are *"Ford Estates Proprietary Limited and its* transferees" registered proprietor or proprietors for the time being of the land remining transferred" in Certificate Of Title Volume 5084 Folio 101673.

7. Certificate Of Title Volume 5084 Folio 101673 has been cancelled. It related to the land formally described as Crown Allotment 8 and 9 at Corio, Parish of Moorpanyal, County of Grant and delineated and coloured red on a map which formed part of the certificate (refer to below plan).



Extract of Map in Certificate of title 5084 Folio 101673 (cancelled) – source: *Town Planning Application Report (Ratio)*

8. The application has been made by Ratio Consultants on behalf Norlane Community Initiatives (NCI). NCI is a not-for-profit community organisation that provides community services from the subject site. The subject site is also used as a Place of Worship.

9. The amendment proposes to amend the schedule to Clause 52.02 to remove the registered restrictive covenants 1641285 and 1445490 burdening the subject site, which prevent the construction of more than one dwelling on the site.

10. The planning permit application is sought to facilitate the use and development of the subject site. Refer to Appendix 4 for plans showing the proposed development on the site. Specifically, it proposes to allow, subject to conditions:

    10.1 Buildings and works associated with the existing building on site;

    10.2 A technical change of use from Place of Worship to a Place of Assembly;

    10.3 Removal of an easement, pursuant to Clause 52.02 (note that the planning scheme amendment deals with this matter);

    10.4 A waiver of eight car parking spaces; and

    10.5 Business identification signage.

11. The existing zoning of the land is General Residential Zone 1 (GRZ1). Land to the immediate north, east, south, and west is similarly zoned. (See Appendix 2.) The land is not affected by any overlays.

12. The affected land is flat. It contains a building sited towards the rear of the lot and has associated informal access and car parking. A 2019 planning permit allowed the development of a dwelling to the front of the community building on the south-eastern side of the subject site, and this appears to have been recently completed (refer to the aerial in Appendix 3).

13. The surrounding area is predominantly residential in nature. As seen on the locality plan, the street pattern follows a grid form, which runs on a light north-west to south-east axis.

14. The subject site is proximate to a range of land uses commonly associated with residential areas, including Norlane St Stephens Church, Saint Thomas Aquinas Catholic Church, Yooringa Seniors Community Centre, Diversitat Northern Community Hub, Norlane Community Centre, Norlane Child and Family Centre, Norlane Medical Centre, Labuan Square, North Shore Train Station and north and south bound bus routes servicing Corio Village and Geelong and North Shore Stations.

15. The land is owned by the Baptist Union of Victoria. NCI has been operating at the subject site for the past five years. Urban Seed had been operating from the site for the twelve years prior to this. There was a direct handover of the lease to NCI when Urban Seed ceased operations. The historical operations undertaken by NCI on the land comprise community related uses with typical activities including:

    15.1 Monday neighbourhood meal (50 participants)

    15.2 Monday peoples pantry (20 participants)

    15.3 Private music lessons (5 participants)

    15.4 Sunday congregation (15 participants)

16. At present all programs at the subject site have temporarily ceased.

Discussion

17. The restrictive covenants do not reflect the historic use of the subject suite as a Place of Worship and its use by NCI who operates an essential community-focussed service. Both the Place of Worship and uses operated by NCI are considered to fall under the land use definition of a Place of Assembly.

18. The restrictive covenants prevent the use of the subject site as a Place of Assembly and associated buildings and works for the building on site.

19. The amendment is required to allow for the continued use of the subject site for a Place of Assembly comprising of community-related services operated by NCI, and for the buildings and works associated with the existing building on site.

20. Under Section 61(4) of the Planning and Environment Act 1987, a planning permit cannot be granted if the permit would result in a breach of a restrictive covenant, or a permit has been granted.

21. The amendment will remove the restrictive covenants, which prohibits the use and development of the subject site for a Place of Assembly. This will result in the use and development of the subject site compliant with the Planning Scheme.

22. The current beneficiaries of the restrictive covenants are not expected to experience a material detriment because of the amendment on the basis that it is seeking to formally acknowledge the use of land as a Place of Assembly and to facilitate buildings and works to the existing building on site.

23. The use of s.96a of the Planning and Environment Act 1987 provides an opportunity to formally remove the restrictive covenant by way of a planning scheme amendment, which in turn enables the lodgement of the planning permit application for buildings and works, change of use, waiver of car parking and erection of signage.

24. Planning Panel decisions have established the following principles to be applied in assessing a planning scheme amendment to authorise the variation or removal of covenants and these are relevant considerations for Council to apply to the consideration of this request:

24.1 First, the Panel should be satisfied that the amendment would further the objectives of planning in Victoria. The Panel must have regard to the Minister's Directions, the Planning Provisions, MSS, strategic plans, policy statements, codes and guidelines in the scheme, and significant effects the amendment might have on the environment, or which the environment might have on any use or development envisaged in the amendment;

24.2 Second, the Panel should consider the interests of the affected parties, including the beneficiaries of the covenant;

24.3 Third, the Panel should consider whether the removal or variation of the covenant would enable a use or development that complies with the Planning Scheme; and

24.4 Finally, the Panel should balance conflicting policy objectives in favour of net community benefit and sustainable development. If the Panel concludes that there will be a net community benefit and sustainable development it should recommend the variation or removal of the covenant.

25. The amendment is consistent with the following objectives of planning in Victoria as outlined in the Planning and Environment Act 1987:

25.1 to provide for the fair, orderly, economic, and sustainable use, and development of land;

25.2 to secure a pleasant, efficient, and safe working, living and recreational environment for all Victorians and visitors to Victoria;

25.3 to protect public utilities and other assets and enable the orderly provision and co-ordination of public utilities and other facilities for the benefit of the community; and

25.4 to balance the present and future interests of all Victorians.

26. The amendment furthers the objectives and strategies contained in the *Corio Norlane Structure* Plan *2012* through the support for urban renewal and improving the health and wellbeing of people living in Norlane.

27. The amendment is consistent with the Municipal Planning Strategy contained in the Planning Scheme:

27.1 Clause 02.03-1 Corio Norlane has the strategic direction for Corio Norlane to seek to facilitate an increase in community activities. The amendment clearly facilitates this happening;

27.2 Clause 02.03-3 - Environmental Risks and Amenity encourages a balance between the need for goods and services that serve residents and workers and the potential for negative impacts on residential amenity. This amendment and permit facilitate the on-going local service for the community and provides certainty for their operations without detracting from the amenity of the area.

27.3 Clause 02.03-5 Built Environment and Sustainability seeks to ensure that development will improve the community's quality of life through renewal and good, sustainable design. The amendment and permit will implement the strategic direction to encourage all development to provide high quality urban design and landscaping.

28. The amendment is consistent with the following aspects of the Planning Policy Framework in the Planning Scheme:

28.1 Clause 11.01-1S Settlement which includes strategies to promote and capitalise on opportunities for urban renewal and infill redevelopment;

28.2 Clause 11.03-6L-02 – Corio Norlane includes the strategy to support the development of health and support services that will facilitate the urban renewal of the Corio Norlane area;

28.3 Clause 15.01-1S - Urban Design includes key strategies of ensuring development contributes to community and cultural life by improving the quality of living and working environments, facilitating accessibility, and providing for inclusiveness;

28.4 Clause 15.01-4R Healthy Neighbourhoods which seeks to create a city of 20-minute neighbourhoods, that give people the ability to meet most of their everyday needs within a 20-minute walk, cycle, or local public transport trip from their home;

28.5 Clause 15.01-5S - Neighbourhood Character supports development that contributes to a preferred neighbourhood character, recognising, supporting, and protecting cultural identity and sense of place;

28.6 Clause 15.02-1S - Energy and Resource Efficiency seeks to promote consolidation of urban development and integration of land use and transport; and

28.7 Clause 19.02-4S - Social and Cultural Infrastructure includes key strategies of addressing gaps and deficiencies in social infrastructure and to design social infrastructure to be accessible. The objective is to provide fairer distribution of and access to social and cultural infrastructure.

29. Removal of the restrictive covenant by using Clause 52.02 is the correct planning tool to use and will enable the use and development of the site that complies with the scheme, namely Place of Assembly and associated buildings and works.

30. Removal of the restrictive covenant will facilitate the fair, orderly, economic, and sustainable use of the subject site by facilitating an established community use to continue servicing the local area need in a location that has good connections and wider public transport links.

31. The planning scheme amendment is supported. The amendment implements key directions of the Planning Policy Framework (PPF) through delivering a place-based community use, which directly addresses and contributes to the health and wellbeing of the residents of Norlane.

32. Non-residential uses which support the local community are supported in the PPF and this is a good example of a low-key service being integrated into a residential area.

The Proposed Planning Permit

33. The Planning Permit Application seeks:

33.1 Buildings and works and change of use to a Place of Assembly and associated waiver of 8 car parking spaces and business identification signage.

34. The key features of the proposal are summarised as follows:

34.1 Demolition of an existing multi-purpose area, access ramp, shed, deck, windows and doors and removal of existing pavements and some vegetation;

34.2 Buildings and works, inclusive of a new western single storey extension to replace the existing multifunction area; and

34.3 Provision of external storage areas associated with gardening activities;

34.4 Installation of rainwater tanks with 10,000 litre capacity;

34.5 Installation of new landscaping, including an outdoor seating area with pergola and children’s play area;

34.6 Installation of business identification signage;

34.7 A widened crossover to Spruhan Avenue and removal of two existing crossovers;

34.8 Provision of a new car park with eight parking spaces and two accessible spaces;

34.9 Four bicycle spaces; and

34.10 Formalisation of the broader historical use of the site for community related services operated by NCI. This is through changing the use of the subject site from a Place of Worship to a Place of Assembly, noting that a Place of Worship falls under the land use definition of a Place of Assembly and continues its existing use rights.

35. The proposed development works with the fabric of the existing community centre on site but removes a derelict part of the building.

36. The proposed extensions increase the building area (inclusive of decking) from 422 square metres to 475 square metres.

37. The proposed design generally maintains the relationship of the existing and the proposed built form to adjoining sites, with a new 11 metre wall on the eastern boundary with No. 10 Spruhan Avenue.

38. The proposed development is shown in Appendix 4.

39. NCI delivers programs which primarily support the local community. Following approval and development, the subject site is expected to operate generally as follows:

Regular activities

39.1 Neighbourhood meal: 50 participants (2 hrs x 1 day per week)

39.2 Gardening Group: 5-10 participants (2 hrs x 2 days per week)

39.3 Craft Groups: 5-10 participants (1 hr x 2 days per week)

39.4 Cooking Groups: 5 participants (1 hr x 2 days per week)

39.5 Leadership Workshop: 10 participants (1 hr x 1 day per week)

39.6 Meditation space: 10 participants (30 mins x 2 days per week)

39.7 Café: 20-30 customers (5 days per weeks 9am – 2pm)

39.8 Office: 5-10 staff and volunteers

Hours of operation

39.9 Monday to Friday 9am- 5pm

39.10 Saturday and Sunday: As required

40. Internal referrals were sent to Council's Engineering, Environment, Parks and Waste Services Units. Comments received have informed the initial assessment of the permit application. Barwon Water, Powercor, Downer and the Wathaurung were also consulted, and they have contributed conditions for the preparation of a draft planning permit.

