

MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 20 October 2015

Held at the
Council Conference and Reception Centre
City Hall, Little Malop Street, Geelong
commencing at 7.00p.m.

COUNCIL:

Cr. D. Lyons
Mayor

(G21 Geelong Regional Alliance, Finance, Governance, Regional Cities)

Cr. T. Ansett (*Windermere*)

(Heritage, Rural Communities)

Cr. L. Ellis (*Coryule*)

(Coastal Communities, Infrastructure, Parks and Gardens, Climate Change)

Cr. J. Farrell (*Beangala*)

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

Cr. K. Fisher (*Corio*)

(Community Development, Tourism)

Cr. B. Harwood (*Kardinia*)

(Enterprise Geelong, Primary Industries)

Cr. M. Heagney (*Brownbill*)

(Central Geelong, Planning)

Cr. J. Irvine (*Austin*)

(Sport and Recreation)

Cr. E. Kontelj (*Cowie*)

(Aboriginal Affairs, Multicultural Affairs, Finance)

Cr. R. Macdonald (*Cheetham*)

(Major Projects, Knowledge Economy & Education, Veteran Affairs)

Cr. R. Nelson (*Deakin*)

(Major Events)

Cr. A. Richards (*Buckley*)

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

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**MINUTES OF THE ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 20 OCTOBER 2015
COMMENCING AT 7.00P.M.**

PRESENT: Crs D Lyons (Mayor), T Ansett, L Ellis, J Farrell, K Fisher, B Harwood, M Heagney, J Irvine, E Kontelj, P Murrehy, R Nelson, A Richards

Also present: K Spiller (Interim Chief Executive Officer), D Frost (General Manager Strategy & Performance), P Bettess (General Manager Planning and Tourism), W Tieppo (General Manager City Services), L Quinn (Acting General Manager Community Services), P Jane (Acting General Manager Projects, Recreation and Central Geelong), T McDonald (Acting Governance Co ordinator), A Paterson (EO – Mayor), J Merlo (Senior Media Officer)

OPENING: The Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

Council acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

OATH OF OFFICE:

Peter Murrehy took the Oath of Office and was welcomed to Council as the new Kildare Ward Councillor.

APOLOGIES: Cr R Macdonald (Council Business)

LEAVE OF ABSENCE:

Cr Richards moved, Cr Fisher seconded –

That Leave of Absence be granted to Cr Heagney from 1 – 17 January 2016, inclusive.

Carried.

CONFIRMATION OF MINUTES:

Cr E Kontelj moved, Cr Irvine seconded -

That the Minutes of the Ordinary Meeting held on 15 September 2015 be confirmed and signed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST:

Cr Heagney declared a Direct Interest in Agenda Item 19 – Consideration of Tender Submissions for Tender T1500004 – Electrical Services in that she is a shareholder of QA Electrical who tendered for the work.

Cr E Kontelj declared an Indirect Interest due to a Conflicting Duty in Agenda Item 18 – Consideration of Tender Submissions for Tender T1400001 – Corio Landfill Rehabilitation Stage Two Works in that the tender applicants are significant customers of the company Cr Kontelj is employed by.

Cr E Kontelj declared an Indirect Interest by Close Association in Agenda Item 10 – 2016-17 Community Sports Infrastructure Fund Submissions in that the President of Geelong Soccer Club is assisting him with a development. Geelong Soccer Club is being considered in the report.

QUESTION TIME:

Question Time is an opportunity for questions to be addressed to Council and while the minutes record the general content, they do not purport to be a transcript of what was said by individuals. Likewise Councillor or Officer verbal responses are in summary form only. Views expressed may not be the views of Council.

Council's practice is to provide a separate document on its website setting out questions and responses including any more detailed written responses which may be provided subsequent to the meeting.

Therese Stefek asked when will objectors be advised of whether the planning application, made by Aurecon, for the construction of a 36.5 meter Telecommunication Tower at the Western Cemetery, 93-95 Minerva Road, Herne Hill, has been 'called in' and put forward to a Councillor's Planning Meeting?

Peter Bettess responded the matter has been called in by Cr E Kontelj and anticipate the application will be presented to the Planning Committee on 17 November. Notices will be sent out to all objectors two weeks beforehand.

Kate Warby (on behalf of Nick Warby), asked how well informed are the Councillors that there is widespread concern regarding the almost 37 meter tall telecommunication tower application that is within close proximity to high residential area, kindergartens, playgrounds, schools and sporting facilities?

Cr E Kontelj responded that Councillors are reasonably aware. Council's newly appointed Kildare Councillor is also aware of the issue and was one of the first things he has been briefed on.

David Marshall submitted a question but was not present at the meeting. A written response will be provided.

The Mayor (on behalf of Melanie Renison) asked the following:

- 1) In regards to the application to compulsorily acquire a building located at 28 Malop Street to demolish the existing building and create a laneway. Why is the laneway three doors down not simply reopened?

- 2) The application states that two buildings are viable for redevelopment but 28 Malop Street holds less street appeal to the second building which has stood vacant for two years. Why force a thriving business out in a town that has more empty buildings than it has people?
- 3) Geelong is currently in the grip of a drug epidemic and Guf provides a safe haven for Geelong's youth. When you force Guf to close and attempt to relocate will you be providing alternative places to keep the young patrons off the streets and out of trouble? Will you also be providing alternative places for disability groups who use the space provided by Guf?

Paul Jane responded that the acquisition of a property in Malop Street is part of a process to deliver an important pedestrian connection in the CBD and an opportunity to change the way the city works. In relation to the Internet Café, Council will be considering reasonable compensation and will be working with that business to provide a suitable alternate site.

Cr Heagney advised the laneway was closed by the owner of that particular piece of land. In discussions with the Central Geelong Task Force on this issue, we talked about opening as many laneways as possible to get people flowing through. That particular building was the right one to choose and it would not be Council's intention to force Guf out of the CBD, but rather relocate to a similar site. Cr Heagney indicated she was happy to have further discussions if Ms Renison would like to follow up.

Priscilla Pescott asked:

In 2010, The City of Greater Geelong endorsed The Victorian Local Government Women's Charter, with the three principles of gender equity, diversity and active citizenship. So on behalf of the Women in Local Democracy Group, I would ask the Mayor, what steps have you taken to implement this Charter and what is proposed for the future?

Linda Quinn responded on the following steps to implement the VLGWC:

- *Establishment of the Women in Community Life Advisory Committee:*
 - *Council provides resources to support his Committee;*
 - *Support the organisation of International Women's Day events and Women in Community Life Award;*
 - *Vision for equality, inclusion and respect for women in greater Geelong.*
- *Establishment of a Employment Diversity Strategy and supporting working group, which will include looking at leadership of women in the organisation.*
- *Organisation Development are undertaking a gender pay equity review in Council;*
- *Council will also consider development of a Gender Equity Framework in the 2016/17 budget process.*

Does the City of Greater Geelong have any guidelines on the use of the Council Coat of Arms and Mayoral Robes and Chain? Is, could I have a copy of them?

The Interim CEO responded that Council does not have a formal Policy on the wearing of the Mayoral Robes and Chain. Officers in relation to this matter are presenting information for consideration and adoption.

Dr Russell Walker directed his question to the Mayor :

Given that the Mayor, Cr Darryn Lyons, is on record as stating that he takes 'no responsibility' for the culture exposed by the recent City Hall Bullying -

- 1) Does this mean the Mayor has had neither witnessed, participated in or had any cause to be aware of any sexism, abuse, foul language, bullying or intimidation whatsoever during his nearly two years as Mayor?
- 2) Given that there still appears to be some uncertainty as to how the correspondence from psychologist Gary McMullen, which triggered the probe, actually came to the attention of the Geelong Advertiser, is the Mayor concerned that additional evidence or testimony may appear at some stage that contradicts his claims?

The Mayor responded that as previously been publicly released by Council in February of this year there has been six allegations of inappropriate behaviour made against Councillors. I encourage people who feel their interactions with the Council are less than satisfactory to raise the issues via the numerous avenues available.

I won't be saying anything that may prejudice the Council or any individual.

Dennis More asked questions in relation to Managing Development in Rural Areas – Planning Policy Review:

- 1) Knowing what Council are trying to implement could be unlawful. *Is there a contingency plan to handle possible litigation?*

Peter Bettess responded that what Council is proposing is not illegal and therefore there is no requirement for a contingency plan as you alluded to.

- 2) Residential Tenancies Act – It does not sit comfortably with me that our Council want to bring in a policy that will deny some of those most vulnerable in our community a basic right of 'having a roof over their head' no matter how humble it may be. To bring in this policy has the potential to make hundreds of these people 'homeless'. *Do Council have a policy that will assist these people when they are displaced?*

Peter Bettess responded there is nothing in the changes that contravenes the Tenancies Act.

Jennifer Bantow asked:

Could Council please advise whether the following two issues have been decided:

- 1) Laneway between Little Malop Street and Malop Street –

The proposed purchase by compulsory acquisition, and then demolition of a small two storey building at 28 Malop Street occupied by 'Guf' an internet café which is a thriving business in the city CBD, to create a laneway.

Why is this proposed when there's a laneway a few doors east, McLarty Place, which used to be an open walkway between Little Malop and Malop but now has the Malop Street end closed off. There are several businesses in the McLarty Place vicinity which would benefit from opening this laneway. Why can't this laneway which is already there be compulsorily acquired?

- 2) Extension of Johnstone Park in the north east corner, across Mercer Street to take in the triangle of land bordered by Mercer, Gheringhap and Corio Streets for carparking to service the new Library and Heritage Centre.

- 3) When La Trobe Terrace was a side street, Mercer Street was the original entrance to the town, hence the grand pillar gateway entrance to Johnstone Park, opposite the Police Station.

Would this idea of extending the park bring Malop Street to a 'T' intersection at Gheringhap Street and Close the southern end of Mercer and would the buildings within the triangle, which have heritage overlays, be demolished?

A written response to the above questions will be provided.

Lex Chalmers, as a member of the Geelong Branch of the National Trust, will be attending a heritage conference in Adelaide soon. Part will be based at the old Adelaide Gaol, and I hope to bring back information about its conservation and Management. I also understand that they have traditional trade demonstrations. I believe that Councillors have visited the recently refurbished Bendigo Gaol. Did they gain any information relevant to the Old Geelong Gaol there?

Cr Richards responded as part of the Bendigo Festival he looked at the facility and it is quite impressive. Cr Richards recommended to his fellow Councillors if they find time over the next few months to have a look.

Cr Ansett added there has been \$35million injected into the refurbishment of the Bendigo Gaol. There is a lot of work going on behind the scenes in regard to the Old Geelong Gaol.

James Pettit addressed Council as follows:

I am a full time farmer living and working on the property of Woolloomanata. This heritage listed property at the foothills of the You Yangs adjoins a property to the north that has lodged an application with Council for a 82ha sand mine. I view this application to be a significant change of land use that will do permanent damage to the recreational and visual quality of the surrounding You Yangs area. There are a number of issues with this application that will effect the wider community.

The proposed site for this sand mine is in a area zoned Farming and has a significant landscape overlay. The SLO was introduced in 2010 and one of the decision guidelines is 'the containment of the extractive industry to ensure that development and subsequent reclamation are carried out without detriment to the recreational and scenic value of the surrounding area'.

Why did Council decide that it was not necessary to advertise this application in the Geelong Advertiser and felt that it was simply sufficient to exhibit the application on a fence where few if any people could see it, despite the obvious implication of the proposed sand mine for the local communities of Lara and Little River, and wider relevance to Victoria's tourism?

Council has failed to recognise the wider community interest and concern regarding this proposal to establish a mine on the proposed site given the long term impacts on the landscape, impacts on farming, the environment and wildlife in this region, impacts on water, at the site, on Hovells Creek, and downstream, including outflows to the RAMSAR site of Limeburners Lagoon, impacts on tourism and recreation in one of our most visited regional parks, impacts of increased heavy truck movements through the centre of Lara and Little River.

Only now are people becoming aware of the implication of what is being proposed, despite the much larger ramifications.

Will Council now take action to advertise this proposal through the media, and request broad community consultation between Council, the proponent and all interested stakeholders so that all are aware of what is being proposed?

Peter Bettess responded the Planning and Environment Act does not require Council to advertise this particular application and will therefore not be advertising through the media.

John Pettit asked questions in relation the Quarry application prepared for L Bisinella Investments on farming land at 405 Sandy Creek Road on the western side of the You Yangs.

- 1) Are Councillors aware that Lascelles Dam has dried up twice in the past 15 years creating stress to the mature Red River Gums, and is almost dry at present;
- 2) Are Councillors aware that Grants from the Department of Conservation and Environment have been spent on protective fencing for Hovells Creek and Lascelles Dam;
- 3) In view of the inadequacy of the Biodiversity report submitted to the Planning Department by Bisinella ignoring totally any off site assessment, will Council commission its environmental officers or other experts to prepare a report on the impact this proposal will have on the surrounding biodiversity?

The Mayor took the questions on notice for a written response.

Colin Wallace asked questions, but did not wish to leave his details.

PETITIONS:

Cr Murrehy presented a petition containing 244 signatures from concerned residents in relation to the proposed Telecommunications Facility and associated infrastructure.

1. WORKPLACE CULTURE REVIEW

Portfolio:	Governance - Cr Lyons (Mayor)
Source:	Chief Executive Office
General Manager:	Interim Chief Executive Officer - Kelvin Spiller
Index Reference:	Subject: Organisational Development

Purpose

To report back to Council the actions taken by the CEO to review the culture of the workplace.

Summary

- In response to concerns with the workplace culture and conduct of Councillors raised earlier this year, the former CEO Dr Gillian Miles opened up the organisation for review.
- The review was to determine the extent of problems and how such problems may be addressed.
- The CEO appointed independent consultants EY Sweeney to conduct an organisational 'health check' and former Commissioner with the Australian Human Rights Commission Susan Halliday to conduct and oversee the review.
- WorkSafe has reviewed policies related to workplace behaviours.
- Susan Halliday has reviewed policies and process and will be recommending a range of improvements for a contemporary focus.
- 260 supervisors, coordinators and managers have completed online bullying and harassment training.
- A workplace survey was developed by EY Sweeney (and overseen by Susan Halliday).
- Susan Halliday conducted community sessions to independently inform herself about negative interactions people claimed that they had with Council staff, Council as an entity or Councillors. Ms Halliday also received written submissions, spoke with the Executive Leadership Team, a majority of Councillors, the union and a number of former and current employees.
- The full results of the EY Sweeney workplace survey and Susan Halliday's review are attached to this report.
- The next steps will be the development of three action plans – 'organisation', 'council' and 'community/business'.

Cr Richards moved, Cr Heagney seconded -

That Council:

- 1) note the findings of the EY Sweeney Culture Review Quantitative Report and the Susan Halliday Culture Review 2015-2016.**
- 2) endorse the CEO to develop and implement action plans in conjunction with Susan Halliday to address areas of concern.**

Carried.

Background

On 24 February 2015 Council endorsed then CEO Dr Gillian Miles to review the culture of the workplace and to provide avenues for officers and the general public to raise their concerns.

The aim of the review is to ensure robust processes, contemporary management practices, clarity about expected workplace behaviour and that the organisation and Councillors are operating according to the highest standards.

Discussion

EY Sweeney Culture Review Quantitative Report

- The 'workplace cultural health check' is an employee survey conducted by independent research firm EY Sweeney.
- The survey was mailed out to 2,670 employees. A total of 668 employees completed and returned the survey to EY Sweeney (a response rate of 25%).
- The survey measured satisfaction, advocacy and retention, workplace attitudes, engagement, inappropriate workplace behaviour and suggestions for improvement.

Susan Halliday Culture Review 2015-2016 Report

- Susan Halliday's report comprises a collection of personal views and first-hand experiences that people wanted heard. The information spans a number of years and is categorised by themes including:
 - Unwilling to raise a concern due to a fear of unfair treatment/reprisal
 - Some Councillors engage unprofessionally, inappropriately and bully people
 - Some supervisors and managers won't risk speaking up to support employees
 - Councillor Code of Conduct

Next steps

- Three action plans are being developed in conjunction with Susan Halliday themed 'organisation', 'council' and 'community/business'. Each will have targeted strategies that focus on priority areas of need and contemporary legislative obligations.
- As part of the 'council' action plan there will be a review of the Councillor Code of Conduct to address areas of concern identified in the Culture Review. This will align with the State Government timeframe for the *Local Government Amendment (Improved Governance) Bill 2015*.
- A feature of the 'organisation' action plan will be Susan Halliday working with the organisation to introduce the concept of 'positive duty' – highlighting the responsibilities of every individual in a contemporary workforce.

Environmental Implications

There are no known environmental implications.

Financial Implications

Provision was made in 2014-2015 for \$200,000 for independent reviews and assessments and \$6,000 for the confidential employee access line operated by Work Logic. \$148,800 has been carried over to the 2015-2016 Budget.

Policy/Legal/Statutory Implications

There will be some improvements to policies to ensure they are in alignment with best practice and contemporary legislative requirements.

Alignment to City Plan

The actions outlined in this report are aligned with Council's commitment to providing a safe environment for staff and good governance practice.

Officer Direct or Indirect Interest

There are no known conflicts of interest.

Risk Assessment

The actions outlined in this report will minimise the risk to Council.

Social Considerations

The actions outlined in this report will ensure that safety and wellbeing concerns are being addressed.

Human Rights Charter

The actions outlined in this report will ensure those who work with and interact with Council are abiding by the Human Rights Charter.

Consultation and Communication

The actions outlined in this report take into account good consultation practice as well as transparent and appropriate communication.



City of Greater Geelong Culture Review

Quantitative Report

Disclaimer:

Our Report may be relied upon by Greater Geelong City Council for the purpose set out in the Proposal titled Employee Culture Review for the City of Greater Geelong dated 20 March 2015 pursuant to the terms of our engagement under contract C1550378 varied by the Letter of Variation dated 28 May 2015 and the Deed of Novation dated 19 August 2015 between EY Sweeney Research Pty Ltd, Greater Geelong City Council, and Ernst and Young (trading as EY Sweeney). Except for the respective consent letters regarding 3rd party Halliday's Business Insights Pty Ltd, dated 31 August 2015, we disclaim all responsibility to any other party for any loss or liability that the other party may suffer or incur arising from or relating to or in any way connected with the contents of our report, the provision of our report to the other party or the reliance upon our report by the other party.

Any other party other than the Clients who access this report shall only do so for their general information only and this report should not be taken as providing specific advice to those parties on any issue, nor may this report be relied upon in any way by any party other than the Clients. A party other than the Clients accessing this report should exercise its own skill and care with respect to use of this report, and obtain independent advice on any specific issues concerning it.

Contents



EY Sweeney (a trading name of Ernst & Young) is accredited under the International Standard, ISO 20252.

All aspects of this study has been completed in accordance with the requirements of that scheme.

Also please note that EY Sweeney's liability is limited by a scheme approved under professional standards legislation. A copy of the scheme can be obtained from us upon request".

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Management summary



Management summary

The majority of City of Greater Geelong employees are happy in their roles and have positive perceptions towards the organisation. These employees are proud that they work for the organisation and most would recommend it as a good place to work:

- ▶ The majority of employees are satisfied with working for the organisation;
- ▶ A fifth of employees are saying that they are 'extremely' satisfied; and
- ▶ Satisfaction is highest amongst those casually employed or working in Aged and Disability Services.

A small minority of City of Greater Geelong's employees are dissatisfied with working for the organisation (9%). Levels of dissatisfaction are highest amongst full time employees.

Employees are appreciative of the people with whom they work, with many nominating the good, supportive and hard working team members as positive aspects about working at the City of Greater Geelong. When asked what they dislike about working for City of Greater Geelong, a fifth of employees did not suggest anything. The most common suggestions are management/leadership issues and power/control inequality.

Employee engagement and retention are relatively strong:

- ▶ The City of Greater Geelong's engagement index is comparable to Victoria's People Matter 2014 results. See p. 25 for the definition of the Engagement Index; and
- ▶ Almost all employees have a clear understanding of what is expected of them, and the majority of employees haven't actively looked for another job in the last 12 months.

Employee Alignment

Employees are aligned with the organisation, with approximately three quarters feeling a strong personal commitment to the organisation and motivated to contribute more than is normally required to complete their work. Furthermore, most employees feel that they make a contribution to achieving the organisation's objectives.

Health and Safety

The importance that the City of Greater Geelong places on workplace health and safety is felt across all areas of the organisation. A high proportion of employees agree that there are policies and procedures that discourage inappropriate workplace behaviour, as well as policies and procedures in place for resolving grievances.

Bullying

Though the majority of employees have neither witnessed bullying or personally experienced it in the last 12 months:

- ▶ 31% have witnessed bullying;
- ▶ 26% have personally experienced bullying in the last 12 months; and
- ▶ Of those who have experienced bullying, less than a third (which equates to 8% of the total sample) are currently experiencing this behaviour.

Those employees who have experienced bullying in the last 12 months exhibit below average satisfaction with working for City of Greater Geelong. However the majority of this group are satisfied with working for the organisation (60% satisfied and 27% dissatisfied).

Among the City of Greater Geelong employees who participated in the study, 18% have experienced a bullying issue that, in their view, remains unresolved.

As with many important initiatives, the success of minimising inappropriate workplace behaviour would depend on those in leadership roles actively supporting the initiative.

About the research



Introduction

Background and overarching aim of the study

It is valuable for any large organisation to review culture, employee engagement and the health and wellbeing of its workforce, to ensure people feel supported at work to perform at their best.

The City of Greater Geelong identified a need to capture an up-to-date assessment of employee sentiment and attitudes within the organisation.

EY Sweeney was commissioned to make this assessment and to identify areas of improvement. Areas covered within the study include satisfaction with working at the City of Greater Geelong, attitudes towards the organisation and experience with inappropriate behaviour.

Methodology

- ▶ The study was conducted via a mail out of a survey. It is estimated that it took 15 minutes to complete.
- ▶ Approximately **2670 surveys** were sent out to employees of the City of Greater Geelong. **668 employees completed** the survey, resulting in a response rate of approximately 25%.
- ▶ According to the employee figures provided, survey representation is approximately proportional to the workforce by gender and age, however completion of survey responses were slightly skewed towards those in casual or part-time roles, with a lower proportional response from those in full time roles. As a result, some overall results may have been marginally different had the sample been precisely inline with employee profile. Essentially the findings are marginally more positive to the organisation due to these sample differences.
- ▶ Distribution of the survey was conducted by a printing company commissioned by the City of Greater Geelong, with reply paid envelopes supplied by EY Sweeney.
- ▶ Surveys were received at EY offices between the 8th of June and the 17th of July, 2015.

A note on interpretation of the report

- ▶ Within this report significant differences across sub-groups are marked with the following arrows: ▲ ▼

Specific research objectives

1

Measure key metrics such as employee satisfaction, employee engagement and advocacy

2

Review areas of the organisation such as:

- ▶ Employee working environment
- ▶ Disposition of employees towards their colleagues
- ▶ Performance and development of employees
- ▶ Employee recognition and reward

3

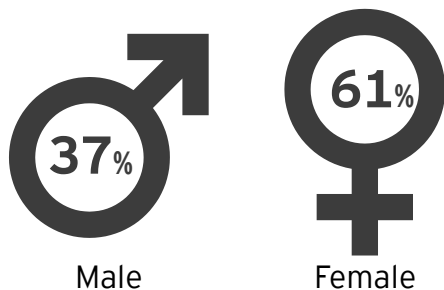
Investigate employee perceptions towards the City of Greater Geelong

4

Identify areas for improvement

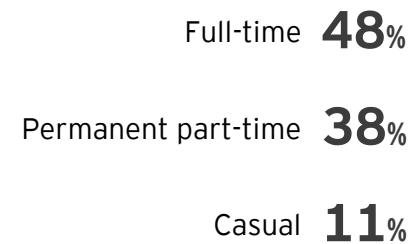
Respondent breakdown

Gender



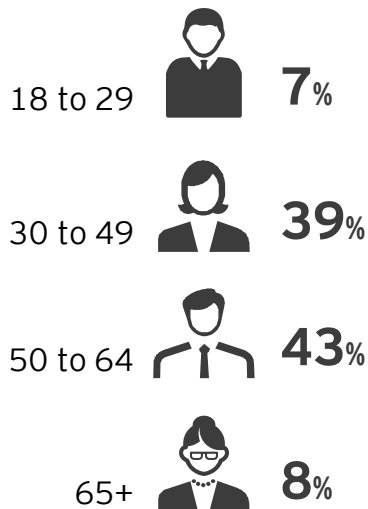
Not answered: 3%

Working Status



Not answered: 2%

Age



Not answered: 3%

Area



Not answered: 5%

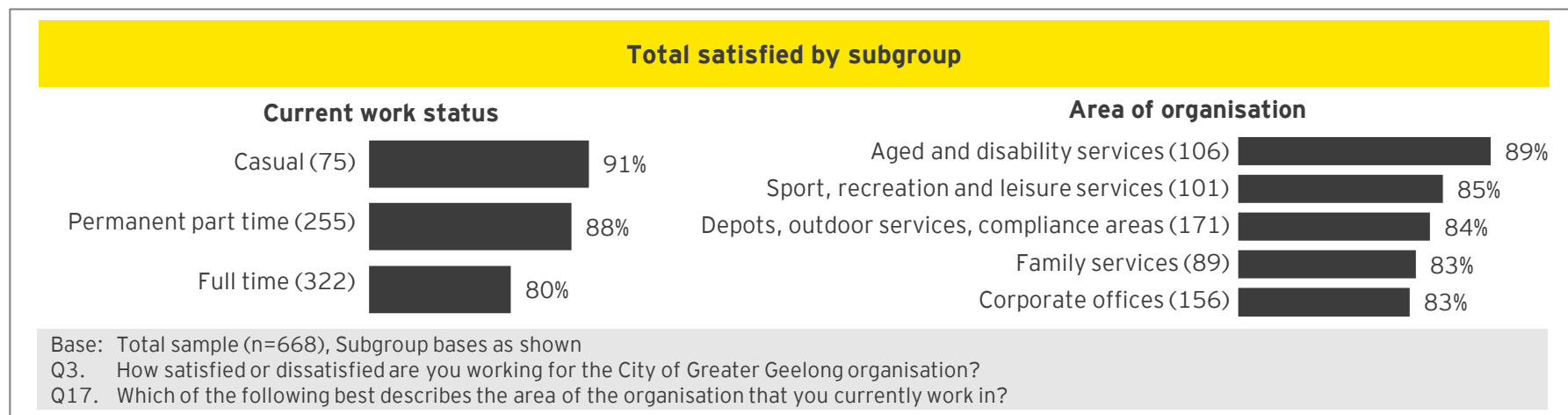
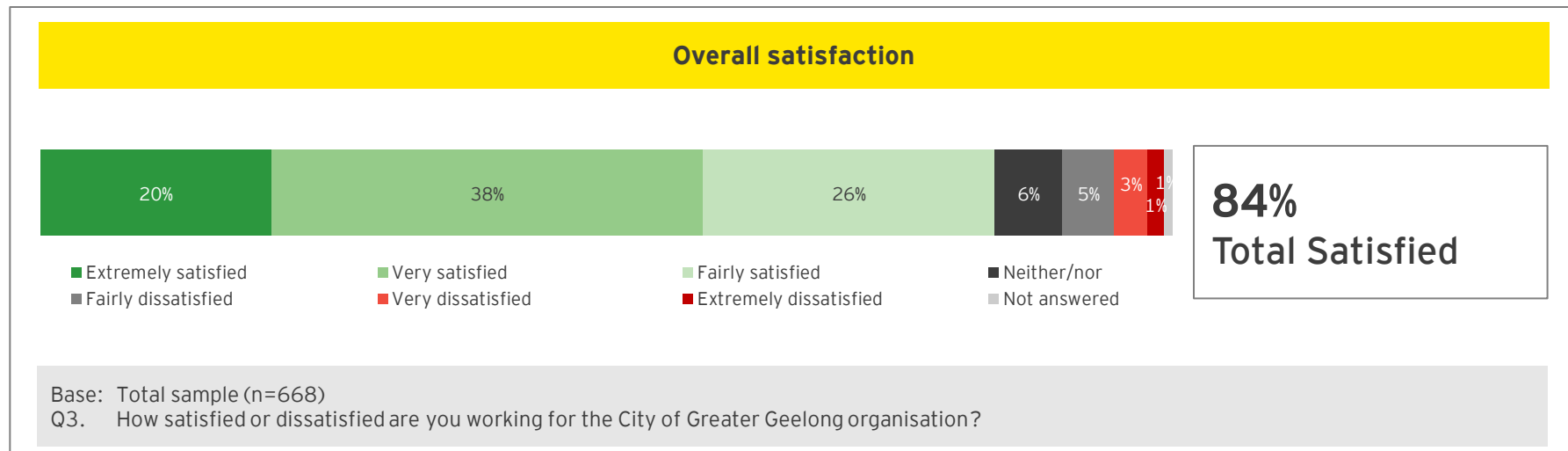
Base: Total Sample (668)

Note: Age - Under 18s not shown (1 survey), Area - Other not shown (10 surveys)