41. A resulting further information request was made to the applicant and updated plans and information have been supplied addressing signage, tree management and site access and car parking layout.

42. The permit application is generally supported and a draft permit will be prepared for exhibition.

Appendix 1 Site Location Plan and existing photos



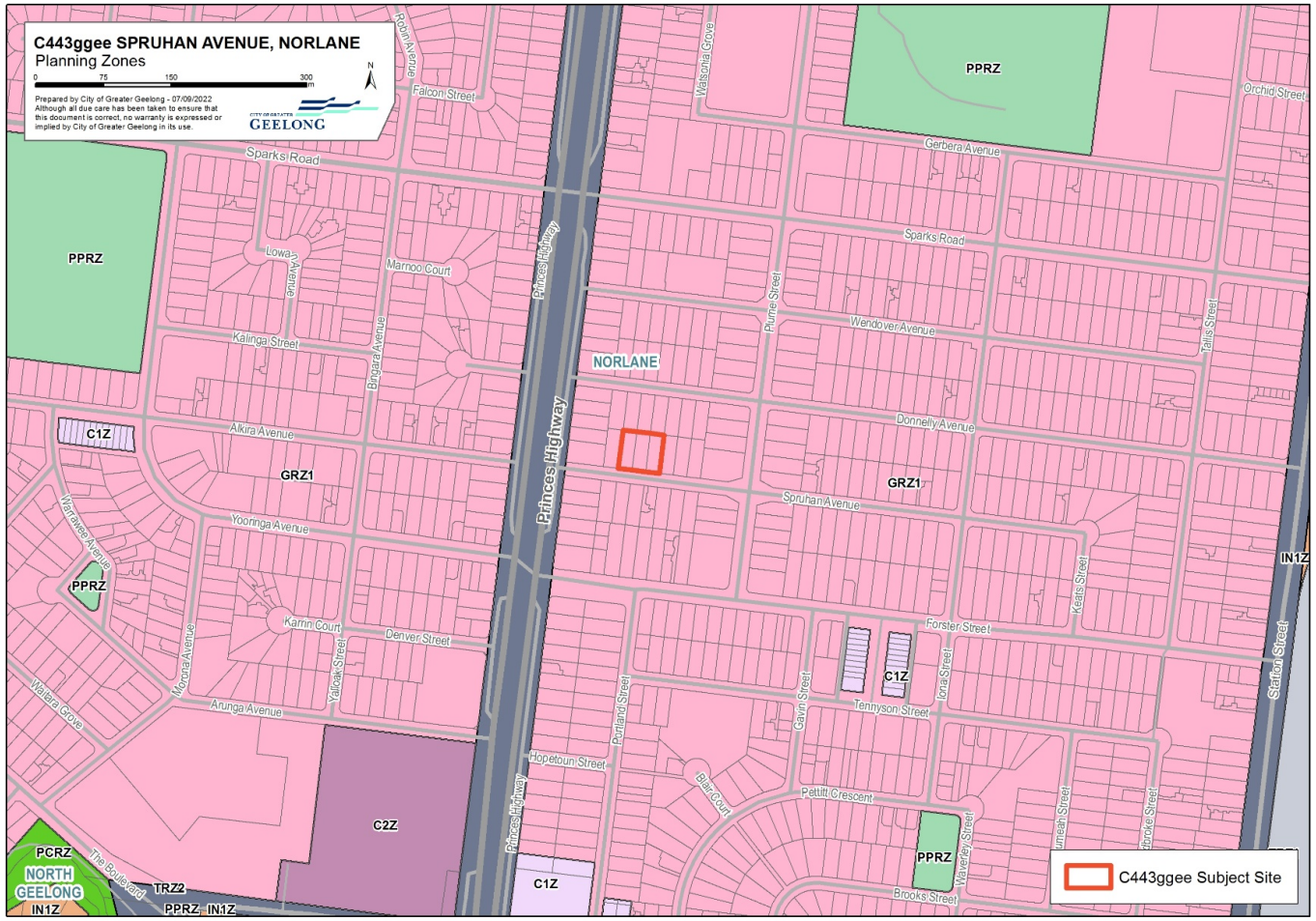


View of the entrance



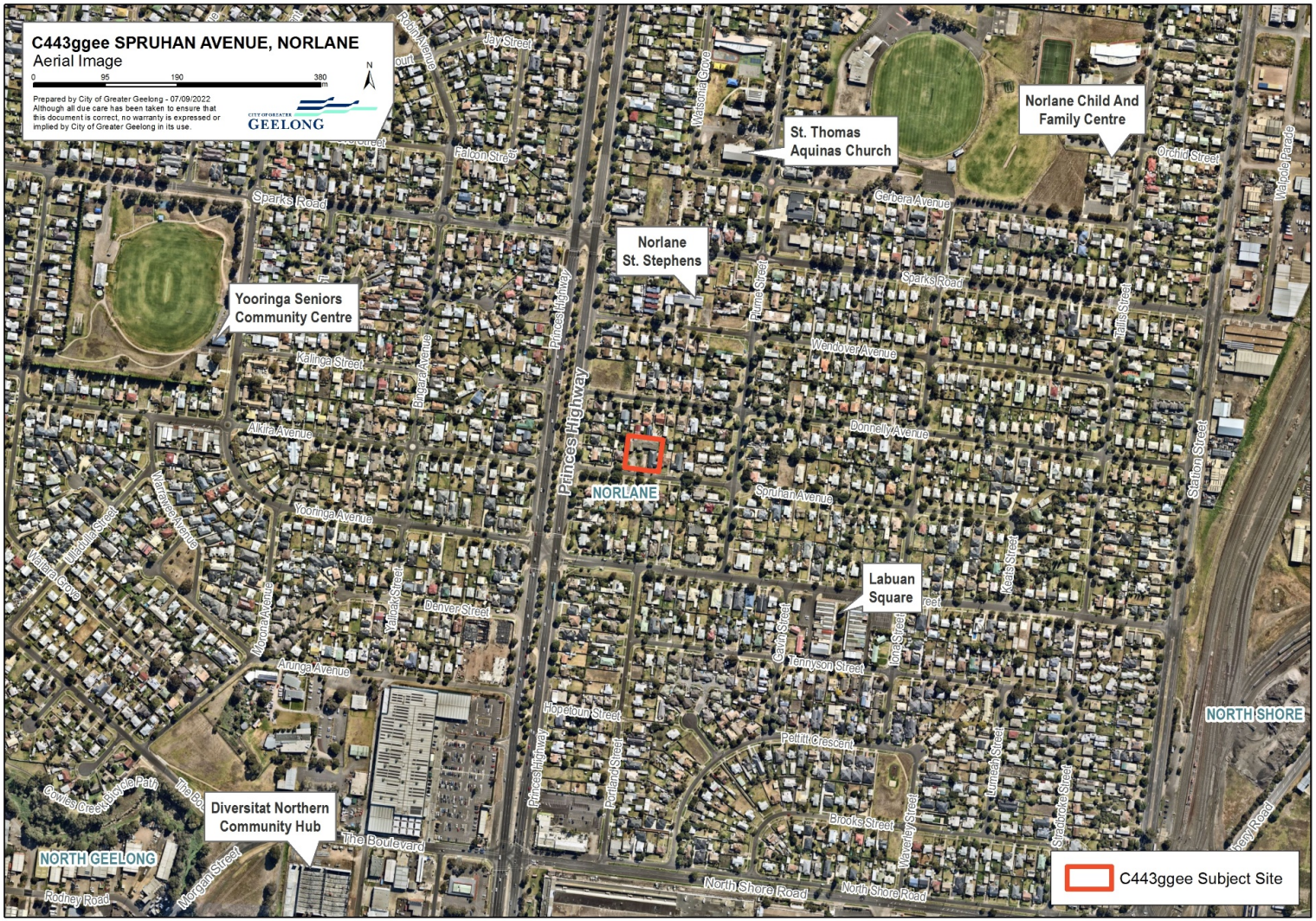
View of western part of the Centre

Appendix 2 Existing Zoning Map



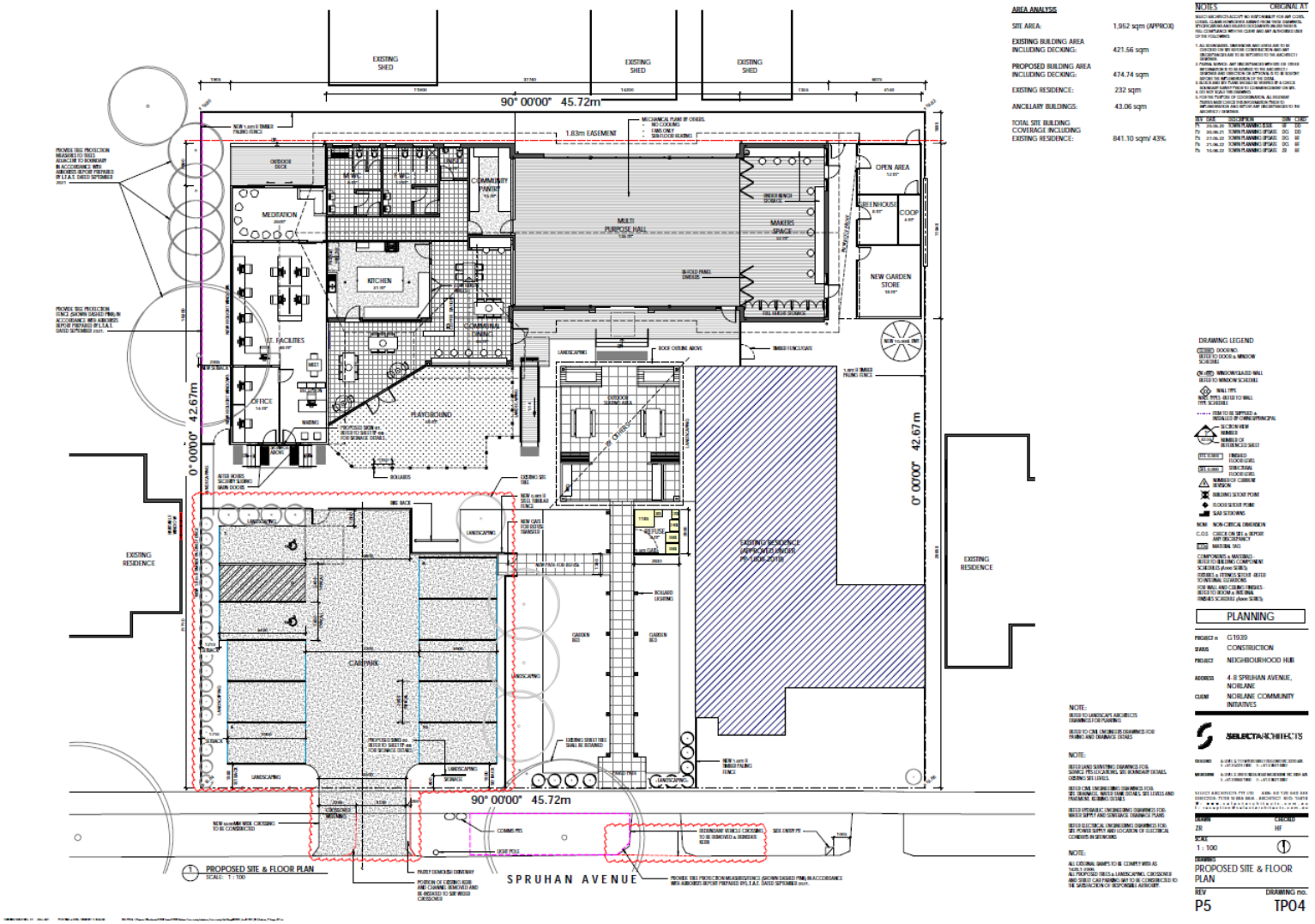
Appendix 3 Aerial Images of Subject Site and Area