Satisfaction, Advocacy & Retention

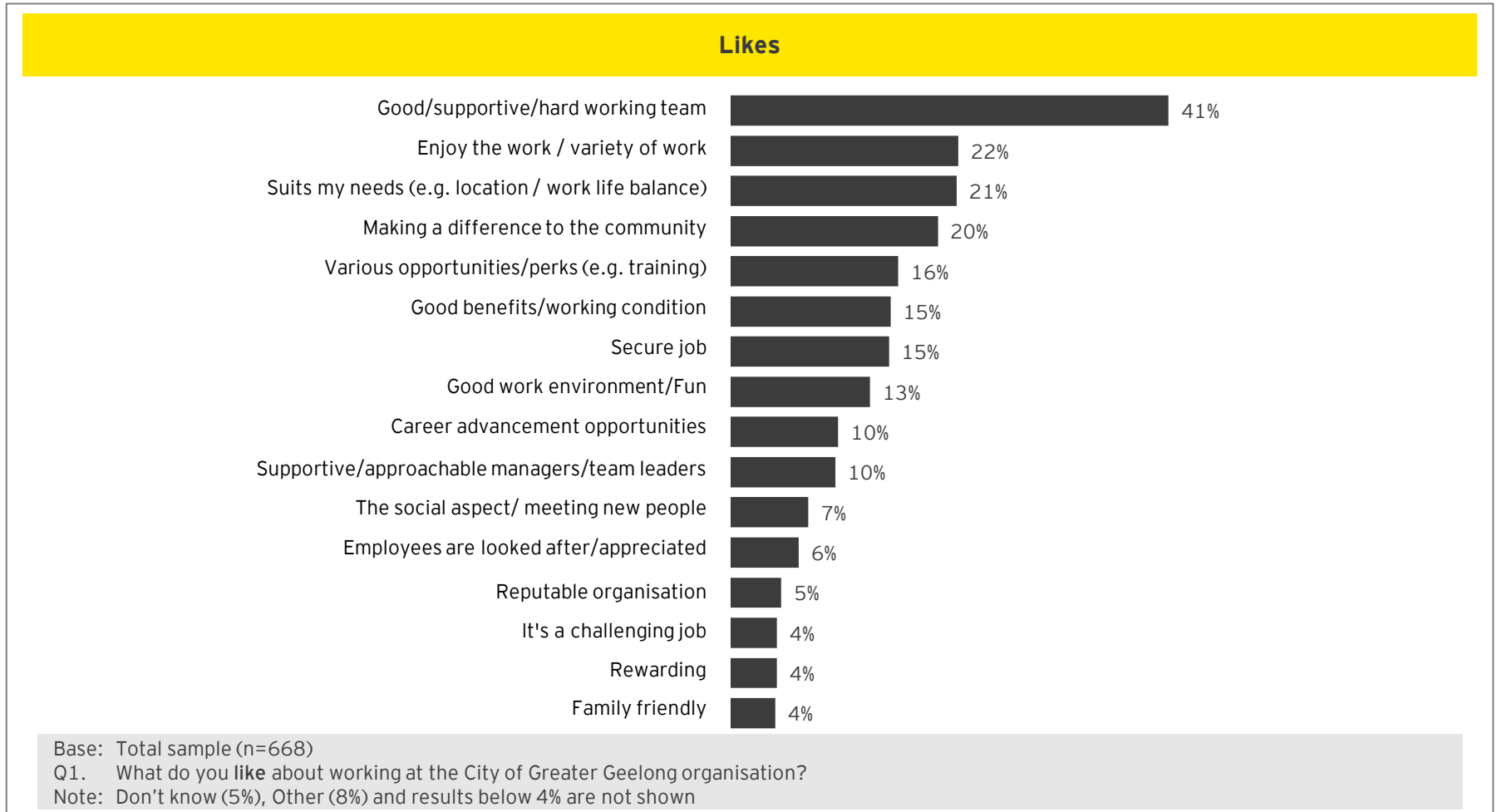
Employee satisfaction

- ▶ The majority (84%) are satisfied with working for the City of Greater Geelong, with six in ten (59%) 'very' or 'extremely' satisfied.
- ▶ Satisfaction is highest amongst casual employees, with 91% satisfied.



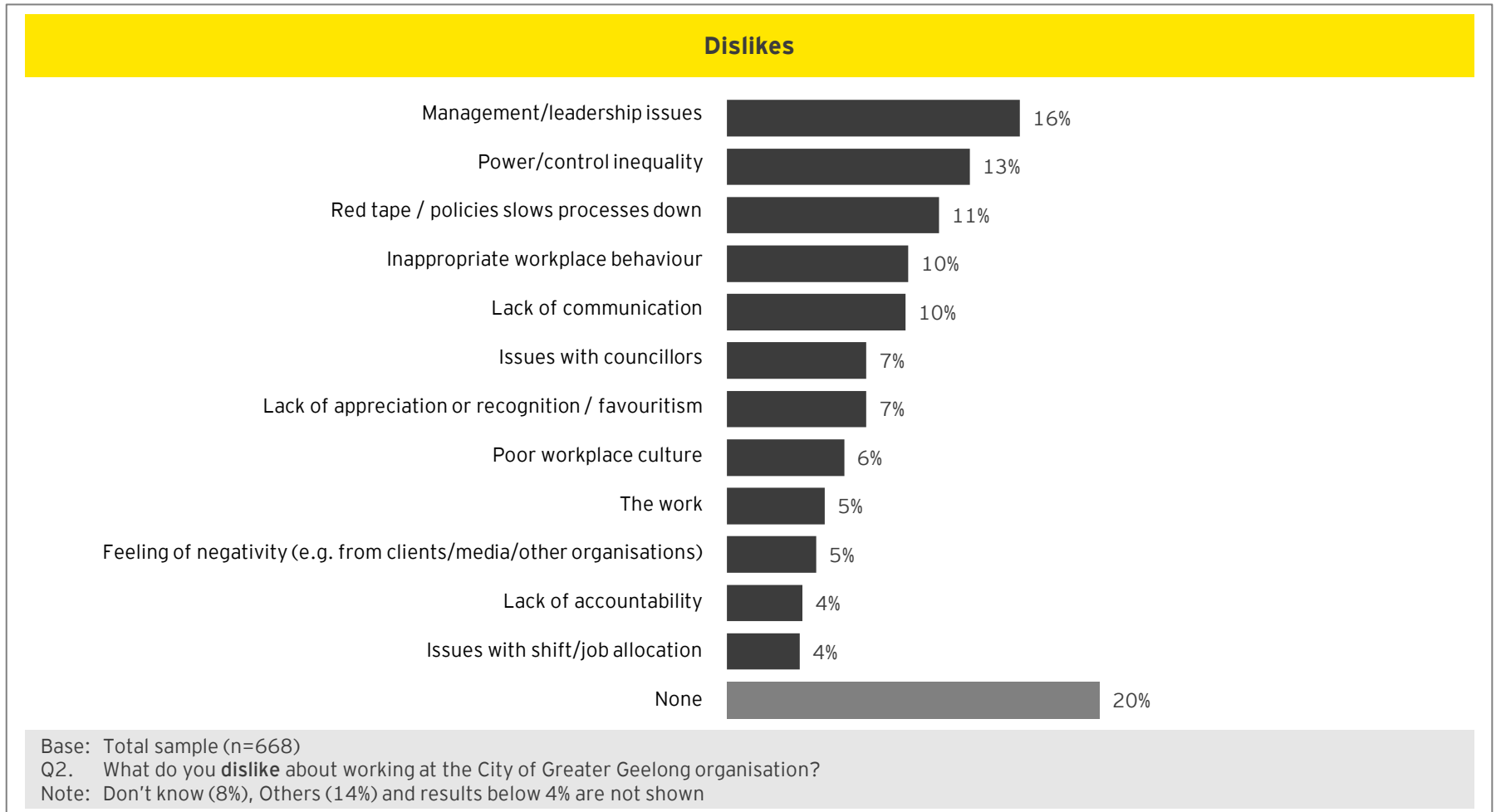
Likes

- A key strength for the City of Greater Geelong is the people. When asked what they like about working at the organisation, 41% identify the people that they work with, using terms such as “good, supportive, hard working and respectful” to describe their colleagues.



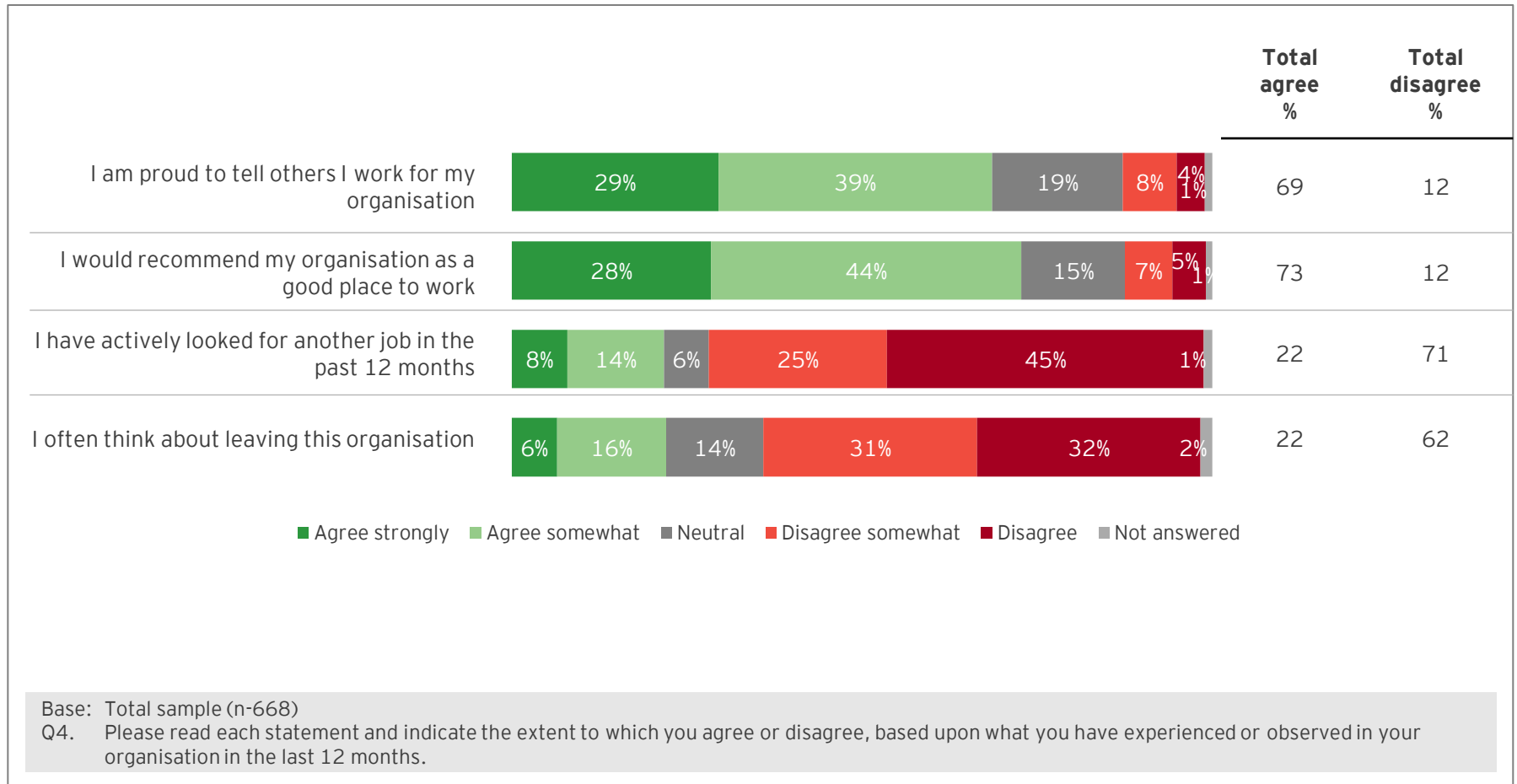
Dislikes

- One in five could not identify anything that they disliked about working for the City of Greater Geelong.



Advocacy & retention

- ▶ Nearly three quarters (73%) would recommend the City of Greater Geelong as a good place to work, with a similar number (69%) are proud to tell others where they work.
- ▶ Six in ten (62%) disagree that they often think about leaving the organisation and 71% disagree that they have actively looked for another job in the past 12 months.



Advocacy and retention by subgroup

- Advocacy is highest amongst those casually employed (84% proudly tell others who they work for and 87% would recommend working at City of Greater Geelong), but is positive across all employee types.
- The majority across all employment types and areas within the organisation disagree with the statements that they often think about leaving the City of Greater Geelong or that they have actively looked for another job in the past 12 months (overall, 62% and 71% disagree).

Advocacy & retention by subgroup - Total agree

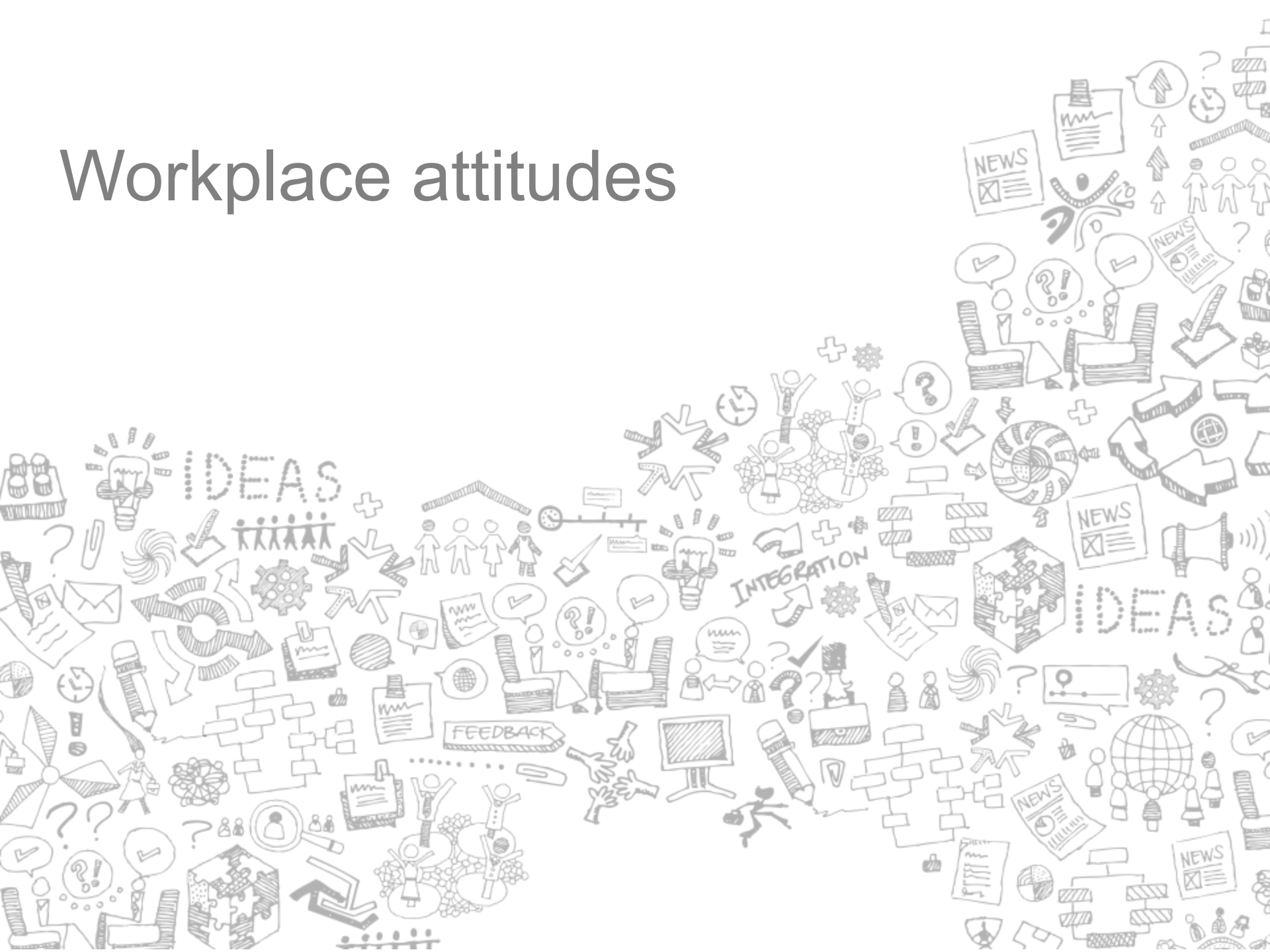
% Agree	Total (668) %	Current Work Status			Area of Organisation				
		Full time (322) %	Perm. part time (255) %	Casual (75) %	Corp. offices (156) %	Depots, outdoor service, comp. (171) %	Aged & disability services (106) %	Sport, rec. & leisure services (101) %	Family services (89) %
I would recommend my organisation as a good place to work	73	66 ▼	78	87 ▲	67	73	76	81	73
I am proud to tell others I work for my organisation	69	61 ▼	75 ▲	84 ▲	56 ▼	72	73	79	75
I have actively looked for another job in the past 12 months	22	26	17	19	27	18	25	21	17
I often think about leaving this organisation	22	28 ▲	18	9 ▼	30 ▲	18	17	18	21

Base: Total sample (n=668), subgroup bases as shown

Q4. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your organisation in the last 12 months.

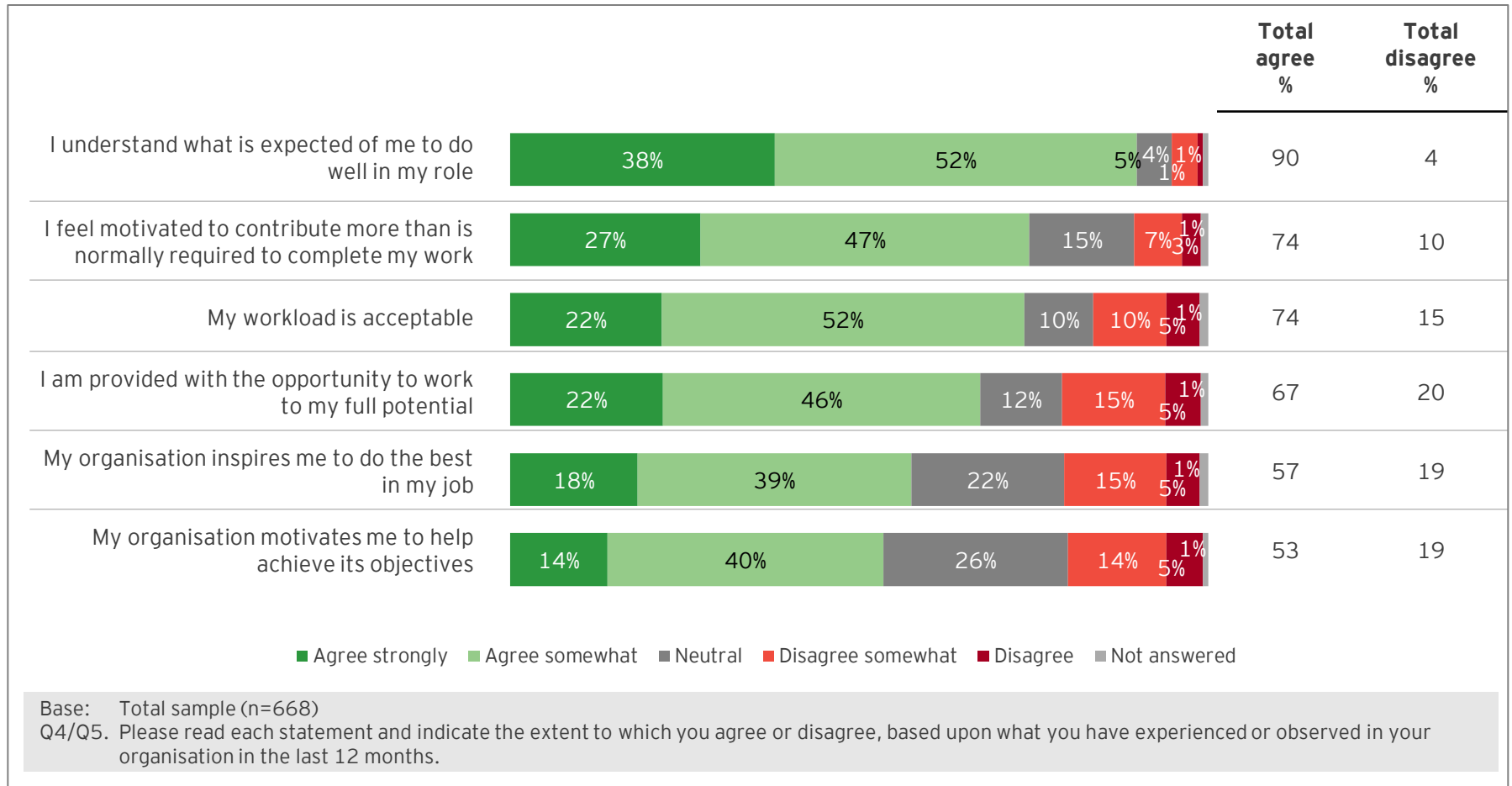
Significant differences across sub-groups are marked with the following arrows: ▲ ▼

Workplace attitudes



Employee motivation, role & recognition

- ▶ Role clarity is high amongst employees of the City of Greater Geelong, with 90% agreeing that they understand what is expected to do well in their role.
- ▶ 74% of employees feel motivated to contribute above what is normally required to complete their work, and the same proportion find their workload to be acceptable.



Employee motivation, role & recognition by subgroup

- ▶ Regardless of employment type or area of organisation, role clarity remains strong.
- ▶ Whilst inspiration from the City of Greater Geelong to do the best in their job fluctuates across employment type and area of organisation, agreement is either near to or exceeding 50%. 72% of casual employees are inspired by the organisation to do the best in their job.
- ▶ Similarly, motivation from the City of Greater Geelong to help achieve its objectives fluctuates, with agreement reaching 66% amongst employees working within the Aged and Disability services area of the organisation.

Employee motivation, role & recognition by subgroup - Total agree

% Agree	Total (668) %	Current Work Status			Area of Organisation				
		Full time (322) %	Perm. Part time (255) %	Casual (75) %	Corp. offices (156) %	Depots, Outdoor Service, Comp. (171) %	Aged & Disability services (106) %	Sport, rec. & leisure services (101) %	Family services (89) %
I understand what is expected of me to do well in my role	90	86 ▼	93	95	89	90	92	92	89
I feel motivated to contribute more than is normally required to complete my work	74	71	75	85	74	75	67	80	79
My workload is acceptable	74	66 ▼	80 ▲	84	63 ▼	78	77	79	78
I am provided with the opportunity to work to my full potential	67	65	71	64	69	72	66	62	66
My organisation inspires me to do the best in my job	57	48 ▼	65 ▲	72 ▲	46 ▼	63	62	64	60
My organisation motivates me to help achieve its objectives	53	47 ▼	59	63	43 ▼	58	66 ▲	52	52

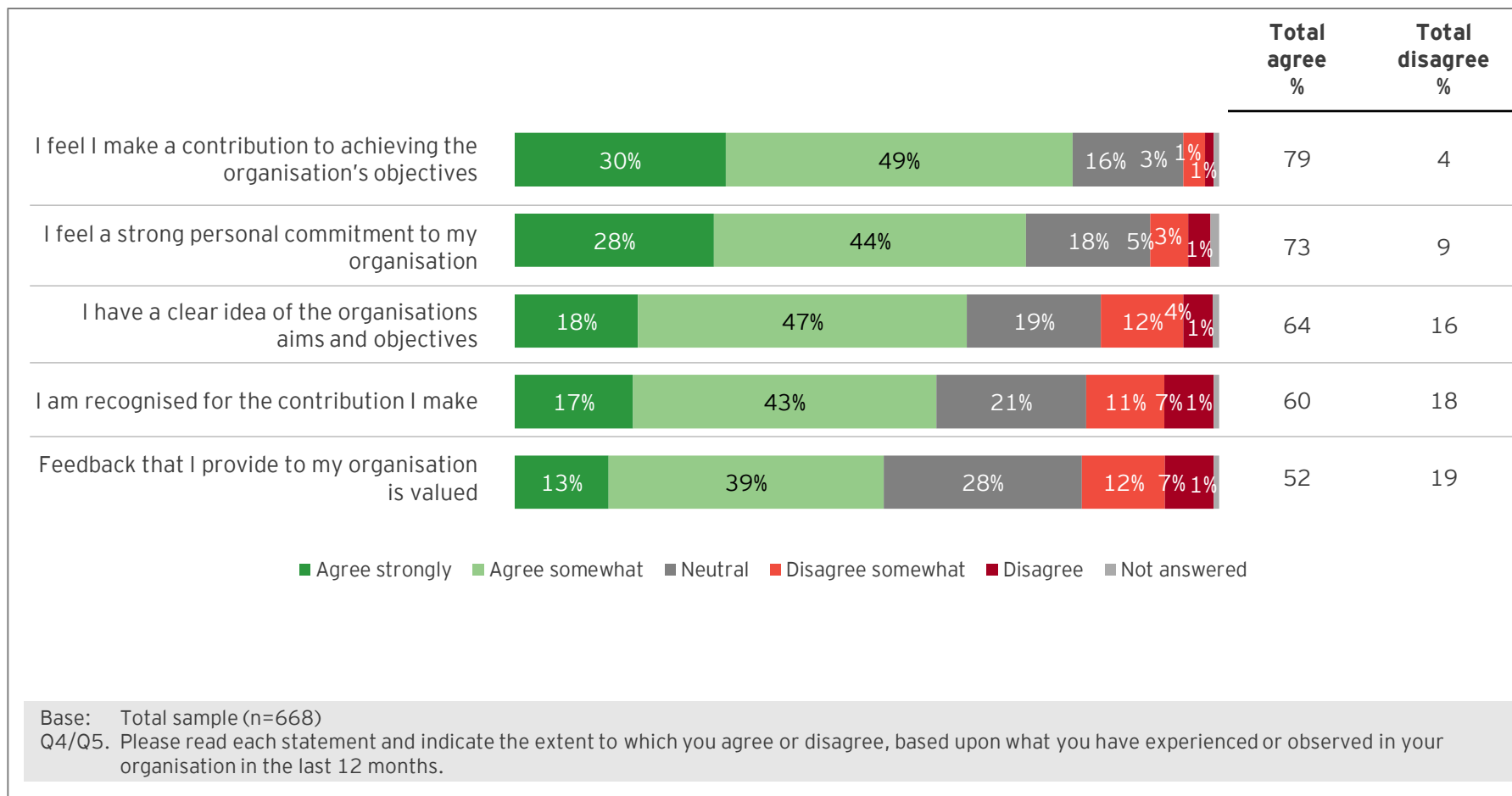
Base: Total sample (n=668), subgroup bases as shown

Q4/Q5. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your organisation in the last 12 months.

Significant differences across sub-groups are marked with the following arrows: ▲ ▼

Employee recognition and alignment

- Eight in ten (79%) employees feel like they are contributing to the City of Greater Geelong's objectives, with two thirds having a clear idea of what the organisation's aims and objectives are (64%).
- Nearly three quarters feel a strong commitment to the organisation (73%), and 60% feel recognised for their contribution.



Employee recognition and alignment by subgroup

- Understanding of and contribution towards the City of Greater Geelong's objectives is particularly strong amongst employees working within Aged and Disability Services (77% and 88% respectively).

Employee recognition and alignment by subgroup - Total agree									
% Agree	Total (668) %	Current Work Status			Area of Organisation				
		Full time (322) %	Perm. part time (255) %	Casual (75) %	Corp. offices (156) %	Depots, outdoor service, comp. (171) %	Aged & disability services (106) %	Sport, rec. & leisure services (101) %	Family services (89) %
I feel I make a contribution to achieving the organisations objectives	79	77	83	77	74	82	88	80	74
I feel a strong personal commitment to my organisation	73	70	74	79	72	71	72	78	70
I have a clear idea of the organisations aims and objectives	64	60	69	72	56	67	77 ▲	61	62
I am recognised for the contribution I make	60	53 ▼	65	69	56	65	65	59	56
Feedback that I provide to my organisation is valued	52	44 ▼	58	71 ▲	44	56	63	53	51

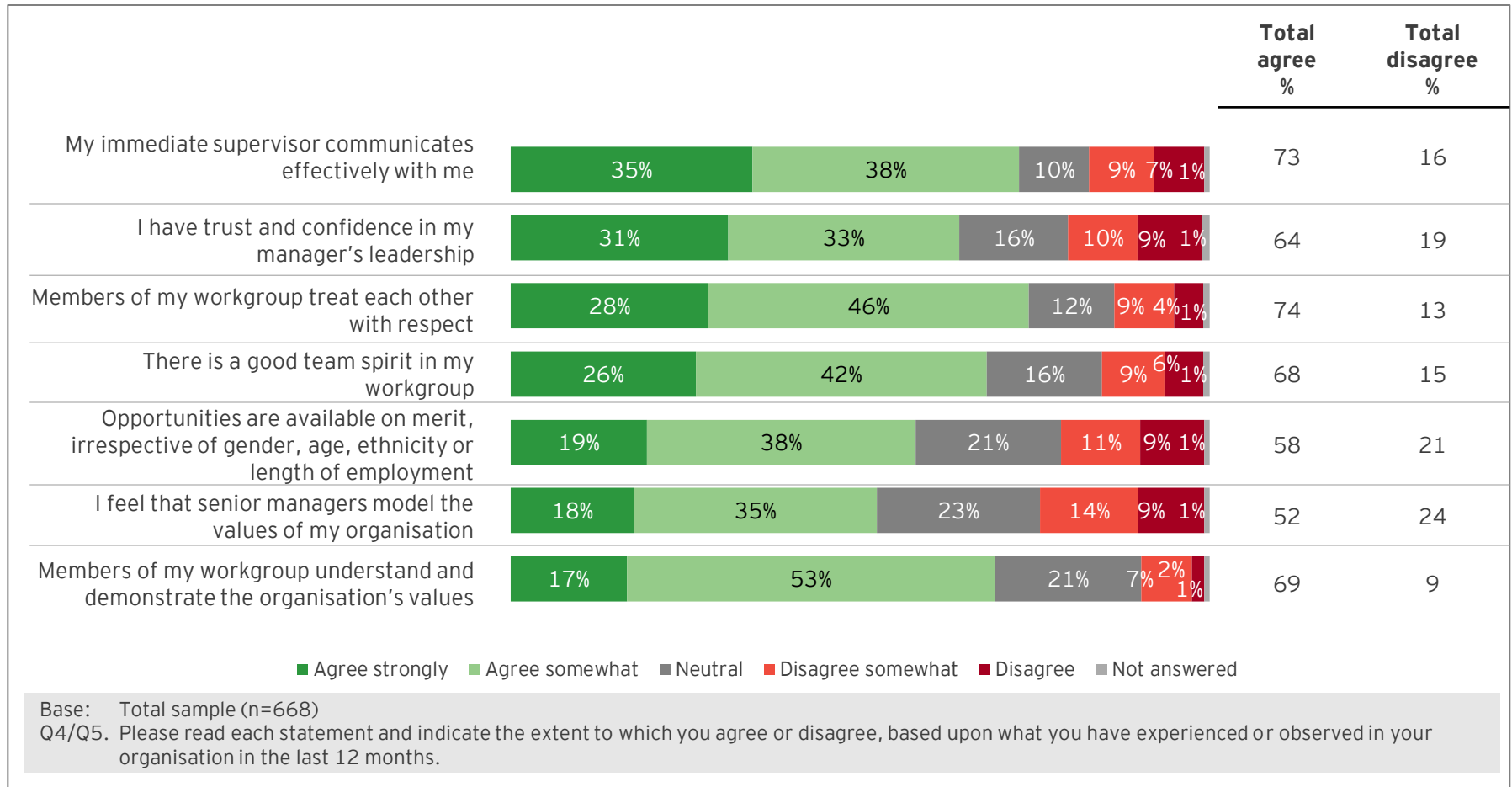
Base: Total sample (n=668), subgroup bases as shown

Q4/Q5. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your organisation in the last 12 months.