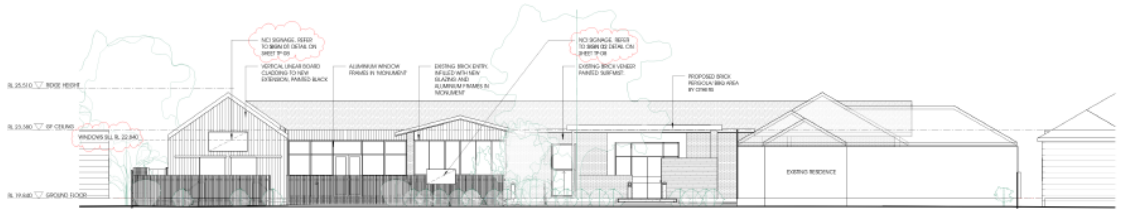



C443ggee SPRUHAN AVENUE, NORLANE
Aerial Image
0 95 190 380 m
N
Prepared by City of Greater Geelong - 07/09/2022
Although all due care has been taken to ensure that this document is correct, no warranty is expressed or implied by City of Greater Geelong in its use.
CITY OF GREATER GEELONG
St. Thomas Aquinas Church
Norlane Child And Family Centre
Norlane St. Stephens
Yooringa Seniors Community Centre
Labuan Square
Diversitat Northern Community Hub
NORLANE
NORTH GEELONG
NORTH SHORE
Princes Highway
Sparks Road
Falcon Street
Jay Street
Orchid Street
Garbera Avenue
Fiume Street
Wendover Avenue
Donnelly Avenue
Spruhan Avenue
Yooringa Avenue
Kalinga Street
Alkira Avenue
Tennyson Street
Hopetoun Street
Pettitt Crescent
Brooks Street
North Shore Road
The Boulevard
Morgan Street
Rodney Road
Corio Creek Bicycle Path
C443ggee Subject Site

Appendix 4 Proposed Development Plans



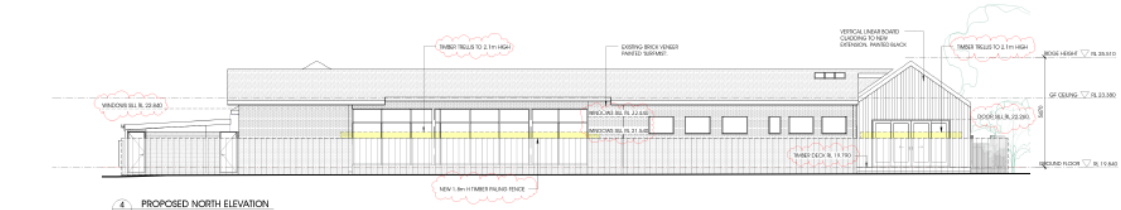

EXISTING SHED
EXISTING SHED
EXISTING SHED
90° 00'00" 45.72m
1.83m EASEMENT
MEDITATION
COMMUNITY PANTRY
MULTI PURPOSE HALL
OPEN AREA
GREENHOUSE
COOP
MAKERS SPACE
NEW GARDEN STORE
KITCHEN
U.C. FACILITIES
OFFICE
PLAYGROUND
CARPARK
EXISTING RESIDENCE
EXISTING RESIDENCE (APPROVED UNDER PD-1-0016.2018)
EXISTING RESIDENCE
0° 00'00" 42.67m
0° 00'00" 42.67m
90° 00'00" 45.72m
SPRUHAN AVENUE
PROPOSED SITE & FLOOR PLAN
SCALE: 1 : 100
AREA ANALYSIS
SITE AREA: 1,952 sqm (APPROX)
EXISTING BUILDING AREA INCLUDING DECKING: 421.56 sqm
PROPOSED BUILDING AREA INCLUDING DECKING: 474.74 sqm
EXISTING RESIDENCE: 232 sqm
ANCILLARY BUILDINGS: 43.06 sqm
TOTAL SITE BUILDING COVERAGE INCLUDING EXISTING RESIDENCE: 841.10 sqm/ 43%
NOTES
ORIGINAL A1
DRAWING LEGEND
PLANNING
PROJECT n° G1939
STATUS CONSTRUCTION
PROJECT NEIGHBOURHOOD HUB
ADDRESS 4-8 SPRUHAN AVENUE, NORLANE
CLIENT NORLANE COMMUNITY INITIATIVES
SELECT ARCHITECTS
DESIGN ZR
CHECKED HF
SCALE 1 : 100
DRAWING PROPOSED SITE & FLOOR PLAN
REV P5
DRAWING no. TP04



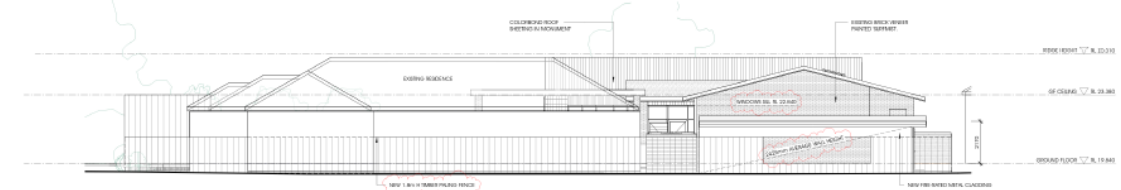
1 PROPOSED SOUTH ELEVATION
SCALE: 1 : 100



3 PROPOSED WEST ELEVATION
SCALE: 1 : 100



4 PROPOSED NORTH ELEVATION
SCALE: 1 : 100



2 PROPOSED EAST ELEVATION
SCALE: 1 : 100

NOTES ORIGINAL A1

DRAWING LEGEND

PLANNING

PROJECT #	G1939
STATUS	CONSTRUCTION
PROJECT	NEIGHBOURHOOD HUB
ADDRESS	4-8 SPRUHAN AVENUE, NORLANE
CLIENT	NORLANE COMMUNITY INITIATIVES

SELECTARCHITECTS

DRAWN	CHECKED
DG	HF

SCALE
1 : 100

DRAWING
PROPOSED ELEVATIONS

REV	DRAWING no.
P3	TP05

Appendix 5 Draft Planning Scheme Provision

GREATER GEELONG PLANNING SCHEME

19/01/2006 VC37

SCHEDULE TO CLAUSE 52.02 EASEMENTS, RESTRICTIONS AND RESERVES

1.0 Under Section 23 of the Subdivision Act 1988

Land	Easement Or Restriction	Requirement
64 Princes Highway, Norlane (Lot 1 on Title Plan 429809S)	Restrictive covenant contained in Instrument 1693682	Remove
4-8 Spruhan Avenue, Norlane (Lots 348 and 349 within Certificate of Title Volume 6100 Folio 946; and Lot 350 on Plan of Subdivision 011342 within Certificate of Title Volume 5084 Folio 763)	Restrictive covenants contained in Instrument 1641285 and Instrument 1445490	Remove

2.0 Under Section 24A of the Subdivision Act 1988

19/01/2006 VC37

Land	Person	Action
None specified		

3.0 Under Section 36 of the Subdivision Act 1988

19/01/2006 VC37

Land	Easement or right of way	Requirement
None specified		

2.9. Proposed Lease to Amplitel (Telstra) - Part of Highton Reserve - 95-105 Barrabool Road, Highton

Source: **Customer & Corporate Services**
Acting Director: **Bryce Prosser**

Purpose

1. To seek Council approval to undertake community engagement in accordance with section 115(4) of the *Local Government Act 2020* and Council's Community Engagement Policy for the intention to lease land to Amplitel Pty Ltd (Telstra's tower business) for the site of a telco monopole at Highton Reserve, 95-105 Barrabool Road, Highton.

Background

2. Amplitel wish to replace the existing telco monopole currently used by Vodafone with a taller monopole capable of co-locating Vodafone and Telstra transmitters. Equipment cabinets would also be installed on the ground.

Key Matters

3. Amplitel require the Greater Geelong City Council (City) to enter a lease for the Leased Area of Highton Reserve for a term of 21 years.

4. The transmitter is necessary to provide greater Telstra coverage in the area.

5. The City owned sports light pole currently in place houses a Vodafone transmitter and sports lighting (non Australian Football League (AFL) standard).

6. The current 20 metre light pole will be removed and replaced nearby with a 30 metre pole with a 2.5 metre extension capable of co-locating both Telstra and Vodafone transmitters.

7. Amplitel have the support of Vodafone which will enter a sub-lease with Amplitel for the transmitter location on the pole.

8. Amplitel will also supply and install AFL standard sports lighting to the pole, completing the need for AFL standard lights around the oval currently used by Geelong Falcons.

9. The City must comply with section 115(4) of the *Local Government Act 2020* which requires that the City undertake community engagement in accordance with its Community Engagement Policy in respect of the proposal to enter the lease.

RESOLUTION - Item 2.9

Cr Harwood moved, Cr Moloney seconded -

That Council:

1. **Approve community engagement in accordance with section 115(4) of the *Local Government Act 2020* and Council's Community Engagement Policy of its intention to enter into a lease with Amplitel Pty Ltd for a term of 21 years for the Leased Area to locate a monopole, transmitter, equipment cabinets and AFL standard sports lighting on part of the premises 95-105 Barrabool Road, Highton;**

2. **Invite submissions by any person in relation to the proposed lease and if submissions are received and the submitter wishes to be heard, convene a Submissions Review Panel to hear and report to Council, on any submissions in relation to the proposed lease; and**

3. **Note that a report will be provided to Council to consider the outcomes of the community engagement process and Submissions Review Panel and/or the proposed lease.**

Carried

Financial Sustainability

10. Amplitel is responsible for installing and maintaining the pole, transmitter and equipment for the term of the lease and any period of overholding. The City is not required to budget for any expenses.