Significant differences across sub-groups are marked with the following arrows: ▲ ▼

Leadership, teamwork & values

- ▶ Roughly seven in ten agree that members of their workgroup treat each other with respect (74%), understand and demonstrate the City of Greater Geelong's values (69%), and that there is a good team spirit in their workgroup (68%).
- ▶ 73% agree that their immediate supervisor communicates effectively with them, and roughly two thirds have trust and confidence in their manager's leadership (64%).



Leadership, teamwork & values by subgroup

- Across the various types of employment and areas of the organisation, at least two thirds of employees feel that their immediate supervisor communicates effectively with them. This rises to 84% amongst casual employees and 79% amongst those working in Aged and Disability Services.

Leadership, teamwork & values by subgroup - Total agree									
% Agree	Total (668) %	Current Work Status			Area of Organisation				
		Full time (322) %	Perm. part time (255) %	Casual (75) %	Corp. offices (156) %	Depots, outdoor service, comp. (171) %	Aged & disability services (106) %	Sport, rec. & leisure services (101) %	Family services (89) %
My immediate supervisor communicates effectively with me	73	67 ▼	78	84	70	74	79	75	74
I have trust and confidence in my manager's leadership	64	57 ▼	70	76	61	67	74	66	55
There is a good team spirit in my workgroup	68	64	71	77	67	72	71	72	62
I feel that senior managers model the values of my organisation	52	45 ▼	58	67	45	54	66 ▲	51	52
Members of my workgroup treat each other with respect	74	70	77	77	77	74	76	74	72
Members of my workgroup understand and demonstrate the organisation's values	69	66	69	80	69	74	68	70	64
Opportunities are available on merit, irrespective of gender, age, ethnicity or length of employment	58	55	60	64	55	60	59	60	63

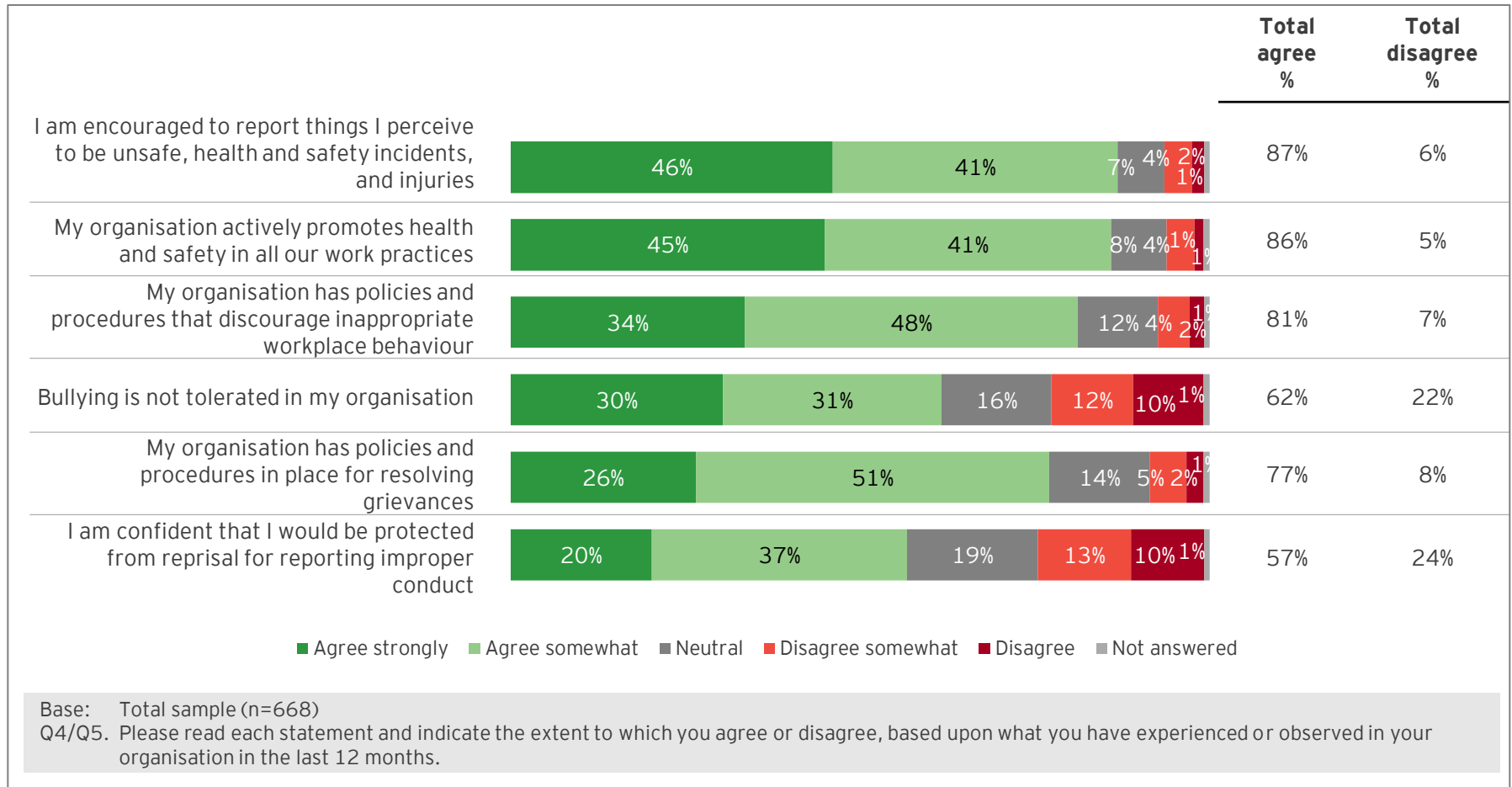
Base: Total sample (n=668), subgroup bases as shown

Q4. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your organisation in the last 12 months.

Significant differences across sub-groups are marked with the following arrows: ▲ ▼

Workplace behaviour, health & safety

- 81% are aware of policies and procedures that discourage inappropriate workplace behaviour, and 77% agree that there are policies and procedures in place for resolving grievances.



Workplace behaviour, health & safety

- ▶ The importance that the City of Greater Geelong places on workplace health and safety is felt across all areas of the organisation.
- ▶ Agreement that bullying is not tolerated within the organisation is strongest amongst those casually employed or working in Aged and Disability Services.

Workplace behaviour, health & safety by subgroup - Total agree

% Agree	Total (668) %	Current Work Status			Area of Organisation				
		Full time (322) %	Perm. part time (255) %	Casual (75) %	Corp. offices (156) %	Depots, outdoor service, comp. (171) %	Aged & disability services (106) %	Sport, rec. & leisure services (101) %	Family services (89) %
I am encouraged to report things I perceive to be unsafe, health and safety incidents, and injuries	87	85	90	84	87	88	89	85	90
My organisation actively promotes health and safety in all our work practices	86	83	87	92	85	88	90	85	84
My organisation has policies and procedures that discourage inappropriate workplace behaviour	81	79	84	85	76	85	87	78	83
My organisation has policies and procedures in place for resolving grievances	77	73	80	87	72	79	80	79	79
Bullying is not tolerated in my organisation	62	54 ▼	66	79 ▲	51 ▼	67	73	69	58
I am confident that I would be protected from reprisal for reporting improper conduct	57	49 ▼	63	69	51	57	67	60	61

Base: Total sample (n=668), subgroup bases as shown

Q4/Q5. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your organisation in the last 12 months.

Significant differences across sub-groups are marked with the following arrows: ▲ ▼

Engagement Index



Engagement Index

- ▶ A 'People Matters' study is conducted amongst public sector employees across various states in Australia. Certain statements in these surveys are used to create an Engagement score, which were also included within the City of Greater Geelong survey. A notation is included below to mark the slight wording fluctuations across surveys.
- ▶ When asked similar questions to those asked in these state surveys, the City of Greater Geelong performs in line with Victoria's 2014 results.

Engagement comparisons across Australia

	Geelong 2015	NSW 2014	VIC 2014	QLD 2013
My organisation inspires me to do the best in my job	62	61	64	56
My organisation motivates me to help achieve its objectives	60	60	63	55
I feel a strong personal commitment to my organisation	72	69	67	61
I would recommend my organisation as a good place to work	71	64	68	57
I am proud to tell others I work for my organisation	70	70	72	63
Index:	67%	65%	67%	58%

Note: Engagement scores in this table are averages derived by assigning the following values to the scale: 'Strongly Agree', 100; 'Agree', 75; 'Neither agree nor disagree', 50; 'Disagree', 25; 'Strongly Disagree', 0, 'Not Answered', 0.

"I feel a strong personal commitment to my organisation" appears as *"I feel a strong personal attachment to my organisation"* in other jurisdictions. *"I would recommend my organisation as a good place to work"* appears as *"I would recommend my organisation as a great place to work"* in QLD and NSW.

Base: Total sample (n=668)

Q4. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your organisation in the last 12 months.

Source: People Matter Employee Survey 2014, NSW Public Service Commission

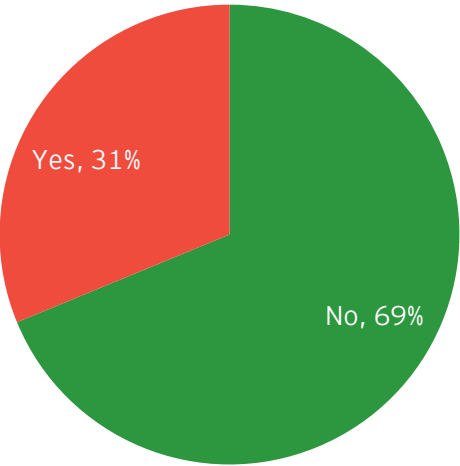
Inappropriate workplace behaviour



Witnessed bullying

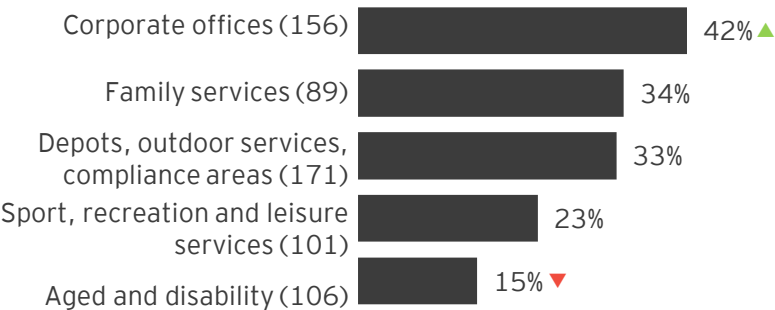
- ▶ Around seven in ten (69%) have not witnessed bullying at the workplace in the last 12 months.
- ▶ Of the 31% who have witnessed bullying, just over half (52%) reported it to the appropriate person.

Witnessed bullying at work



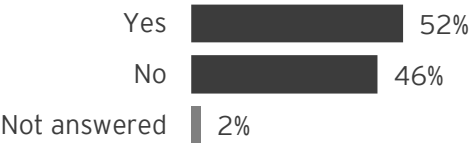
Base: Total sample (n=668)
Q6. Whilst working at the City of Greater Geelong organisation have you **witnessed** bullying at work in the last 12 months?

Witnessed by work area



Base: Total sample, subgroup bases as shown
Q6. Whilst working at the City of Greater Geelong organisation have you **witnessed** bullying at work in the last 12 months?
Q17. Which of the following best describes the area of the organisation that you currently work in?
Significant differences across sub-groups are marked with the following arrows: ▲ ▼

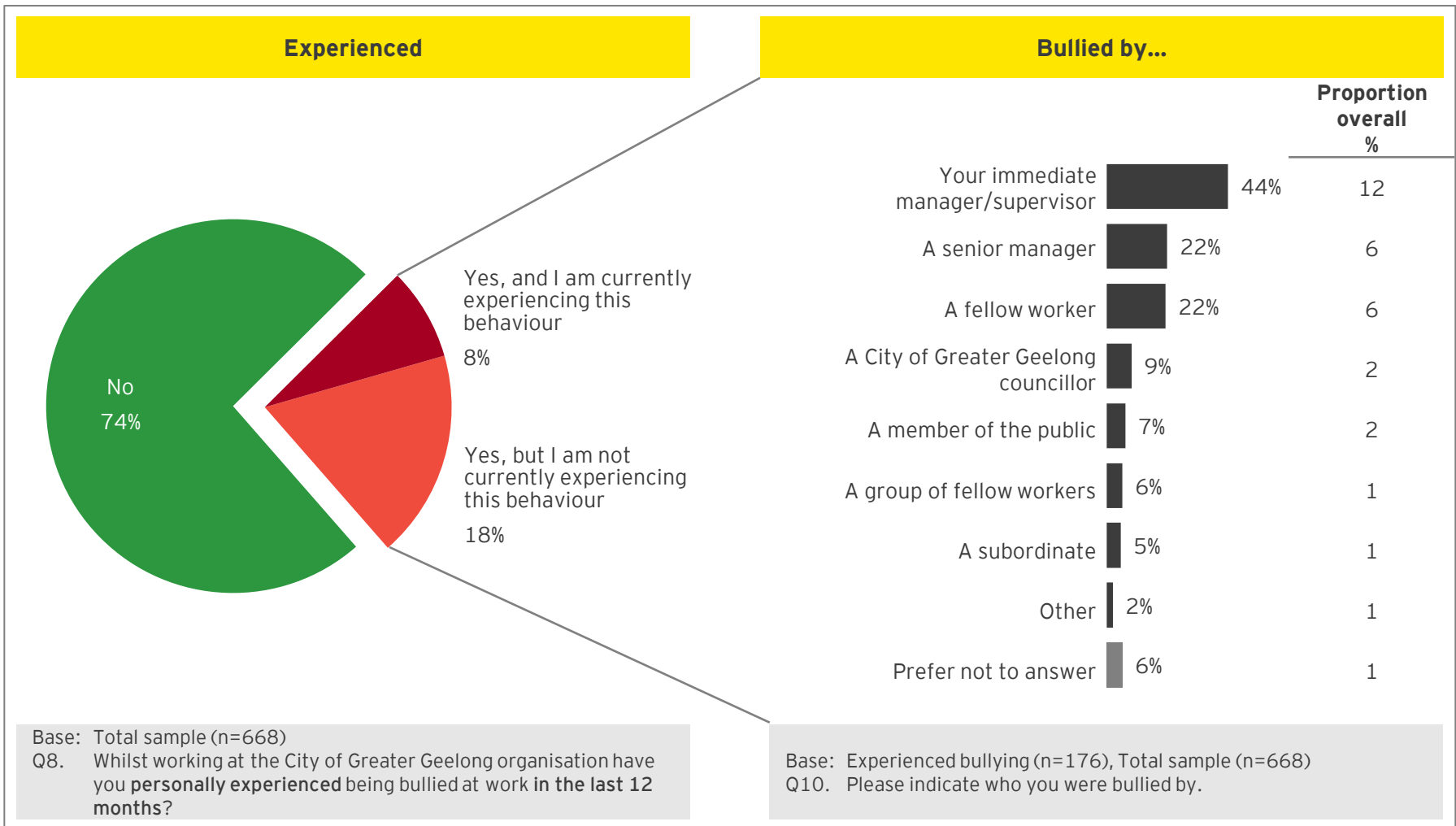
Reported to appropriate person



Base: Witnessed bullying (n=210)
Q7. If yes, did you report it to the appropriate person?

Employees that have experienced bullying

- ▶ Three quarters (74%) of employees have not personally experienced bullying at the City of Greater Geelong in the last 12 months.
- ▶ Of the 26% of employees have personally experienced bullying, less than a third are currently experiencing this behaviour.



Details of bullying experienced

- ▶ Amongst those who have experienced bullying in the last 12 months, 56% reported the issue, and it has been resolved for nearly a quarter (24%).
- ▶ Those who have experienced bullying exhibit below average satisfaction with working for City of Greater Geelong. However the majority of this group are satisfied with working for the organisation (60% satisfied and 27% dissatisfied).

Issue reported?

			Proportion overall %
Yes		56%	15
No		42%	11
Not answered		2%	0

Base: Experienced bullying (n=176)

Q9. If yes, did you report it to the appropriate person?

Issue resolved?

			Proportion overall %
Yes		24%	6
No		68%	18
Not answered		7%	2

Base: Experienced bullying (n=176)

Q12. Was this issue resolved?

Nature of the bullying

			Proportion overall %
Intimidation / passive aggressive		56%	15
Verbal abuse / bullying / aggression		43%	11
Ignored / isolated / undermined		16%	4
Humiliation in front of others		15%	4
Lying / defamation of character / racial abuse		13%	3
Not taken seriously / not listened to		13%	3
Unfair job rostering / job tasks		11%	3
Harassment		7%	2
Lack of opportunity to respond		3%	1
Lack of care regarding health and safety		2%	0
Physical abuse		1%	0
Others		13%	3
Don't Know		5%	1

Base: Experienced bullying (n=176)

Q11. In a few words, describe the nature of the bullying that you experienced

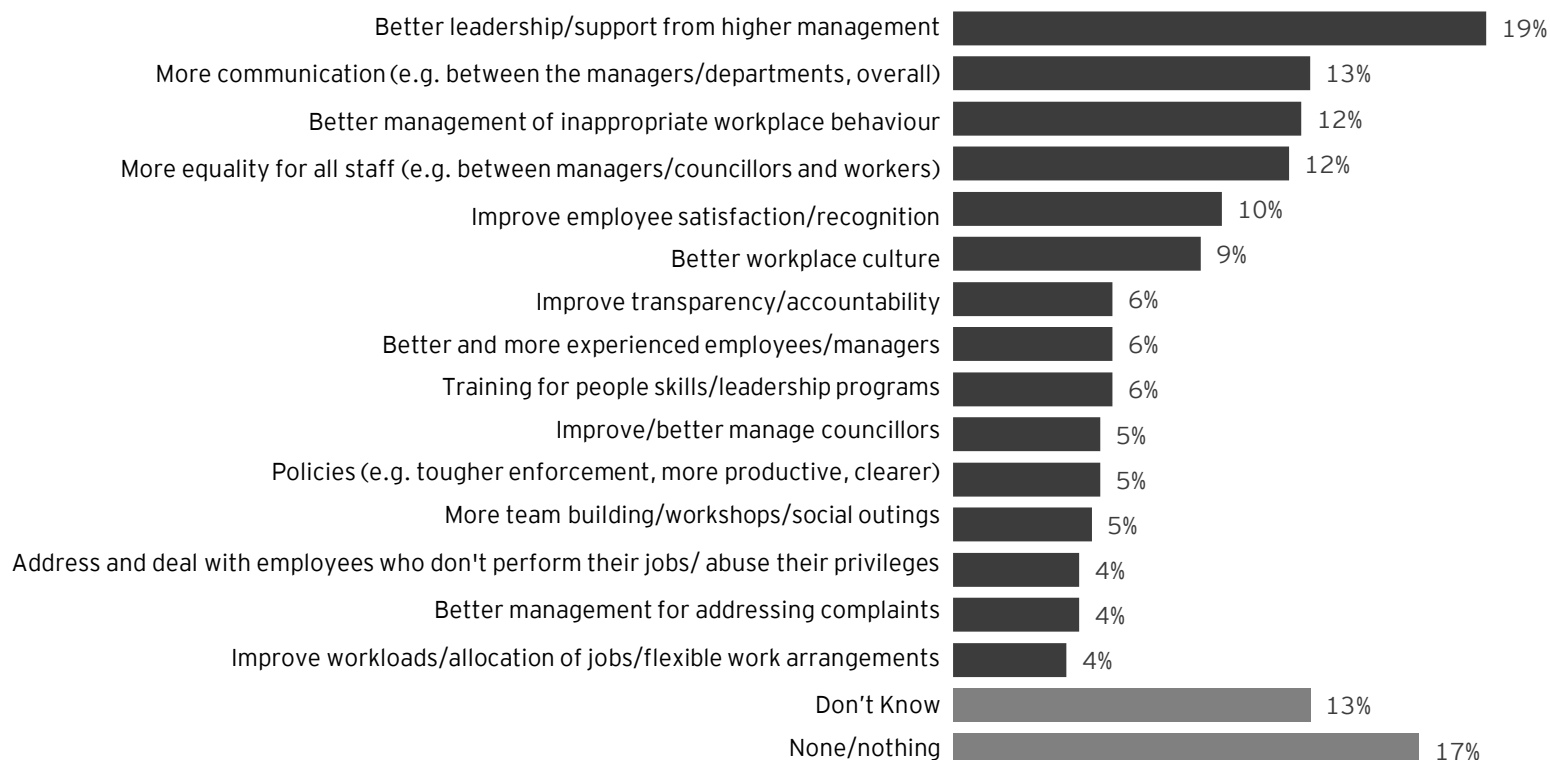
Suggestions for improvement



Suggestions for improvement

- ▶ When asked to specifically nominate improvements that they would like to see, one in five (19%) employees nominate better leadership and support from the management team.
- ▶ Three in ten (29%) did not suggest an improvement.

Suggested improvements



Base: Total sample (n=668)

Q13. What improvements would you like to see made in respect to the workplace culture of the City of Greater Geelong

Note: Other (13%) and results below 4% not shown

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ED None.

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City of Greater Geelong

Culture Review 2015 - 2016

OVERVIEW

This document summaries key information that is important to the Culture Review process that is currently in train at the City of Greater Geelong (CoGG). Former Chief Executive Officer – Gillian Miles, announced the Culture Review in early 2015, noting that it was important to ensure a contemporary organisation that is respectful, and operating to the highest standards, as the overarching goal.

At the commencement of the Culture Review it was clear that my work with the CoGG would span the organisation's role as an employer and a service provider given the alleged bullying information that had surfaced. In good faith the organisation agreed to be transparent and indicated that Culture Review information would be made available. Hence this document, which also houses the CoGG Culture Review Workplace Survey Quantitative Report, will be publically released in October 2015.

When engaged by the CoGG I agreed to the provision of advice and independent oversight of the Culture Review, in-house policy and process reviews, to work with councillors* (including a review of the Councillor Code of Conduct) and to map and support the roll out of strategic Action Plans to progress the cultural change deemed necessary once sufficient information had been gathered. Essential that I independently informed myself about the issues of contention and concern, I undertook an examination of conduct that was perceived or considered by alleged victims to have been unprofessional, disrespectful, inappropriate and / or bullying in nature, over more recent times. The invitation to engage with me in this capacity focussed on people providing first-hand information, be it personally experienced or witnessed. The scope of interest spanned inappropriate interactions or conduct of concern associated with Council employees, the Council as an entity, or councillors. Additionally a tailored workplace survey was planned to gather relevant views and experiences from employees.

Many people took the opportunity to speak with me personally and / or to forward written contributions that they deemed relevant to the 'information gathering' stage of the Culture Review process, including, but not limited to, current employees, former employees, a majority of councillors, business people, a diverse array of professional practitioners, and members of the broader community. I also undertook private discussions with each member of the executive team, human resources and the union. All available appointments were booked out and additional session times were organised on a number of occasions to accommodate interest.

* The reference to *councillors* is generic throughout this report, and this reference, unless otherwise stated, covers the elected Mayor and the eleven elected councillors in office as at September 2015.

The CoGG Culture Review Workplace Survey was completed by 25% of employees. It has provided significant content to the 'information gathering' stage of the Culture Review process. Undertaken by EY Sweeney (a trading name of Ernst & Young), the CoGG Culture Review Workplace Survey Quantitative Report was submitted to me in the first instance, to ensure independent oversight and transparency. The Workplace Survey Quantitative Report housed in this document is the version forwarded to me by EY Sweeney. The Council did not seek to view or alter the Workplace Survey Quantitative Report prior to its inclusion in this report. All analysis and commentary contained within in the CoGG Culture Review Workplace Survey Quantitative Report was done by EY Sweeney.

The information sitting behind the content in my report, inclusive of the information gathered by the Workplace Survey, has been collected directly from individuals with personal views, experiences and concerns that they wished to share as part of the Culture Review. Some of this information has also been provided by individuals who witnessed situations of concern given that they considered they felt a personal negative impact, or that they had witnessed others experience a negative impact.

The privacy and anonymity of individuals has been protected. Where employees completed the CoGG Workplace Survey using names, the information has remained confidential; it has not been passed to the Council by EY Sweeney. In relation to the information shared with myself, specific scenarios have not been detailed and names have not been disclosed. The information that I have personally gathered, that is relevant to the Culture Review process, has been presented via themes and trends.

The amount and nature of the information gathered during the first stage of the Culture Review process, is sufficient to identify core areas of concentration for the next stage and the development of the strategic Action Plans, of which there are three proposed, namely – the Organisation Action Plan, the Councillor Action Plan, and the Business & Community Action Plan.

Given the themes and trends that emerged, it is considered that significantly improved conduct as well as behavioural modus operandi that demonstrates informed contemporary practice, are essential underpins for the Action Plans. As the individual Action Plans take shape based on the specific data that has been gathered, it will be paramount that they articulate mechanisms to ensure that all who represent the 'mind and will' of the Council, or act as the Council's voice, or have responsibility to oversee and protect the rights of others, fully understand and adhere to their employment law and ethical obligations, and in turn, are held to account. This is critical if cultural change is to be achieved.

Ensuring lawful, ethical and respectful conduct at all times, understanding and acting upon the personal onus for proactivity to guarantee daily compliance with codes and policies, and finally, the duty to progress early intervention and facilitate fair and effective issue resolution (irrespective of how the information of concern comes to light, or the position of the alleged offending party) are responsibilities that will be highlighted as obligatory in all three Action Plans. A number of people have failed to fulfil these obligations in the past, resulting, in my considered view, in a range of deleterious outcomes that were avoidable, and at times, reprehensible.

It would be remiss not to record that it took significant courage for some people to speak up during this process; indeed for a number it was difficult, and for others it was upsetting. There were also contributors who expressed that they considered the opportunity to partake as cathartic. Some stated that they felt they had a responsibility to speak up, given that they had an opportunity to be independently heard. It is acknowledged that a number of internal and external parties said that they felt in reality, despite CoGG codes, policies and processes, that there was no safe or reasonable option other than to endure poor conduct.

For the record I note that the information gathered has not been tested (in so much as it was not taken under oath or affirmation as part of a legal proceeding). I have however applied the standard of plausibility, and the information that I collected personally, that this report has been based on, met the standard of plausibility.

Finally, it is crucial that I note that during this 'information gathering' stage many positive and encouraging experiences and views were also shared. While a range of these surfaced in the data collected via the CoGG Culture Review Workplace Survey, it did become apparent to me during one-on-one interviews, that a wide variety of CoGG employees were viewed as dedicated, competent people, who were supportive of their colleagues. Additionally, there were a number of councillors held in high regard about whom no issues of concern were raised.

CULTURE REVIEW INFORMATION

A number of themes emerged during the 'information gathering' stage of the Culture Review process. The examples that sit behind these themes were most often explained in detail (sometimes accompanied by written documents) and were directly or contextually aligned with conduct that contributors deemed unprofessional, disrespectful, inappropriate, discrimination, harassment or bullying in nature.

It is important to note that the term 'bullying' is used broadly and informally, if not colloquially, throughout society. During this process some people used the term 'bullying' demonstrating a good knowledge of the employment law definition and relevant thresholds, while others used it more broadly.

A significant amount of information shared during this process could be categorised, on face value as bullying or harassment. Some of the plausible information about conduct of concern that was shared, did not appear to meet the respective definitions or thresholds that are applied when instances are formally assessed. That said, much of this same plausible information about conduct of concern did, on the face of it, fall well short of the professional conduct required by the Municipal Association of Victoria (MAV) Good Governance Guide, the CoGG Councillor Code of Conduct, the CoGG Staff Code of Conduct, and / or the CoGG Harassment, Bullying & Discrimination Prevention Policy. At times the plausible information about conduct of concern and what some contributors referred to as a '*culture of bullying*' also clearly sullied the reputation of the organisation, diminishing both the confidence and trust of internal and external parties.

With specific reference to the CoGG Harassment, Bullying & Discrimination Prevention Policy the following definitions are noted for the purposes of this report.

Bullying is repeated, unreasonable behaviour that creates a risk to physical or mental health and safety. 'Repeated behaviour' refers to the persistent nature of the behaviour and can refer to a range of behaviours over time. 'Unreasonable behaviour' means behaviour that a reasonable person, having regard for the circumstances, would see as victimising, humiliating, undermining or threatening. Bullying can occur in person, by phone, e-mail or by text message and social networks. Bullying can involve many different forms of direct or indirect behaviour. The reasonable person's test is applied.

Discrimination occurs when a person is treated less favourably than someone in a similar situation because of an attribute that is protected under equal opportunity law. The protected attributes are age, breastfeeding, employment activity, gender identity, disability, industrial activity, lawful sexual activity, marital status, parental status or status as a carer, physical features, political belief or activity, pregnancy, race, religious belief or activity, sex, sexual orientation, personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the stated attributes.

Harassment is unsolicited or unwelcome behaviour that targets a person or group based on a protected attribute, resulting in offence, intimidation or humiliation. Harassment can be verbal, written, psychological or physical. Harassment is determined by the impact of the behaviour on the recipient regardless of whether it was intended or unintended. The reasonable person's test is applied.

Sexual Harassment is unwelcome conduct of a sexual nature resulting in offence, intimidation or humiliation. This may include, written messages, physical contact, offensive or demeaning questions, comments, or jokes, comments on a person's physical appearance or private life, sexually graphic images, sexual propositions or sexual assault. Sexual harassment is determined by the impact of the behaviour on the recipient regardless of intent or motive. The reasonable person's test is applied.

Dissuaded / warned off / told not to bother raising a complaint

Examples were raised by current employees, former employees, community members, professional practitioners and business people who felt that they were directly or indirectly dissuaded / warned off / told not to bother raising complaints by internal and external parties.

The information provided trended two ways; the first being that people were told that it was pointless to make a complaint – so don't bother. The second trend covered off on situations where due to what people had witnessed / heard about / were told (i.e. that it wasn't in their best interests to make a complaint as the power rests with the alleged offending party) they were left with the impression that there may well be untoward ramifications for speaking up.