11. AFL Victoria Limited is responsible for maintaining the sports lights.

12. An independent valuation was undertaken to determine the lease fee. The annual fee will be $23,000 with a 3 percent annual increase.

Community Engagement

13. Community engagement on the proposed lease will be undertaken in accordance with the Council's Community Engagement Policy. Community feedback received will be considered by Council prior to the approval of the lease.

14. Any person will have an opportunity to make a written submission on the proposed lease. A submitter is entitled to request in the submission, that the person wishes to appear or be represented by a person specified in the submission, at a meeting to be heard in support of their submission.

Social Equity and Sustainability

15. There are no social equity and sustainability implications of completing the community engagement process for the lease.

Relevant Law/Policy/Legal Implications

16. Council must comply with section 115 of the *Local Government Act 2020* which requires that, as the proposed lease is for a period of greater than 10 years, community engagement must be undertaken in accordance with Council's Community Engagement Policy.

Alignment to Community Plan and Vision

17. This report aligns with Our Community Plan 2021-2025 strategic priority:
Strong local economy.

18. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A leader in developing and adopting technology.

Conflict of Interest

19. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

20. The monopole and equipment cabinetry proposed shall comply with all building codes, regulations and Amplitel standards.

21. The lease establishes Amplitel's management rights and obligations for its asset to mitigate risks to the City.

Environmental Sustainability

22. Over the lifetime of a telecommunications facility, the benefit to community of providing continuous service and service during emergency events is of great importance. Telecommunications facilities require low power to operate and therefore emissions created as a result are considered to be very low. Telecommunications facilities are regularly upgraded to be more efficient and better for the community. This counts for both the technology of the service but similarly for the associated requirements for ancillary equipment and power supply. Amplitel will continue to monitor the outputs of the site and will be able to address emissions reduction throughout the lifespan of the facility, in line with its existing commitment to ensuring facilities are up-to-date for the benefit of the wider community.

23. The most probable climate change risks to telecommunications facilities are flooding or bushfire. As the facility does not sit within land subject to inundation or within a designated bushfire zone, these risks are negligible to this specific telecommunications facility. Furthermore, once constructed the operation of the telecommunications facility will not result in any negative impacts on the natural environment or the ecology of the locality.

Attachments

1. Locality Plan - Amplitel Pty Ltd - Telstra - Highton Reserve [**2.9.1** - 1 page]
2. Proposed Location of Amplitel Monopole and Equipment [**2.9.2** - 1 page]
3. Location - 95-105 Barrabool Rd Highton [**2.9.3** - 1 page]

TN

HEADFRAME ORIENTATION 110° TN

EXISTING FOOTBALL OVAL

EXISTING DRAINAGE PIT

7 PROPOSED ELECTRICAL CABLE PIT

7 EXISTING 20m LIGHT POLE TO BE REMOVED

GRASS

EXISTING GATE

7 EXISTING TPG ODUs TO BE RELOCATED/REMOVED

7 PROPOSED 30m + 2.5m MONOPOLE WITH PROPOSED/RELOCATED TPG EQUIPMENT AND PROPOSED LIGHTS

7 PROPOSED TPG PIT (TYP.)

7 PROPOSED TPG LEASE AREA (~ 5.1m²)

7 PROPOSED/RELOCATED TPG ODU CABINETS (TYP.)

7 PROPOSED TELSTRA LEASE AREA (~4.1m²)

7 PROPOSED TELSTRA DISTRIBUTION BOARD AND SPD BOX ON PROPOSED SUPPORT FRAME

7 PROPOSED TELSTRA VERTIV MACRO ODU CABINET (750 x 900 x 1950mm) TO BE INSTALLED ON CONCRETE SLAB, BEHIND TPG CABINETS

7 PROPOSED TELSTRA VERTIV MACRO ODU CABINET (750 x 900 x 1950mm) TO BE INSTALLED ON CONCRETE SLAB, BEHIND TPG CABINETS

7 PROPOSED U/G Ø150 CONDUITS (6 OFF) (LENGTH APPROX. 3.1m)

7 PROPOSED TELSTRA PIT (TYP.)

SERVICES LEGEND

FE ABOVE GROUND FEEDER CABLES

E BELOW GROUND ELECTRICAL SUPPLY

SITE LAYOUT

SCALE 1:100

1m 0 1m 2m 3m 4m 5m SCALE 1:100

RFNSA SITE No. 3216017



Copyright © Whereis® Registered Trademark of Sensis Pty Ltd.

LOCALITY PLAN

NOT TO SCALE

EXISTING CLUB ROOM

TITLE BOUNDARY (UNFENCED)

HIGHTON RECREATION RESERVE

7 PROPOSED TELSTRA SITE

ROSLYN ROAD

EXISTING TREE (TYP.)

EXISTING BUILDING (TYP.)

SITE ACCESS

SCALE 1:2000

20m 0 20m 40m 60m 80m 100m SCALE 1:2000

UNAPPROVED DRAWING

7 PRELIMINARY

NOTES:

1. ALL EXTERNAL FEEDERS AND TAILS MUST BE BIRD PROOFED AS PER EXTERNAL PLANT POLICY 003615.
2. ALL DIMENSIONS ARE IN MILLIMETRES UNLESS SPECIFIED OTHERWISE.
3. THIS DRAWING SET IS A PRELIMINARY DRAWING ONLY AND IS ISSUED FOR COMMENT. IT IS NOT A DETAILED SURVEY / STRUCTURAL DRAWING AND THEREFORE COULD BE SUBJECT TO CHANGE.
4. FOR EME SIGNS NOTED THUS #X REFER TO 005486 FOR DETAILS.

PROPERTY DESCRIPTION

LOT 1 ON PLAN TP375790
PARISH OF BARRABOOL
COUNTY OF GRANT

SITE STRUCTURE CO-ORDINATES (GDA94) SURVEY READING ACCURACY: ±0.1m CENTRE OF LEASE AREA	
LATITUDE	-38.17280 (GDA94)
LONGITUDE	144.32252 (GDA94)

Downer
Relationships creating success

TO BE READ IN CONJUNCTION WITH SHEETS S1-1, S1-2, S3 & S3-1.

ORDER	DRAWN	CHKD	AMENDMENT	EXAM	APPD	DATE	ISS
VT03192.01	RLK	AD	AMENDED TO TELSTRA P2 DAF	JS	TS	08.05.13	3
VT03192.01	RLK	AD	AMENDED TO TELSTRA P3 DAF	JS	TS	29.05.13	4
VT03192.01	SC	AD	ISSUE FOR CONSTRUCTION 71406800WO03AA	JS	PA	09.10.15	5
VT03192.01	TJV	GD	DRAWINGS AMENDED TO C1 DAF	JS	PA	04.11.15	6
VT03192.01	JM	MP	PRELIMINARY - SP30094092WO081DOWN	MP	RC	14.03.22	7

©Telstra Corporation Limited ABN 33 051 775 556 All rights reserved.

Telstra

MOBILE NETWORK SITE 232091
HIGHTON
SITE LAYOUT AND ACCESS
95-105 BARRABOOL ROAD, HIGHTON, VIC 3216

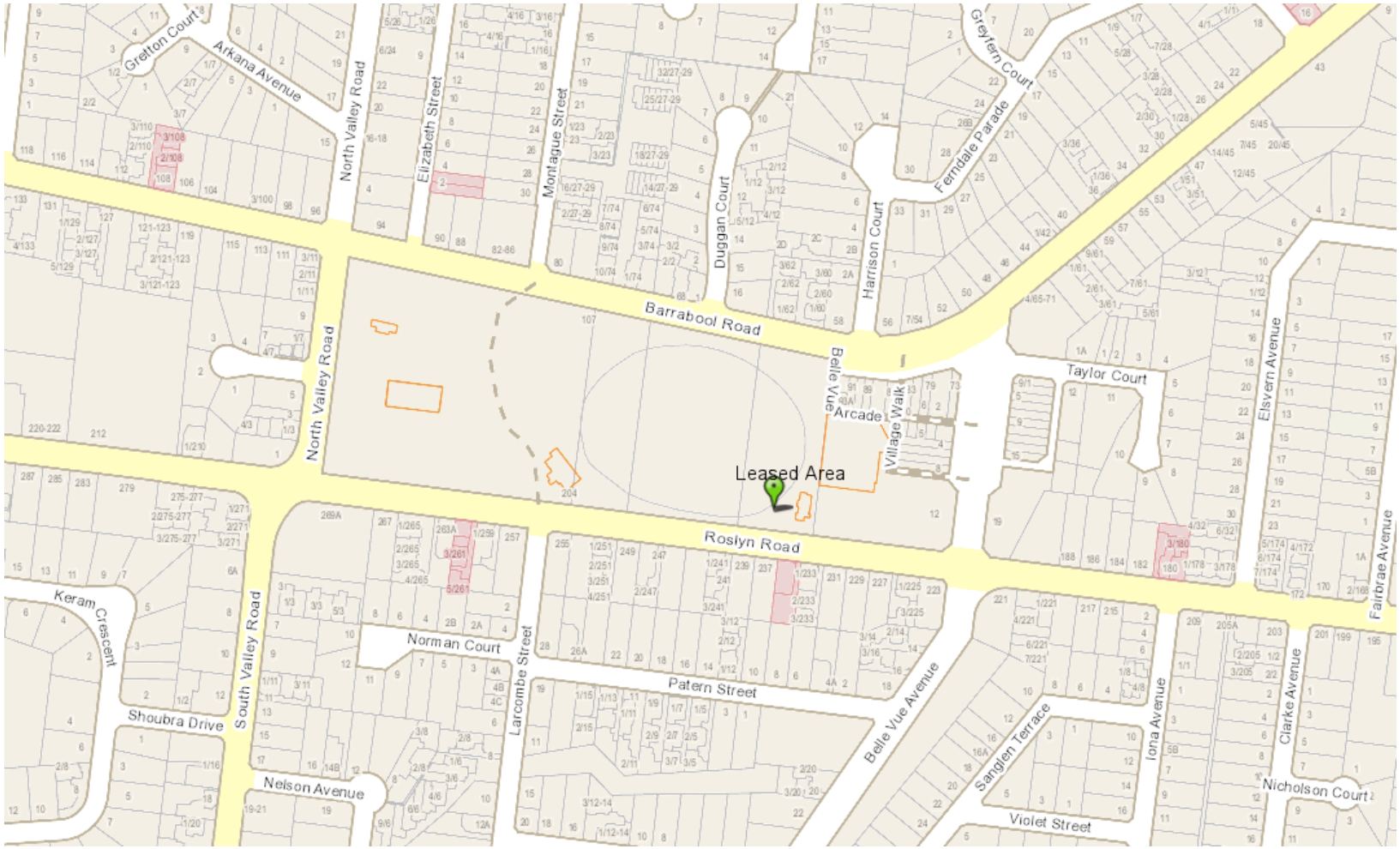
DWG NO. V110236 SHT NO. S1 -

A3

Proposed Location of Amplitel Monopole and Equipment

95-105 Barrabool Road, Highton (Roslyn Road end)





Location – 95-105 Barrabool Rd, Highton

2.10. Tender T2300016 Annual Supply of Bituminous Spray Sealing Works

Source: **Customer & Corporate Services**
Acting Director: **Bryce Prosser**

Purpose

1. To award Contract C2300016 for the Annual Supply of Bituminous Spray Sealing Works to Head, Transport for Victoria Trading As SprayLine Road Services (ABN 97 481 088 949).

Background

2. To facilitate the annual supply of bituminous spray sealing works program Procurement Services undertook an open (public) tender on behalf of Engineering Services.

3. Based on the high quality of the written tender submission and competitive pricing offered, the recommended tenderer provided a value for money option for the City.

Key Matters

4. Procurement Services managed an open tender process on behalf of Engineering Services to complete the annual supply of bituminous spray seal works program for the City of Greater Geelong.
5. Based on the tenderer's past project experience, expertise and value for money the Tender Evaluation Panel recommends that Head, Transport for Victoria Trading As SprayLine Road Services be awarded the contract for the provision of these services.
6. Subject to Council awarding the Contract, the works will commence in November 2022 and conclude in June 2023.
7. The lump sum price for the delivery of the services is $1,967,729.00 (excl. GST) to complete the scheduled program.

RESOLUTION - Item 2.10

Cr Aitken moved, Cr Moloney seconded -

That Council:

1. **Award Contract C2300016 for the Annual Supply of Bituminous Spray Sealing Works to Head, Transport for Victoria Trading As SprayLine Road Services (ABN 97 481 088 949) for the tendered lump sum price of $1,967,729.00 (excl. GST); and**

2. **Authorise the Chief Executive Officer to execute the Contract No. C2300016 and any other documents required by or to give effect for the terms of the contract on behalf of Council.**

Carried

Financial Sustainability

8. The operation cost of the contract will be covered by the approved Council budget for the Road Surfacing Reseal Program. The contract value is within the operation budget.

Community Engagement

9. There is no community engagement conducted for this program as it is an annual program run by the City based on existing road conditions.

10. This tender was a standard works project which did not have any opportunities for collaboration.

Social Equity and Sustainability

11. There are no social equity and sustainably implications of awarding the tender.

Relevant Law/Policy/Legal Implications

12. This tender was advertised in accordance with the requirements of section 108 of the *Local Government Act 2020* and the tender process has been conducted in accordance with the City's Procurement Policy.

13. The submissions were evaluated in accordance with the processes detailed in the City's 'Procurement and Contracts Manual'.

Alignment to Community Plan and Vision

14. This report aligns with Our Community Plan 2021-2025 strategic priority:
High-performing council and organisation.

15. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A fast, reliable and connected transport network.

Conflict of Interest

16. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

17. The tender evaluation process involved the assessment of work, health and safety policies, procedures and risk assessment documents. Any other risks associated with the acceptance of this tender will be managed through the contract conditions.

Environmental Sustainability

18. Any environmental implications associated with this contract will arise from the execution of the works. It is considered that these are the responsibility of the contractor and will be managed through the contract documentation.

Attachments

Nil

Tender Details

Contract Details

19. Contract C2300016 Annual Supply of Bituminous Spray Sealing Works.

Invitation to Tender

20. The City issued Tender T2300016, closing 2:00pm Tuesday 13 September 2022, seeking to appoint a contractor to complete the annual supply of bituminous spray seal works program for the City of Greater Geelong.

Table 1 Invitations to Tender

Medium	Date Advertised
City of Greater Geelong website – eProcure	24/08/2022
Geelong Times (including Armstrong Creek Times & Bellarine Times)	1/09/2022

Tender Evaluation Panel

21. The Tender Evaluation Panel (TEP) comprised the following staff.

Table 2 Tender Evaluation Panel

Position Title	Panel role
Procurement Specialist	Chair
Coordinator Program Delivery	Member
Civil Project Officer	Member

Tender Submissions

22. At tender close the City received 1 tender submission. Tenders had to meet the following mandatory criteria:

22.1. OH&S system – if the tenderer's OH&S processes and procedures do not meet a minimum standard determined by the City, the tenderer will not be considered for the contract;

22.2. Must use conventional bitumen C170 mixed in the field with 18 parts crumbed rubber as the binder for all works; and

22.3. Must forward spread aggregate for all sealing works.

Table 3 Tender Submissions Received

Tender		Conforming tender
A	Head, Transport for Victoria Trading As SprayLine Road Services	Yes

Tender Evaluation

23. The Tender Evaluation Panel used the following qualitative criteria (in order of weighting) to assess the submissions:

Table 4 Comparative Criteria Weighting

Comparative Criteria	Weighting %
Capability & Experience (including Local Government)	35
Methodology & Plan for Performing the Contract	25
Proposed Staffing levels, Plant & Equipment, and Extent of Subcontracting	20
Economic & Social Sustainability Considerations (Local Content)	10
Clever & Creative - Innovation	5
Quality Management	5

24. The tender was evaluated by the tender evaluation panel in a two staged process:

24.1. Qualitative assessment of a weighted score totalling 100%; and

24.2. Value For Money

25. Head, Transport for Victoria Trading As SprayLine Road Services were deemed the best value for money tenderer, demonstrating best value for money for the City, and placing them as the preferred.

Tender Evaluation Scores

26. At the conclusion of the qualitative evaluation the submission was deemed capable of providing services to the City.

Table 5 Tender Evaluation Scores

Tender		Rank
#	Head, Transport for Victoria Trading As SprayLine Road Services	1

Post Tender Contact

27. The tender evaluation panel sought clarifications in writing from Head, Transport for Victoria Trading As SprayLine Road Services. These clarifications were regarding their insurances.

Probity

28. No probity issues were identified.

2.11. Transformation Program 2.0 Progress Report to June 2022

Source: **Strategy, People & Performance**
Director: **Kaarina Phyland**

Purpose

1. To provide an update on the progress of the Transformation Program 2.0 as at 30 June 2022.

Background

2. The Transformation Program was primarily developed to address recommendations coming out of the *Commission of Inquiry into Greater Geelong City Council* report (March 2016).

3. The program focuses on critical projects that are progressing and reflect six key areas of change: Civic Precinct, Digital Modernisation, Asset Management, Advocacy and Stakeholder Management, People and Culture, and Service Planning and Review.

Key Matters

4. A detailed progress update on the Transformation Program 2.0 is provided in Attachment 1 – Transformation Program 2.0 Progress Report – June 2022.

5. Projects within both the People and Culture and Advocacy and Stakeholder Management focus areas are now substantively complete.

6. Work on the Business Systems Refresh (BSR) Project has been paused due to continuing issues delivering the Customer Relationship Management and the Oracle Enterprise Resource Planning (ERP) Phase 1 projects. As a result, a decision was made to cease the commercial agreement with the vendor. All projects related to ERP implementation have been paused while we work through the complexities of the project. This includes the BSR Core Systems Replacement Project (Phase 2 Finance Systems and Human Capital Management), asset management projects (Asset Accounting and Asset Handover) and the Data Management Project.

7. Service Redesign is on hold with a review to be completed to align with the Future Ways of Working activities.

RESOLUTION - Item 2.11

Cr Harwood moved, Cr Sullivan seconded -

That Council note the Transformation Program 2.0 Progress Report – June 2022.

Carried

Financial Sustainability

8. Several projects such as civic accommodation, digital modernisation, asset management, social infrastructure plan, workforce planning and leadership development are subject to current and future budget funding.

Community Engagement

9. The Transformation Program 2.0 Progress Report was prepared in consultation with Managers, Coordinators and Officers from across the organisation. Progress on the Transformation Program 2.0 is reported to the Executive Leadership Team, Council and to the Minister for Local Government and is available publicly on the Geelong Australia website.

Social Equity and Sustainability

10. The Social Infrastructure Plan review is one of the current projects in the Transformation Program 2.0. The diversity and inclusion and gender equity plans were delivered during phase one of the Transformation Program.

Relevant Law/Policy/Legal Implications

11. The Transformation Program was originally developed in response to the 2016 Commission of Inquiry report. In that report, there were 12 key recommendations and 25 secondary recommendations to be addressed. While the Municipal Monitor concluded his role on 12 November 2020, the progress of Transformation Program 2.0 will continue to be monitored by the Chief Executive Officer and Council and reported regularly to the Minister for Local Government.

Alignment to Community Plan and Vision

12. This report aligns with *Our Community Plan 2021-2025* strategic priority: High-performing council and organisation.

Conflict of Interest

13. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

14. The Transformation Program is monitored via the organisation's enterprise risk update and reported to the Audit and Risk Committee.

Environmental Sustainability

15. There are no environmental implications arising from this report.

Attachments

1. Transformation Program 2.0 Progress Report - June 2022 [**2.11.1** - 16 pages]

CITY OF GREATER GEELONG

TRANSFORMATION PROGRAM 2.0

JUNE 2022 UPDATE

CITY OF GREATER GEELONG

Table of Contents

Executive summary 3

Project updates 6

1 Civic Precinct 7

2 Digital Modernisation 9

3 Asset Management 11

4 Advocacy and Stakeholder Management 14

5 People and Culture 15

6 Service Planning and Review 16

Report sign-off 17

Executive summary

The Transformation Program was primarily developed to ensure that the 12 key recommendations and the 25 secondary recommendations of the Commission of Inquiry report are carried out.

The program was organised into four inter-related streams of Leadership, Governance, Management and Relationships.

In November 2017 the program was reviewed with eight focus areas created, with a total of 28 projects under these. The focus areas were:

1. Governance
2. Strategy, Planning and Monitoring
3. Culture and People Management
4. Financial Management
5. Asset Management
6. Information management
7. Risk Management
8. Relationship and Reputational Management.

TRANSFORMATION PROGRAM 2.0

The Transformation Program has progressed to the point where 18 of the 28 projects are complete or substantially progressed. These projects are now operating under business as usual.

At the Council Meeting held on 30 July 2019, the achievements of the Transformation Program were noted, and the next phase of transformation was adopted and supported by the Principal Municipal Monitor.

The second phase, “Transformation Program 2.0”, will address the critical projects that are still progressing, supporting our continued transformation to a high performing organisation and be fully owned by the current Council. It will also allow for projects that reflect key areas of change to be added at the discretion of the Executive Leadership Team.

Transformation projects will continue to be included in the CEO’s key performance indicators (KPIs) and cascaded down into each Directors’ KPIs to be monitored regularly by the CEO.