A raised concern resulted in unfair treatment /reprisal /unsatisfactory outcome

Diverse examples were raised by current employees, former employees, community members, professional practitioners and business people who considered that they had suffered some form of detriment or an unsatisfactory outcome, having raised an issue or made a complaint about an employee or councillor. While the means by which the unfair treatment / reprisal was experienced did vary, examples trended towards alleged bullying or being placed in a disadvantaged position over which the affected party had no control. Claims of unsatisfactory outcomes also related to no formal outcome being achieved or insufficient information being provided in the view of the complainant. A trend emerged with regard to expectations about transparent and consistent process, and written outcome responses, and people stating that they felt let down as this did not eventuate.

Unwilling to raise a concern due to a fear of unfair treatment / reprisal

Examples were raised by current employees, former employees, community members, professional practitioners and business people. Most people providing information considered that other people's experiences, their own past experiences, and insights into *'the way things played out'* at the CoGG tended to justify their unwillingness to raise concerns. A number of people sharing information considered it realistic and astute to fear unfair treatment, bullying behaviour and other forms of reprisal if you opted to raise a concern or make a complaint. Comments made by internal and external parties trended towards it being too risky to rock the boat by making a complaint, not worth the trouble, potentially damaging for your professional or business reputation (i.e. your livelihood in the Geelong area), making a complaint was likely to have broader unsavoury consequences given family and networks throughout the municipality, and that making a complaint was an extensive process that will be progressed in a manner that is designed to wear you down, make you give up, and in the case of employees - leave the organisation.

Some councillors engage unprofessionally, inappropriately and bully people

Examples were raised by current employees, former employees, councillors, community members, professional practitioners and business people. A number of councillors were repeatedly identified as people who caused certain employees and external parties concern due to their conduct. Those contributing this information considered the councillor conduct that they had experienced or witnesses was unjustifiable and fell well short of the requirements stipulated in the Councillor Code of Conduct.

Views trended firmly towards councillors being in a privileged position and irrespective of their personal views or differing opinions, that it was incumbent upon them to role model professional behaviour and to treat people (i.e. CoGG employees and members of the public) with sound and civil regard at all times. Based on information shared, a number of councillors were considered to have repeatedly engaged in tactics that people said amounted to bullying. Individual descriptors were used to identify such councillor conduct of concern, including people stating that they felt that they had experienced aggressive, belligerent, threatening, disempowering, sexist, dogged, bombastic, arrogant, rude, spiteful, frightening, demeaning, belittling, objectified, exploitative, calculated, humiliating and intimidating behaviour.

A related view raised on several occasions, was that some CoGG supervisors, managers and senior officers appeared to '*embody*' or '*take on*' or '*mimic*' or '*model*' the inappropriate conduct and tactics of councillors who were considered to behave poorly. Be it due to desensitisation, or acceptance of an inappropriate standard of interaction as appropriate, a range of contributors indicated that in their view it was as if certain supervisors, managers and senior officers had by default been given permission to behave badly, given some of the councillors' behaviour that went unchecked, despite it affecting people negatively.

It was regularly raised that some supervisors, managers and senior officers appeared from their action or lack of action, to have no contemporary understanding of the type of conduct that amounted to workplace bullying. Employees and former employees unpacked their conundrums given that they should be able to approach supervisors, managers and senior officers for help when experiencing inappropriate behaviour, and expect an objective, supportive response, as well as a fair resolution, irrespective of whom the offending party was – but this was not people's experience or view of how things always played out at the Council.

Some councillors repeatedly breach their Code of Conduct (ref s 4.5) initiating contact with lower level employees and instructing performance of duties

A range of specific examples were raised by current employees, former employees, councillors and professional practitioners. A number of councillors were repeatedly identified by employees as offending parties. Employees and former employees contributing personal accounts articulated the unnerving and difficult situations that they found themselves in when councillors made direct contact and when they instructed them in the performance of their duties. Often feeling admonished and compromised, contributors also provided examples of inappropriate verbal and written interactions that they viewed as bullying behaviour. Affected parties discussed negative impacts and resultant anxiety. While some talked about being asked to do things, or fix things, in a way that they considered wrong, unethical or inappropriate, the majority of concern and upset trended around how people were spoken to, or the unnecessary public nature of certain councillors' interaction or criticism, that resulted in people feeling undermined or used to make a point.

A clear trend that emerged related to some supervisors, managers and senior officers being viewed by employees as failing to correct the situation, most often seeking to appease the councillor at all costs, including at the expense of the employee's right to work in an environment that is fair, comfortable and safe, free of bullying and harassment. Employees and former employees repeatedly raised

concerns that certain supervisors, managers and senior officers appeared not to want to stand up to councillors for fear of placing their own jobs at risk or suffering similar bullying, or admonishment. There were some who stated that their supervisors and managers said that they would look after the situation, but did nothing. This was not the case for all supervisors, managers and senior officers.

Some supervisors and managers won't risk speaking up to support employees

Relevant examples were raised by current employees, former employees, councillors and professional practitioners. The position that was repeatedly aired pertained to some supervisors and managers being told about workplace incidents of concern where employees or councillors were the alleged offending parties, or actually witnessing incidents, and not acting to investigate or remedy the situation and further failing to take action to ensure that it did not reoccur.

The view that trended was that people felt unsupported by limited ineffectual management action. Some stated that they were left in the firing line, so that the supervisor or manager did not have to be dealing with the difficult person, or because they were interested in protecting themselves. People were disgruntled that issues were not actively addressed and remedied, and in turn that a lack of action appeared to indicate that unacceptable behaviour was acceptable, or at least something that you could get away with. Depending on whom the alleged offender was, some employees said that their supervisors and managers would indicate that employees just had to endure whatever came their way given the circumstances and sensitivities associated with working at the CoGG. The culture was seen to readily accept that in certain circumstances employee rights could be sacrificed given a supervisor's, manager's or councillor's wants and interests.

Councillor Code of Conduct

A number of issues associated with the Councillor Code of Conduct were raised by current employees, former employees, councillors, professional practitioners, business people and community members. Deemed to be very limited in its ability to ensure professional conduct and prevent bullying, there was an interest in a strengthened document that held elected representatives to account in a realistic manner. That said it was clear that a range of people feared, due to distrust and political machinations, that the Code once tightened could be used to punish or alienate elected representatives. It is noted that the state government's proposed amendments to the Local Government Act 1989, will require Councillor Code of Conduct changes and up-dates that will help facilitate desired change.

The councillors fail to operate as a team

Many examples were raised by current employees, former employees, councillors and community members. Specific concerns were aired about the way the Council operated in public forums, poor leadership, lack of teamwork, councillors appearing disengaged, and councillors being ill prepared and then abusive when challenged. Teamwork was viewed as an impossible feat by some given the communication barriers that people stated they had experienced. Specific examples of rude, sexist, undermining and aggressive conduct, as well as behaviour unbecoming of paid elected representatives was cited as embarrassing and in need of discipline.

Concerns about councillor treatment of technical, administrative and senior staff who worked to support councillors behind the scenes, were also raised. Complaints were made about a number of staff being disregarded or discredited, and unfairly needing to endure offensive and belittling conduct as part of their role.

Conflicts of interest

A selection of concerns were raised that could be combined under the theme of conflict of interest. Examples were raised by current employees, former employees, councillors, business people and community members. Conflict of interest was deemed a relevant issue for some employees and a number of councillors. It was put that people with power and influence appeared at times to have a limited understanding of basic governance principles and a very narrow approach to what a conflict of interest was. Assertions of conflict of interest were linked by contributors to unfair or less favourable treatment, external relationships that were favoured, and a lack of transparency about '*what hat*' employees and individual councillors actually wore at certain community meetings and functions, as well as committee and board meetings. Those raising concerns spoke about being uncomfortable, or it being unsafe for one's own career, to raise issues about possible conflicts of interest that councillors and employees may have. The reasons sitting behind their apprehension related to distrust, lack of clear process for redress, confidentiality breaches, the fear of underhanded payback and bullying '*given the way Geelong works*' or other negative consequences that could linger on into the future resulting in '*on-going punishment for speaking up*'.

Contributors said decisions not to risk career opportunities, family and business standing, commercial disadvantage, public humiliation via social media or in person, denial of important information or restricted communication, alienation, becoming a target, or being treated with a level of resentment or bias, tended to silence people.

The ability to define and identify specific circumstances that lead to a conflict of interest were considered to be lacking. It was raised that councillors and employees should be astute to the potential for a conflict of interest and act in a timely manner having identified such potential. Finally, the need to have a thorough understanding of the ramifications and reputational damage associated with perceived conflicts of interest was considered to be something that escaped many. The good governance, pre-emptive action and transparency that people expected from every individual employee and councillor in 2015 was not always viewed as forthcoming.

Favouritism

The theme of favouritism surfaced when former employees, current employees, business people and professional practitioners spoke about inequitable and unfair treatment. Internal and external parties claimed that they were disadvantaged due to favouritism. It was the view of a number of contributors that people at Council had operated for many years with a 'club' mentality. Often associated with power due to role, status, traditional seniority, social connections or network, the experiences detailed trended towards people believing that there were two different sets of rules that operated across the organisation. For those on the outer, the alleged repeated less favourable, untoward and differential treatment experienced, or witnessed, was seen to be akin to bullying and part of a culture that fostered favouritism.

Gender

Former employees, current employees, councillors, professional practitioners and business people when talking about poor conduct and entrenched issues in need of consideration, raised gender. Most of the examples that were shared related to employees and councillors who had been negatively impacted. There were however a number of external parties who spoke to encounters and situations where it was deemed gender (i.e. being female) played a role in their unsatisfactory experiences and verbal interactions. Some external parties talked about witnessing inappropriate behaviour towards women, which made them very uncomfortable.

Whilst there was acknowledgement that there were a small number of senior women and female councillors at the CoGG, the nature of examples raised trended towards there being firmly held stereotypical views which played out overtly and covertly to the detriment of women workers and councillors, and further a mindset about women and their appropriate roles and areas of usefulness in the organisation, that were inequitable and belonged in the past. The out-dated views and conduct of concern that people raised spanned all areas of the CoGG. There were also gender aligned concerns raised by councillors, that related to inappropriate conduct experienced by fellow councillors given the way that some councillors viewed women and behaved.

A common view put by women and men talking to the issue of gender, was that the offending parties *'did not know, what they didn't know'* or *'they just don't get it'* and in turn were unable to understand what it was like to be in the shoes of persons who were viewed / assessed in a manner that was inclusive of gender. A male contributor stated *'men are employees or councillors; but women are still often viewed or referred to as female employees or female councillors.'*

Language used when people were talking to gender issues included, direct and indirect discrimination, less favourable or demeaning treatment, sexual harassment and other forms of sexism or gender related harassment, bullying and intimidation.

Council engagement with the community

Current employees, community members and professional practitioners raised a variety of examples related to community engagement. The theme that emerged, centred on concerns about the Council as an entity, as well as some employees and some councillors, responding to community members in a less than equitable manner when those community members (or their representatives) sought information, explanation or help. The specific scenarios raised trended towards the view that the less vulnerable and / or younger and / or more articulate and / or more educated that people were, ensured receipt of more fulsome and helpful responses. The alternative being that the more vulnerable and / or elderly and / or less articulate and / or less educated the person, the more limited the engagement by the Council with the community member (or their representative).

It is important to note that during interviews a significant number of people named individual employees and councillors who had been very helpful, having gone out of their way to understand and resolve issues. That said, a small number of councillors were repeatedly complained about as their interaction with external parties was at times deemed unprofessional and unacceptable conduct, by those complaining.

Finally, there was one other point of view (voiced by external parties only) that surfaced repeatedly. It can be summed up by quoting one interviewee who said – *“It seems they forget it’s our money, and that it should be used to benefit us. I’d like to know how much it ends up costing us rate payers - when workers and councillors do this bullying. That’s money lost to the community.”*

Public commentary via social media

A range of views were aired in relation to social media. The theme that surfaced, given the issues that were raised by current employees, past employees, community members and professional practitioners, was the misuse of social media with some appearing to engage in bullying via social media. A variety of specific examples were detailed. The trending view was that comments published on social media, that were linked to the CoGG, should always be professional and mindful of organisational codes and policies, rather than of the type and nature that people in other organisations are disciplined for, or terminated for.

Media

A range of people commented on the local media, including former employees, current employees, councillors, community members and business people. Views about local media interest, and in turn resultant ‘coverage’ of alleged bullying and inappropriate conduct, varied greatly. While no common theme emerged, it is worth noting the nature of disparate views / experiences that were shared:

- the local media has been important and forced an examination of bullying concerns ;
- the local media has contacted people for comment, and a number of people decided not to engage (despite having issues) as local media was not considered an appropriate way to progress issues and / or the local media was seen to have its own agenda and some considered they may be used by the local media;
- personally initiating interaction with the local media was not an appropriate way to deal with issues of concern (particularly in a regional community) hence a number of people who claimed they had issues also said they would not initiate media contact;
- leaks to the local media about conduct of concern associated with the CoGG were generally considered to come from former employees or councillors, not existing employees, and were deemed unprofessional and damaging for the organisation and those who worked for it; and
- the local media unfairly targets the CoGG and its representatives, in a systematic way, itself engaging in a form of bullying.

CONCLUDING COMMENTS

The efforts of everyone who participated in the ‘information gathering’ stage are appreciated. The fact that people feel undervalued, unfairly treated, bullied and harassed, should not be overlooked or underestimated. This Culture Review process has acted as a circuit breaker and the organisation is now well positioned to engage

in remedial action and move forward. In doing so professional boundaries that apply to everyone, must be determined and fully adhered to at all times.

It is my considered view that people need to reflect and seriously ask themselves if their past conduct was robust and reasonable, or undignified harmful interaction or behaviour that crossed the line, to the detriment of internal and external recipients.

The Council has demonstrated a genuine interest in cultural change and I will be working with the organisation to oversee the development of the three Action Plans, ensuring targeted strategies that focus on priority areas of need. I will also be working with the organisation introducing the concept of positive duty as it is now required under Victorian Equal Opportunity legislation.

Most organisations would not provide the level of detail that CoGG promised, and has in good faith, made public as it tracks through the Culture Review process. Making this report public, inclusive of the results of the Culture Review Workplace Survey, is evidence of transparency and an absolute confirmation that people have been heard. It is a credible and determined step towards cultural improvement; indeed it is the first of several large steps that are required to ensure a contemporary organisation that is respectful, and operating to the highest standards, into the future.

SUSAN HALLIDAY



DATE 13/10/15

2. ADOPTION OF AMENDMENT C333 – IMPLEMENTATION OF MUNICIPAL STRATEGIC STATEMENT REVIEW

Portfolio:	Planning – Cr Heagney
Source:	City Development
General Manager:	Peter Bettess
Index Reference:	Application: C333

Purpose

The purpose of this report is to adopt Planning Scheme Amendment C333 to the Greater Geelong Planning Scheme.