Transformation Program 2.0 will focus on the following areas of change:

1. **Civic Precinct**

   Track the progress of the tender, design, construction, fit out and occupancy. This will also include change management updates.

2. **Digital Modernisation**

   All stages of the Digital Transformation program and how it will lead to efficient ways of working.

3. **Asset Management**

   Review and development of the asset management framework and supporting systems including the integration of the Social Infrastructure Plan.

4. **Advocacy and Stakeholder Management**

   Vision Partner program, advocacy and the delivery of the Council Plan will be reinforced with a stakeholder engagement plan. A growth advocacy plan to be considered to better position Council amongst key stakeholders and with the Geelong Authority and State and Federal Governments.

5. **People and Culture**

   Workforce planning for the future, continued leadership development and a sustainable culture program for all council staff.

6. **Service Planning and Review**

   Using the findings of service planning and further analytics to assist with reviewing our services and continued business improvements efforts throughout the organisation.

Implementation of the program will continue to occur progressively; with some initiatives able to be implemented relatively quickly, whereas others taking longer and in some instances over several years.

This will continue our transformation to the most efficient and effective organisation possible and fulfil our purpose of ***working together for a thriving community***.

The table below lists the focus areas and current projects that continue to be critical to the ongoing transformation of the organisation:

Project	Role
CIVIC PRECINCT	
Civic Precinct	Project Director – Civic Accommodation
DIGITAL MODERNISATION	
Digital Transformation	Program Manager Digital Modernisation
ASSET MANAGEMENT	
Asset Management	Manager Property, Procurement & Assets
Social Infrastructure Plan	Manager Social Planning & Investment
ADVOCACY AND STAKEHOLDER MANAGEMENT	
Corporate Affairs Establishment	Manager Corporate Affairs
Stakeholder Matrix	
PEOPLE AND CULTURE	
Working Better Together	Director Strategy, People & Performance
Workforce Resource Plan	
SERVICE PLANNING AND REVIEW	
Service Planning / Review	Manager Strategy, Commercials & Partnerships
Business Analytics and Reporting	Chief Information Officer

ACHIEVEMENTS JANUARY – JUNE 2022

This report provides a retrospective summary of the achievements over the past six months as we continue to progress the Transformation Program 2.0.

The City, like every other organisation, is still dealing with and responding to the impacts of the coronavirus (COVID-19) pandemic. The City has quickly adapted to ensure delivery of critical community services which has diverted some resources away from the Transformation Program. The safety and wellbeing of the community and employees remains the City's primary focus during this critical period.

Major achievements for the last six months included:

Civic Precinct

- ✓ Commenced fit out works including lighting, joinery, internal walls, and internal glazing. In addition, commenced landscaping works and completed all brickwork.
- ✓ Re-engaged teams on return to office on Big Tidy 'clean up' days.
- ✓ Continued employee engagement series to provide the latest updates on Wurriki Nyal and learn about the Precinct's development.

Digital Modernisation

- ✓ Completed go-live for Oracle Fusion system for Finance and Procurement.
- ✓ Paused all projects related to Oracle Enterprise Resource Planning implementation with the Business Systems Refresh (BSR) Core Systems projects now under review.
- ✓ Created 566 new accounts under the Digital Equity project with 90 per cent of all staff having a digital account.
- ✓ Completed tender evaluation for the Online Interface Project – delivery of website redevelopment.

Asset Management

- ✓ Endorsement of Asset Plan by Council in June 2022.
- ✓ Completed 2022 Asset revaluation in accordance with Audit and Risk Committee Dashboard targets.
- ✓ Paused Asset Management component of BSR.

Advocacy and Stakeholder Management

- ✓ Reviewed *Our Council's Priority Projects* document post federal-election and commenced state election advocacy planning.
- ✓ Supported upcoming Brand Geelong launch with Vision Partners.
- ✓ Planned monthly briefings for local Members of Parliament from July 2022.

People and Culture – Working Better Together

- ✓ Selected new providers for leadership development program and launched a new Learning and Development training catalogue to all staff in April 2022.
- ✓ Conducted the new Employee Opinion Survey, Better Together, in May 2022.
- ✓ Submitted new Gender Equality Action Plan to the Gender Equality Commission.
- ✓ Hosted a Working Better Together culture forum for all people leaders on 19 May 2020, with focus on flexible working arrangements and move to the new civic precinct.

Service Planning and Review

- ✓ Completed PowerBI Training for Data Services Hub.
- ✓ Established a PowerBI User community to share knowledge and support business users.
- ✓ Completed CorVu report migration assessment and undertook a three-month CorVu Report migration trial.
- ✓ Supported Delta Reporting for BSR project (Finance).
- ✓ Approval of Data Services Hub roles and position descriptions developed.

Projects within the Transformation Program 2.0 which have been flagged with 'watch' status:

- Service Redesign
- Asset Accounting
- Asset handover
- Business analytics / reporting

Project updates

This section contains updates on all projects within the Transformation Program 2.0.

Project leads have provided updates on all projects and this forms the basis of this report.

Transformation Program 2.0 is reported to the Executive Leadership Team, Council and the Minister for Local Government.

Key to symbols in this section:

	Not commenced
	On track
	Watch
	Needs attention
	Complete / substantially progressed

1. CIVIC PRECINCT

Project	Update
Civic Accommodation Construction	*August 2022 completion*
Construction / base build	
Employee Experience	
Change Champions	
Workplace engagement and driving change	
Move to Wurriki Nyal (formerly called Move to Mercer)	*July 2022 completion*
Planning, packing and moving to the new building	
The Big Tidy (formerly called Mercer Ready)	*March 2022 completion*
Reducing our storage and paper requirements	
Civic Digital Fit-Out	*March 2022 completion*
Digital solutions for the new Civic building	
Workspace Design	*June 2022 completion*
Workplace strategy and engagement planning	
Overall progress status	**75%**

Achievements

Civic construction, digital fit out and workplace design

- ✓ Completed High Level Services – Lower Ground to Level 4
- ✓ Commissioned lifts
- ✓ Confirmed the ability to use shared fibre ducts to get direct access to Deakin Data Centre
- ✓ Progressed car stacker (95%), joinery installation (25%) and lighting installation (50%)
- ✓ Commenced landscaping works
- ✓ Completed power to lower ground and levels 1 and 2
- ✓ Inspected and approved benchmark areas
- ✓ Identified AV & IT fit out transition plan and key move date.
- ✓ Commenced staff training needs analysis for technology and audio visual (AV)
- ✓ Selected preferred vendor selected for desk booking system

Employee experience

- ✓ Re-engaged teams on return to office on Big Tidy ‘clean up’ days.
- ✓ Engaged with key stakeholders on parking in Wurriki Nyal and developed impact analysis and draft change and communications plan
- ✓ Continued Move to Wurriki Nyal Lunch & Learn engagement series for employees to provide the latest updates on Wurriki Nyal and learn about the Precinct’s development
- ✓ Endorsed End of Trip locker and towel services and processes for implementation
- ✓ Endorsed City Hall use principles and options for implementation
- ✓ Issued tender for security services

Key priorities for the future

Civic construction, digital fit out and workplace design

- ➢ Approve Wadawurrung Artist, Kait James, artwork prototype and commence installation
- ➢ Complete Level 3 and 4 carpet installation
- ➢ Complete power to Levels 3 and 4

Employee experience

- ➢ Brief leaders on Neighbourhood engagement pack to support discussions with teams on how they will share space, collaborate, and apply our Future Flex principles in Wurriki Nyal
- ➢ Continue storage planning with impacted teams, confirming space allocation and identifying opportunities for shared resources
- ➢ Finalise plans for inductions, training, and opening events
- ➢ Review, consolidation, and parking allocations for Wurriki Nyal pool car fleet
- ➢ Finalisation and resourcing approvals for Wurriki Nyal business as usual Transition Plan
- ➢ Interim move of Level 5 Brougham Street to Level 1 to enable de-fit and lease exit by end July 2022

2. DIGITAL MODERNISATION

Project	Update
Business Systems Refresh (BSR)	*December 2022 completion*
Core Systems Replacement project - Finance, Human Capital Management (HCM) & Payroll, Customer Relationship Management (CRM)	Completed CRM Phase 1 & 2; Finance Phase 1, Procurement Phase 1. The program is now taking the opportunity to pause, review and ensure we're set up for success in achieving the next phases the program.
Customer Experience	
Customer Access	
CX Strategy, personas and transition plan	
Billings and Payments	
Payments review, policy and strategy	
Service Redesign	*December 2021 completion*
Project to redesign our statutory services processes	On hold – review to be completed to align with FWoW activities.
Online Interface	*June 2022 completion*
Review online interfaces, renew website design and platform	
Customer Relationship Management (CRM)	*December 2022 completion*
Project currently being scoped	Project under review
Workplace Mobility	
Emails for all staff, collaboration tools and mobile devices	Scope has now renewed to include only two projects – Digital Workspace and Digital Equity
Data Management	
Establish Data Services Hub	
Overall progress status	**84%**

Achievements

BSR, Workplace Mobility, Data Management

- ✓ Completed go-live for Oracle fusion system for Finance and Procurement
- ✓ Completed transition to support process with Digital Information Technology and the service desk team
- ✓ Completed Digital Equity pilot group analysis with results to be detailed in post implementation review
- ✓ Created new accounts (566) under the Digital Equity project with 90 per cent of all staff having a digital account
- ✓ Transitioned Phase 1 Finance to the business
- ✓ Transitioned Phase 1 Procurement to the business
- ✓ Built and finalised Core Oracle financial reports for handover to the Finance team
- ✓ Resolved Digital Workspace (Intranet) information architecture
- ✓ Deployed Digital Workspace homepage

Customer experience

- ✓ Assigned new project manager to Online Interface Project and the Customer Relationship Management (CRM) Project
- ✓ Commenced engagement for Request For Service (RFS) requirements review with Health & Local Laws, City Works and Engineering teams
- ✓ Undertook collaborative engagement between the Assets Project and CRM project on implementation of Oracle and end to end processes
- ✓ Created Customer Access workplan and aligned with Wurriki Nyal Project
- ✓ Drafted external communications on changes to how the customer area operates
- ✓ Reviewed interim bookings product and awaiting approval so that customer bookings with service delivery staff can occur upon opening of Wurriki Nyal
- ✓ Identified training needs and requirements for implementation with staff to enable new ways of working in Wurriki Nyal customer area
- ✓ Completed tender evaluation for online interface – delivery of website redevelopment
- ✓ Commenced draft program planning for online interface with business requirements from CRM project repurposed to inform customer requests, online forms and payments

Key priorities for the future

BSR, Workplace Mobility, Data Management, Asset Transformation

BSR Core Systems Replacement projects now under review. All projects related to Oracle ERP implementation have been paused and if recommenced will do so under the newly established EPMO.

- ➢ Complete handover of Oracle Finance system to operations with acceptance of the handover checklist
- ➢ Finalise Draft Project implementation review for Finance Phase 1
- ➢ Review and confirm scope, benefits and outcomes s for ticketing and bookings project
- ➢ Alignment of BSR Program to EPMO as strategic program

Customer experience

- ➢ Continue to communicate changes to the community and engagement with customer service officers
- ➢ Finalise Online Interface – website redevelopment contracts and onboard vendor in June for kick off in July 2022
- ➢ Finalise detailed project plan, streams, and resources for Online Interface Project delivery

3. ASSET MANAGEMENT

Project	Update
Asset Management	*December 2022 completion*
Governance and Culture	
Framework • Asset Management Policy • Asset Management Framework • Asset Management Strategy • Asset Management Plans	
Asset Accounting • Organisational Renewal Gap Report • Asset Valuation Review • Asset Inputs – Long-Term Financial Plan	 Running a bit slower due to staff changes to asset accounting team along with system implementation for Oracle Fusion
Capabilities, Culture and Communication • Communication Strategy • Asset Management Steering Committee • Councillor Communications • Capability gap assessment / training	 Business System Refresh (BSR) project including stakeholder consultation has been halted due to program rescoping
Lifecycle and Long-term Planning	
Maintenance management	 BSR Project including stakeholder consultation has been halted due to program rescoping
Strategic Asset Management Models Generation 1 to be completed 30 June 2022	
Governance and Culture	
Asset Register restructure	 BSR Project including stakeholder consultation has been halted due to program rescoping
Asset handover 30 June 2023	 Handovers from Project Managers low due to Oracle Fusion reporting constraints
Overall progress status	**82%**

Achievements

- ✓ Completed and aligned Open Space and Building Asset Management Plans with the Social Infrastructure Planning process and continued handover work
- ✓ Completed development work with CSIRO to incorporate Climate Change modelling into strategic model
- ✓ Completed Asset Plan deliberative engagement process - this included the Asset Plan Have Your Say Page and three listening post sessions
- ✓ Endorsement of Asset Plan by Council in June, fulfilling compliance requirements of the *Local Government Act 2020*
- ✓ Completed 2022 Asset revaluation in accordance with Audit and Risk Committee Dashboard targets
- ✓ Paused Asset Management component of BSR Project. Work on updating current Asset Management System

Key priorities for the future

- Update digital dashboard for all asset classes and optimised 10-year capital works plans (renewal, upgrade and new) provided to Finance team for August 2022 for populated to 10-year Long-term Financial Plan
- Update Asset Management Policy
- Complete end of financial year asset handovers
- Update Asset Management Plans established in 2019–20 (Waterfront and Civil Assets)
- Prepare Car Park and Road Furniture Asset Management Plans
- Prepare Asset Management Plans for fleet, environmental assets, leisure and recreation, and digital information and technology
- Embed strategic asset management in the Integrated Planning Framework, Municipal Planning, budget process and Long-term Financial Plan updates

Project	Update
Social Infrastructure Plan (SIP)	
Release SIP and complete Part A review	
SIP strategy review and revision	
Data collection and analysis	
Community engagement – Part B and Part C	
Complete SIP digital platforms	
Release revised SIP	
Overall progress status	**100%**

The endorsement of the final Social Infrastructure Policy and Plan at the 28 July 2020 Council Meeting means the conclusion and successful completion of this project within the Transformation Program.

4. ADVOCACY AND STAKEHOLDER MANAGEMENT

Project	Update
Corporate Affairs Establishment	
Stakeholder Matrix	
Overall progress status	**98%**

Achievements

Stakeholder matrix

- ✓ Updated *Our Council's Priority Projects* document prior to federal election and re-socialised with Ministers, Local Members of Parliament (MP) and key stakeholders
- ✓ Reviewed Our Council's Priority Projects document post federal-election and commenced state election advocacy planning
- ✓ Received project funding from round three of the federal government's Local Roads and Community Infrastructure Fund
- ✓ Continued advocacy for further grant opportunities
- ✓ Commenced construction on Northern Aquatic and Community Hub
- ✓ Supported the Brand Geelong launch with Vision Partners
- ✓ Planned monthly MP briefings from July 2022, in addition to regularly updates and co-funded project events, to build relationship with elected representatives

Key priorities for the future

Stakeholder matrix

- ✓ Advocate for Priority Projects including MP and candidate briefings; seek grant opportunities and prepare federal budget submission
- ✓ Continue to work with Vision Partner Group on key projects
- ✓ Continue to support Revitalising Central Geelong Partnership (funding secured in 2022–23 State Budget)
- ✓ Continue monthly MP briefings, regular updates and co-funded project events and seek other opportunities to engage and strengthen relationships
- ✓ Identify opportunities to support City Deal project delivery

5. PEOPLE AND CULTURE

Project	Update
Working Better Together	*People and Culture Strategy 2020-2024*
Internal leadership development	
Working Better Together focus groups and feedback sessions	
Workforce Resource Plan	*Future Ways of Working program scoped and initiated, to develop organisation design, including Strategic Workforce Planning*
Strategic Workforce Plan (SWP)	
Overall progress status	**100%**

Achievements

Working Better Together

- ✓ Selected new providers for leadership development program and launched a new Learning and Development training catalogue to all staff in April 2022
- ✓ Conducted the new Employee Opinion Survey, Better Together, May 2022
- ✓ Submitted new Gender Equality Action Plan to the Gender Equality Commission
- ✓ Hosted a Working Better Together culture forum for all people leaders on 19 May 2020, with focus on flexible working arrangements and move to the new civic precinct

Key priorities for the future

Working Better Together

- ➢ Distribution of the Better Together Survey results to all teams, engagement with people leaders on results and support for culture improvement
- ➢ Evaluation of the new leadership development program modules – mid-term, design and roll out of Phase 2 (next modules), and evaluation and ongoing management of new training catalogue

6. SERVICE PLANNING AND REVIEW

Project	Update
Service Planning / Review	Service Review Framework will now be superseded by the Organisation Business Planning Cycle and Accountability Framework.
Business analytics / reporting	Data Management Project paused
Overall progress status	**87%**

Achievements

Business analytics and reporting

- ✓ Completed PowerBI Training for Data Services Hub
- ✓ Established a PowerBI User community to share knowledge and support business users
- ✓ Completed introduction to Oracle Analytics Cloud (OAC) and Autonomous Data Warehouse (ADW)
- ✓ Completed CorVu report migration assessment and undertook a three-month CorVu Report migration trial
- ✓ Supported Delta Reporting for BSR project (Finance) manually. This will now need to continue due to the pause in the Business Systems Refresh and Digital Modernisation program
- ✓ Progressed assessment of data quality and profiling tools
- ✓ Approval of Data Services Hub roles and position descriptions developed

Key priorities for the future

Business analytics and reporting

- ➢ Data Management Project paused till a more in-depth review is completed
- ➢ Recruitment for the Data Services Hub roles

Report sign-off

Chief Executive Officer's Comments

The City has continued to progress its Transformation Program 2.0 commitments.

Construction of the Civic Precinct project, now known as Wurriki Nyal, has progressed well with practical completion anticipated to be early August 2022, adjusted due to impacts on workforce due to COVID-19. Staff are expected to move into the building in stages from mid-August 2022.

Work on the Business Systems Refresh (BSR) Project has been paused due to continuing issues delivering the Customer Relationship Management and the Oracle Enterprise Resource Planning (ERP) Phase 1 projects. As a result, a decision was made to cease the commercial agreement with the vendor. All projects related to ERP implementation have now been paused while we work through the complexities of the project. This includes the BSR Core Systems Replacement Project (Phase 2 Finance Systems and Human Capital Management), asset management projects (Asset Accounting and Asset Handover) and the Data Management Project.

Remaining Digital Modernisation programs will continue under the Enterprise Program Management Office (EPMO) and projects on hold will be reviewed. The decision was also made to place the Service Redesign project on hold with a review to be completed to align with the Future Ways of Working activities. Workplace Mobility is now complete with discrete pieces of work recast as individual projects (Digital Workspace and Digital Equity).

Staff changes and system implementation challenges with Oracle Fusion mean Asset Accounting has been given a 'watch' status. Reporting constraints have slowed handovers from project managers and slowed the overall progress of Asset Handover.

Advocacy and stakeholder management projects are now substantively complete. We updated Our Council's Priority Projects document which outlines the projects that we believe can deliver strong strategic outcomes for the region and require further government partnership and investment. We also partnered with the Vision Partner Group to support the upcoming launch of the region's new place brand. We will continue to support state and federal funded projects including City Deal and Revitalising Central Geelong.

Projects within the People and Culture focus area are also now complete. We completed several major workplace culture initiatives, including successful submission of a new Gender Equity Action Plan and launch of a new Leadership Development Program as well as conducting the new employee opinion survey and a leadership forum in May, which focussed on flexible working arrangements and the move to the new civic precinct.

Initiatives to improve data maturity and capability across the organisation continued with the establishment of a PowerBI user community to share knowledge and support business users.

The Transformation Program 2.0 commitments will continue to be a significant focus for the City going forward to ensure we achieve our goal of transforming into a high performing organisation. As we progress improvement of reporting the format of this report will change moving forward.

Kaarina Phyland
Acting Chief Executive Officer
City of Greater Geelong

Date: 29/09/2022

—

CITY OF GREATER GEELONG

PO Box 104
Geelong VIC 3220
P: 03 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

Geelong
100 Brougham Street
Geelong VIC 3220
8:00am – 5:00pm

LATEST NEWS:

geelongaustralia

@GreaterGeelong

@CityofGreaterGeelong

@CityofGreaterGeelong

CITY OF GREATER GEELONG

2.12. Appointment of an Independent Member to the Audit and Risk Committee

Source: **Customer & Corporate Services**
Acting Director: **Bryce Prosser**

Purpose

1. To reappoint Ms Lisa Tripodi as an independent member of Council's Audit and Risk Committee for the period October 2022 to October 2025.

Background

2. The Audit and Risk Committee (Committee) is an advisory committee to Council, providing advice on a range of financial, governance, risk management, audit and compliance matters.

3. The Committee is governed by its Charter which was reviewed and approved by Council in December 2021. The Charter states, amongst other things, that:

   3.1 Committee members are appointed by Council;

   3.2 The Committee is comprised of five members, being three independent members and two Councillor members; and

   3.3 Independent members may serve a maximum of three consecutive three-year terms.

Key Matters

4. Ms Lisa Tripodi is a current independent member of the Committee and has served two of the possible three terms. The current appointment is due to expire on 28 October 2022.

5. Ms Tripodi has been the Chair of the Committee since November 2021.

6. Ms Tripodi has effectively supported the Committee in meeting its obligations thanks to her knowledge and experience in the public sector, audit & risk and IT related issues.

RESOLUTION - Item 2.12

Cr Grzybek moved, Cr Aitken seconded -

That Council reappoint Ms Lisa Tripodi to Council's Audit and Risk Committee for a third and final term of three years, commencing 29 October 2022 and concluding 28 October 2025.

Carried

Financial Sustainability

7. The remuneration of Committee members is set at $10,000 per annum and $12,500 for the Chair. These costs exclude GST and travel costs.

Community Engagement

8. Ms Lisa Tripodi was selected as a preferred candidate during an initial recruitment process in 2016/2017. Advertisements were published in The Age, The Geelong Advertiser and with Seek.

Social Equity and Sustainability

9. There are no social equity or sustainability considerations.

Relevant Law/Policy/Legal Implications

10. The Committee is governed by its Charter which states the Committee is comprised of five members, including three being independent members with appropriate skills and experience.

Alignment to Community Plan and Vision

11. This report aligns with Our Community Plan 2021-2025 strategic priority: High-performing council and organisation.

Conflict of Interest

12. No officer involved in the preparation of this report declared a general or material conflict of interest.

Risk Assessment

13. Risks associated with continuity of knowledge and oversight of key organisational matters relating to risk management, compliance, audit and financial management will be mitigated by reappointing this existing member of the Committee for a further and final term.

Environmental Sustainability

14. There are no environmental implications arising from this report.

Attachments

Nil

3. RECORD OF INFORMAL MEETINGS OF COUNCILLORS

Source: **Office of the Chief Executive**
A/Chief Executive Officer: **Kaarina Phyland**

Summary

1. The Governance Rules of the City of Greater Geelong require the tabling of records of informal meetings of Councillors at the next convenient Council meeting and that their record be included in the minutes of that Council meeting.
2. A summary of the informal meetings of Councillors is attached.

RESOLUTION – Item 3.1

Cr Sullivan moved, Cr Mason seconded –

That Council receive the summary of the informal meetings of Councillors for the period to 25 October 2022.

Carried.

INFORMAL MEETINGS OF COUNCILLORS
(Council Meeting 25 October 2022)

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Councillor Briefing **4 October 2022**	Crs Murrihy, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Moloney, Nelson, Sullivan, *Apology : Cr Asher*	K Phyland (A/CEO) A Miller (A/DIR) G Wilson-Browne (DIR)	• Shared Electric Bike Program	• Nil
Informal Meeting Details	**Councillor Attendance/Apology**	**Officer Attendance**	**Agenda Items**	**Conflict of Interest Disclosures**
Councillor Briefing **11 October 2022**	Crs Murrihy, Sullivan, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Moloney, Nelson *Apology : Cr Asher*	K Phyland (A/CEO) G Wilson-Browne (DIR) R Stevens (DIR) G Smith (DIR) B Ince (EXEC DIR TOURISM) I Hicks (MGR) S McKew (MGR) J Van Slageren (MGR) F Porter (MGR) T Bradley (MGR) J Hurse (MGR) K Pizzi (MGR) K Ivens (MGR) P Smith (CO ORD) S Cockerell (CO ORD) S Sheko (OFF) L Maiolo (CO ORD) M Macgugan (CORP COMM LEAD)	*Presentation:* Commonwealth Games Briefing Digital Modernisation Update Draft Central Geelong Parking Strategy *Council Reports:* • Youth Council Third Report 2022 • Highton Village Urban Design Framework • Bluestone Cottage Relocation Feasibility Study – 375 Barwon Heads Road • Draft Central Geelong Parking Strategy • Myers Reserve Master Plan – Draft Plan • Hamlyn Park Recreation Reserve Master Plan – Draft Plan • Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan 2022-2032 • Amendment C436ggee Balmoral Quay Rippleside – Combined Amendment and Planning Permit PP573-2021 • Proposed Amendment 443ggee and Planning Permit PP-750-2022 – 4-8 Spruhan Avenue, Norlane (Norlane Community Initiatives)	• Cr Kontelj declared a potential Conflict of Interest in Amendment C436ggee and left the meeting room prior to discussion. • Cr Aitken declared a potential Conflict of Interest in Amendment C436ggee and left the meeting room prior to discussion. • Cr Kontelj declared a Conflict of Interest in Tender T2300016 and left the meeting room prior to discussion.

			• Proposed Lease to Amplitel (Telstra) – Part of Highton Reserve – 95-105 Barrabool Road, Highton • Tender T2300016 Annual Supply of Bituminous Spray Sealing Works • Transformation Program 2.0 Progress Report to June 2022 • Appointment of an Independent Member to the Audit and Risk Committee • Audit and Risk Committee Summary Report *(Confidential)* • The City of Greater Geelong Annual Report 2021-2022	

4. PLANNING DELEGATIONS

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To provide the schedule of planning permit applications determined under delegation since the last report.

Background

2. Section 11 of the *Local Government Act 2020* and section 188 of the *Planning and Environment Act 1987* empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.

3. Section 63 of the *Local Government Act 2020* and section 188 of the *Planning and Environment Act 1987* allow Council to establish a delegated committee with the power to determine planning permit applications.

4. Council to Staff Instrument of Delegation allows staff to determine planning permit applications where there are less than 6 objections lodged.

5. The Planning Committee's terms of reference provide for determination of planning permit applications where there are 6 or more objections lodged.

6. The City is required by Council to provide information on planning permit applications determined under delegation.

Key Matters

7. The Schedule attached to this report provides information on the planning permit applications determined under delegation since the last report.

RESOLUTION - Item 4.1

Cr Harwood moved, Cr Grzybek seconded -

That Council receive the information in the Schedule entitled Planning Decisions Report for September 2022.

Carried

Planning Decisions Report - September 2022

App No	Location	Application Type	Decision Date	Description	No of Objectors/ Authority
PP-1510-2021	311 Princes Highway, CORIO VIC 3214	Construction of Three (3) Double Storey Dwellings and Create/Alter Access to a Transport Zone 2	29/09/2022	NOD - Delegate	1
PP-1577-2021	28 Lowe Street, OCEAN GROVE VIC 3226	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	12/09/2022	NOD - Delegate	2
PP-166-2022	23 Wattle Bird Crescent, BARWON HEADS VIC 3227	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	8/09/2022	NOD - Delegate	2
PP-194-2022	15 Reaby Street, PORTARLINGTON VIC 3223	Construction of Two (2) Dwellings	9/09/2022	NOD - Delegate	1
PP-208-2022	2 Canadian Parade, CORIO VIC 3214	Construction of Four (4) Dwellings	28/09/2022	NOD - Delegate	1
PP-333-2022	11 Hinchcliff Crescent, NEWCOMB VIC 3219	Construction of Two Dwellings	16/09/2022	NOD - Delegate	1
PP-386-2022	12 Regent Street, BELMONT VIC 3216	Construction of Three (3) Dwellings and Three (3) Lot Subdivision	16/09/2022	NOD - Delegate	4
PP-489-2022	25-27 Araluen Court, BARWON HEADS VIC 3227	Construction of a second dwelling, and two lot subdivision	7/09/2022	NOD - Delegate	1
PP-523-2022	12B Grandview Parade, BARWON HEADS VIC 3227	Construction of a Dwelling in a Heritage Overlay	21/09/2022	NOD - Delegate	3
PP-696-2022	113 Settlement Road, BELMONT VIC 3216	Construction of a Second Dwelling and Two (2) Lot Subdivision	27/09/2022	NOD - Delegate	1
PP-700-2022	69 Balliang Street, SOUTH GEELONG VIC 3220	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	30/09/2022	NOD - Delegate	2
PP-721-2022	114 McKillop Street, GEELONG VIC 3220	Partial Demolition, Alterations and Additions to an Existing Dwelling within a Heritage Overlay	30/09/2022	NOD - Delegate	1
PP-813-2021	3 Ayr Court, CORIO VIC 3214	Construction of Four (4) Dwellings	7/09/2022	NOD - Delegate	3
PP-814-2020	161 The Esplanade, PORTARLINGTON VIC 3223	Construction of a Replacement Dwelling and Shed	27/09/2022	NOD - Delegate	2
PP-822-2022	2 St David Street, RIPPLESIDE VIC 3215	Change of Use - Medical Centre	21/09/2022	NOD - Delegate	2
PP-864-2022	17 Lupton Street, GEELONG WEST VIC 3218	Construction of a Habitable Outbuilding and Crossovers	20/09/2022	NOD - Delegate	5

PP-945-2021	13 Wattletree Avenue, ST LEONARDS VIC 3223	Construction of Two (2) Additional Dwellings and Three (3) Lot Subdivision	7/09/2022	NOD - Delegate	1
PP-994-2021	72 Tova Avenue, BELL POST HILL VIC 3215	Construction of Three (3) Dwellings and Three (3) Lot Subdivision	27/09/2022	NOD - Delegate	4
PP-1123-2021	2/493 Hood Road, INDENTED HEAD VIC 3223	Construction of a Dwelling on a Lot Less than 300m2	20/09/2022	Refusal	Decision Making Committee
PP-1253-2021	28 Elise Road, CLIFTON SPRINGS VIC 3222	Construction of a Dwelling over 7.5m in Height	4/09/2022	Withdrawn	
PP-1446-2021	2/53 Sharp Street, NEWTOWN VIC 3220	Construction of a Rooftop Deck	14/09/2022	Grant a Planning Permit	Delegated Authority
PP-1514-2021	2 Howqua Court, CORIO VIC 3214	Construction of Ten (10) Dwellings	27/09/2022	No Appeal Lodged	Delegated Authority
PP-723-2021	123 The Parade, OCEAN GROVE VIC 3226	Development of a three-storey building containing nine (9) apartments and associated car parking (basement); Alteration to access from a Principal Road Network	27/09/2022	No Appeal Lodged	Delegated Authority
PP-975-2021	39 Bay Street, RIPPLESIDE VIC 3215	Construction of Fifty-Three (53) Dwellings and Demolition and Alterations and Extension to a Building within a Heritage Overlay	20/09/2022	Permit Issued	VCAT

5. CONFIDENTIAL

Council will close the meeting to the public in accordance with the provision of section 66(2) of the *Local Government Act 2020* to consider the following item:

5.1. Audit and Risk Committee Summary Report - Confidential

Source: **Customer & Corporate Services**
A/Director: **Bryce Prosser**

CONFIDENTIAL

RESOLUTION - Item 5.1

Cr Grzybek moved, Cr Aitken seconded -

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66(5) of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the sensitive and varied nature of the information received and considered by the Audit & Risk Committee from time-to-time which can pertain to external stakeholders also.

Carried

CLOSE OF MEETING

Cr Asher moved, Cr Sullivan seconded -

That the meeting be closed to the public.

Carried

The meeting was closed to the public at 9.26pm

Cr Mason moved, Cr Sullivan seconded -

That the meeting be re-opened to the public.

Carried

The meeting was opened to the public at 9.28pm

As there was no further business the meeting closed at 9.28pm on Tuesday 25 October 2022.

Signed: _____

Cr Peter Murrihy (Mayor)

Date: _____