Summary

- Section 12B of the Planning and Environment Act 1987 obliges a Planning Authority which is a Municipal Council to regularly review its Planning Scheme. The objective of such a review is to enhance the effectiveness and efficiency of the Scheme in meeting both the broader objectives of planning in Victoria and the objectives of the framework established by the Act.
- The Planning and Environment Act, 1987 requires the Planning Scheme to be reviewed after the adoption of City Plan and this report represents that review.
- Council considered the outcome of the MSS Review at its meeting of 23 June 2015.
- Subsequently Amendment C333 was prepared to remove redundant provisions from the Municipal Strategic Statement and the Development Plan Overlay in the Planning Scheme.
- The Amendment applies to numerous locations across the municipality.
- The changes proposed by the Amendment do not change the intent of any part of the Planning Scheme and is consistent with Council and State policy as it is policy neutral in nature.
- The Amendment was allowed to proceed after 20 July 2015 without Ministerial Authorisation.
- The Minister for Planning has given the Amendment exemption from the notification requirements of Section 19 of the Planning and Environment Act 1987, with the exception of the requirement to notify three prescribed Ministers.
- The three prescribed Ministers from whom exemption from notice cannot be granted have been notified and no submissions have been received.
- It is recommended that the Amendment be adopted and forwarded to the Minister for approval.

Cr Heagney moved, Cr E Kontelj seconded -

That Council:

- 1) adopt Amendment C333 to the Greater Geelong Planning Scheme as contained in Appendix 1 of this report; and**
- 2) submit the adopted Amendment together with the prescribed information to the Minister for Planning requesting approval.**

Carried.

Background

The Amendment is required to implement the findings of the MSS Review and to update the Greater Geelong Planning Scheme accordingly. The Amendment is policy neutral and has been prepared to remove redundant provisions from the Municipal Strategic Statement and the Development Plan Overlay in the Planning Scheme.

It is incumbent on Council to review the MSS periodically and to amend the Scheme to implement the outcomes of the Review and ensure that the Scheme is relevant, up-to-date, of a high quality and standard, and meets the Department of Environment, Land, Water and Planning (DELWP) requirements. This Amendment will address these matters.

Amendment C333 affects land across the municipality.

Discussion

On 30 June 2015 Council sought authorisation from the Minister for Planning for this amendment as per its resolution at Council meeting on 23 June 2015. DELWP subsequently advised that Council may proceed to prepare the amendment without authorisation after 20 July 2015.

As the changes to the Scheme are administrative in nature to delete redundant provisions, Council subsequently sought an exemption from the Minister from the giving of notice pursuant to Section 20(2) of the Act. This was granted by the Minister on 28 July 2015. Council was still required to give notice to prescribed Ministers pursuant to section 19(1)(c) of the Act and Regulation 8 of the Planning and Environment Regulations 2005, and has been required to allow a minimum of two weeks between the giving of notice and adoption of the amendment to enable the relevant Ministers to respond.

The three Ministers (Ministers for Environment, Climate Change & Water, Agriculture and Energy & Resources) from which exemption of notice cannot be granted under the Planning and Environment Act 1987, have been notified for a two week period between 11 and 31 August 2015. No submissions have been received from them.

Amendment C333 proposed for adoption makes the following changes to the Planning Scheme maps and clauses:

Municipal Strategic Statement

- Amend Clause 21.05 (Natural Environment) to update 'Further work' statements
- Amend Clause 21.07 (Economic Development and Employment) to update 'Further work' statements
- Amend Clause 21.09 (Central Geelong) to update 'Further work' statements
- Amend Clause 21.11 (Armstrong Creek Urban Growth Area) to update 'Further work' statements
- Amend Clause 21.12 (Geelong Port) to update 'Further work' statements
- Amend Clause 21.13 (Lara) to update 'Further work' statements
- Amend Clause 21.14 (The Bellarine Peninsula) to update 'Further work' statements
- Amend Clause 21.15 (Wandana) to update 'Further work' statements
- Amend Clause 21.18 (Corio Norlane) to update 'Further work' statements

Overlays

- Delete Schedules 2, 4, 5 & 10 to Clause 43.04 (Development Plan Overlay).

General Provisions

- Amend the Schedule to Clause 61.03 to delete Planning Scheme Map No's. 65DPO and 66DPO from the Greater Geelong Planning Scheme.

Maps (Overlays)

- Amend Planning Scheme Map No's. 25DPO and 57DPO
- Delete Planning Scheme Map No's. 65DPO and 66DPO

In consultation with the Department of Environment, Land, Water and Planning, a small number of changes were made to the proposed amendment prior to the limited notification process. The proposed changes may pre-empt the outcome of current and future strategic work and are best pursued as part of future amendments:

- Clause 21.13 Lara proposed to delete the Further Work action of *"Support the detailed assessment of the proposed intermodal transport facility in the context of employment, road, rail and freight planning for this part of Victoria."* This is to be retained until the Geelong Werribee Corridor Strategy (as funded in Council's 2015-2016 Budget) is completed.
- Clause 21.14 Bellarine Peninsula (Ocean Grove) proposed to delete the Further work action of *"Review the application of Significant Landscape Overlay 7"*. This is to be investigated as part of the current review of the Ocean Grove Structure Plan and is to be retained until the Structure Plan is complete and a separate amendment is prepared to implement it.
- Clause 21.14 Bellarine Peninsula proposed to delete the Further Work action of *"Review the planning framework for land identified in the coastal Spaces Landscape Assessment Study as regionally significant in the south west of the Bellarine Peninsula to ensure the protection of landscape value is adequately addressed."* This action will be retained pending Council investigation on whether this work actually needs to be done. It will be removed if necessary when the investigation concludes, and possibly through the Ocean Grove Structure Plan amendment.

All clauses that were being changed have also been amended to include the correct new residential and commercial zone names.

Environmental Implications

No adverse environmental implications are expected as a result of this Amendment. This is a policy neutral revision of the existing MSS and it continues to give effect to the strategic intent of objectives, policies and implementation tools that are contained within it.

Financial Implications

There are no financial implications for Council. There are no income or expenditure receipts.

There will be no budgetary implications as a consequence.

Policy/Legal/Statutory Implications

The Amendment is consistent with the format for planning schemes and with the Ministerial Direction on the Form and Content of Planning Schemes. The Amendment is consistent with the State and Local Planning Policy Framework (SPPF and LPPF). As the changes proposed are minor and essentially administrative in nature, there are no implications for the LPPF. Some minor corrections to the LPPF are proposed by this Amendment and will improve its interpretation and relevance.

Alignment to City Plan

The key driver for the review of the Planning Scheme is the Planning and Environment Act 1987, which requires that planning schemes be reviewed after adopting City Plan.

This review has determined that the MSS encapsulates the four pillars which underpin City Plan 2013-2017, namely:

- Community Wellbeing
- Growing Our Economy
- Sustainable Built and Natural Environment
- How We Do Business

Officer Direct or Indirect Interest

No Council officers have any direct or indirect interest, in accordance with Section 80 (C) of the Local Government Act, to which this amendment relates.

Risk Assessment

Council's statutory obligations as Planning Authority under Section 12B(4) of the Act have required the preparation of the MSS Review and its subsequent implementation. If the Amendment is not adopted Council will not be fulfilling its duty as a Planning Authority.

Social Considerations

There are not expected to be any impacts for community health and wellbeing as a consequence of the review and/or Amendment.

Human Rights Charter

The amendment will not impact on basic human rights, freedoms and responsibilities as set out in the Charter. Planning legislation provides for the exemptions to the usual consultation process for amendments, which the Minister for Planning duly granted.

Consultation and Communication

The Amendment was exempt from the giving of notice with the exception of notification to prescribed Ministers under Section 19(1)(c) of the Planning and Environment Act 1987, which has been undertaken.

APPENDIX 1 – ADOPTED AMENDMENT

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C333

INSTRUCTION SHEET

The planning authority for this amendment is the Greater Geelong City Council.

The Greater Geelong Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 4 attached map sheets.

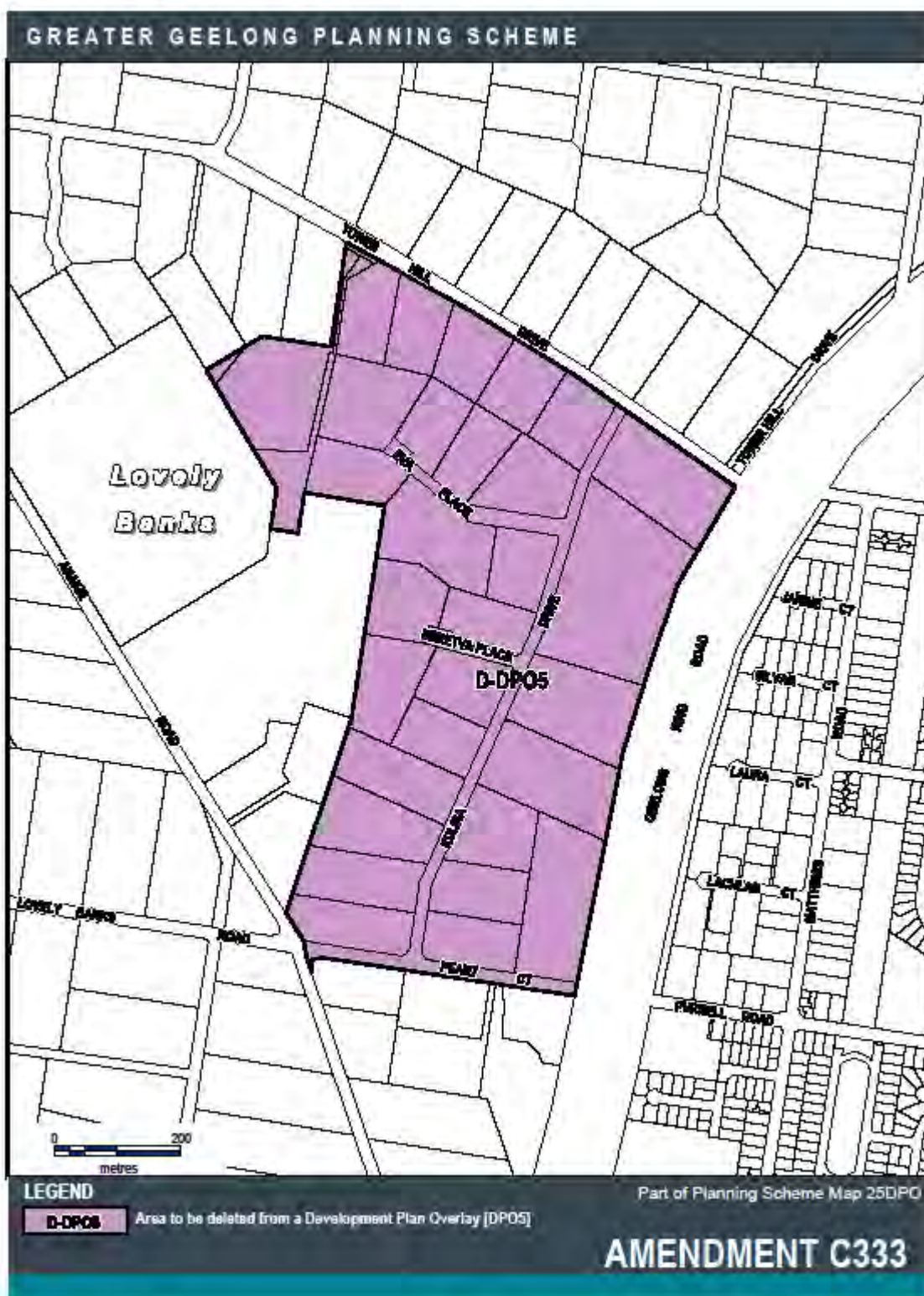
Overlay Maps

1. Amend Planning Scheme Map Nos. 25DPO, 57DPO in the manner shown on the 2 attached maps marked "Greater Geelong Planning Scheme, Amendment C333".
2. Delete Planning Scheme Map Nos. 65DPO, 66DPO in the manner shown on the 2 attached maps marked "Greater Geelong Planning Scheme, Amendment C333".

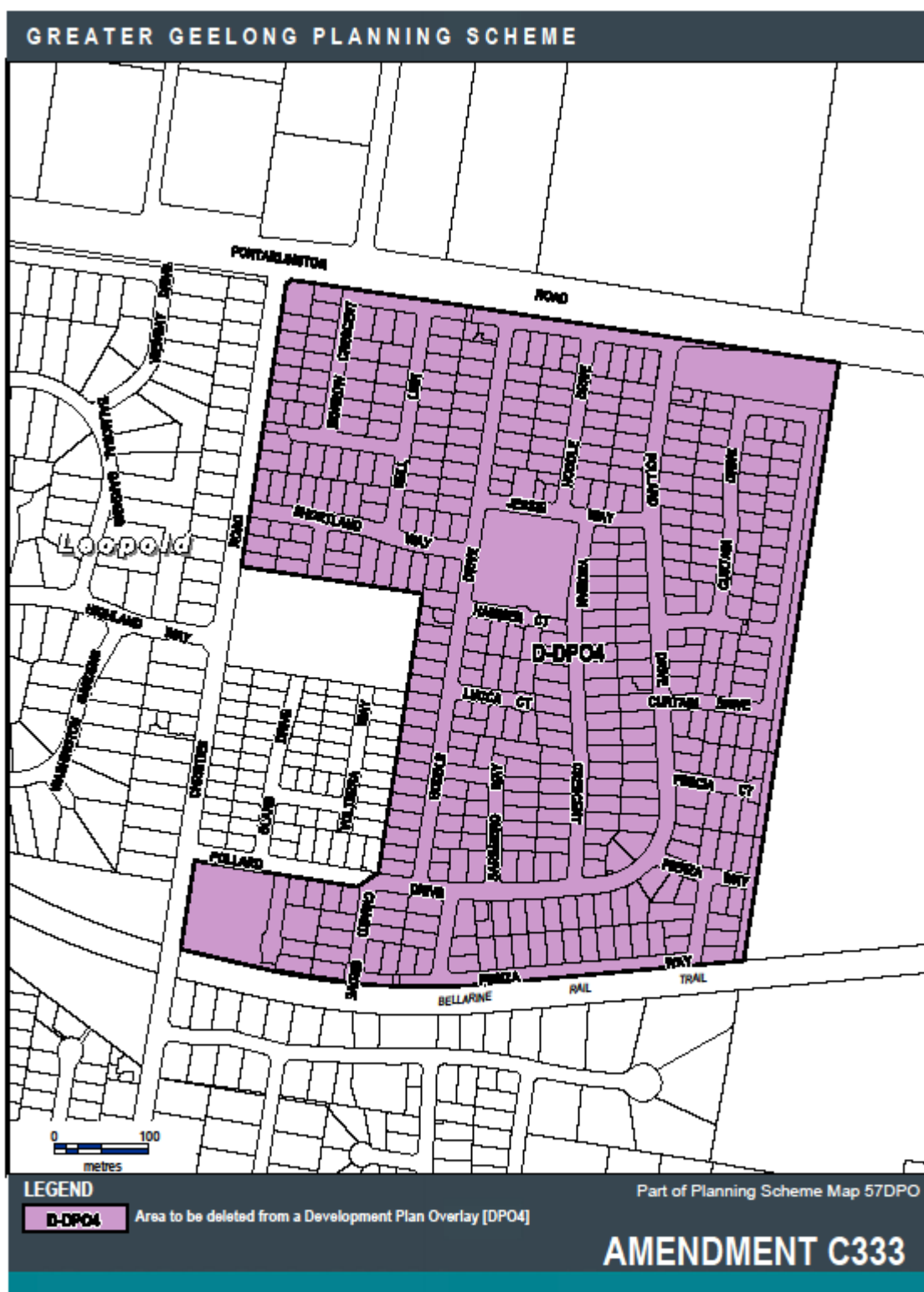
Planning Scheme Ordinance

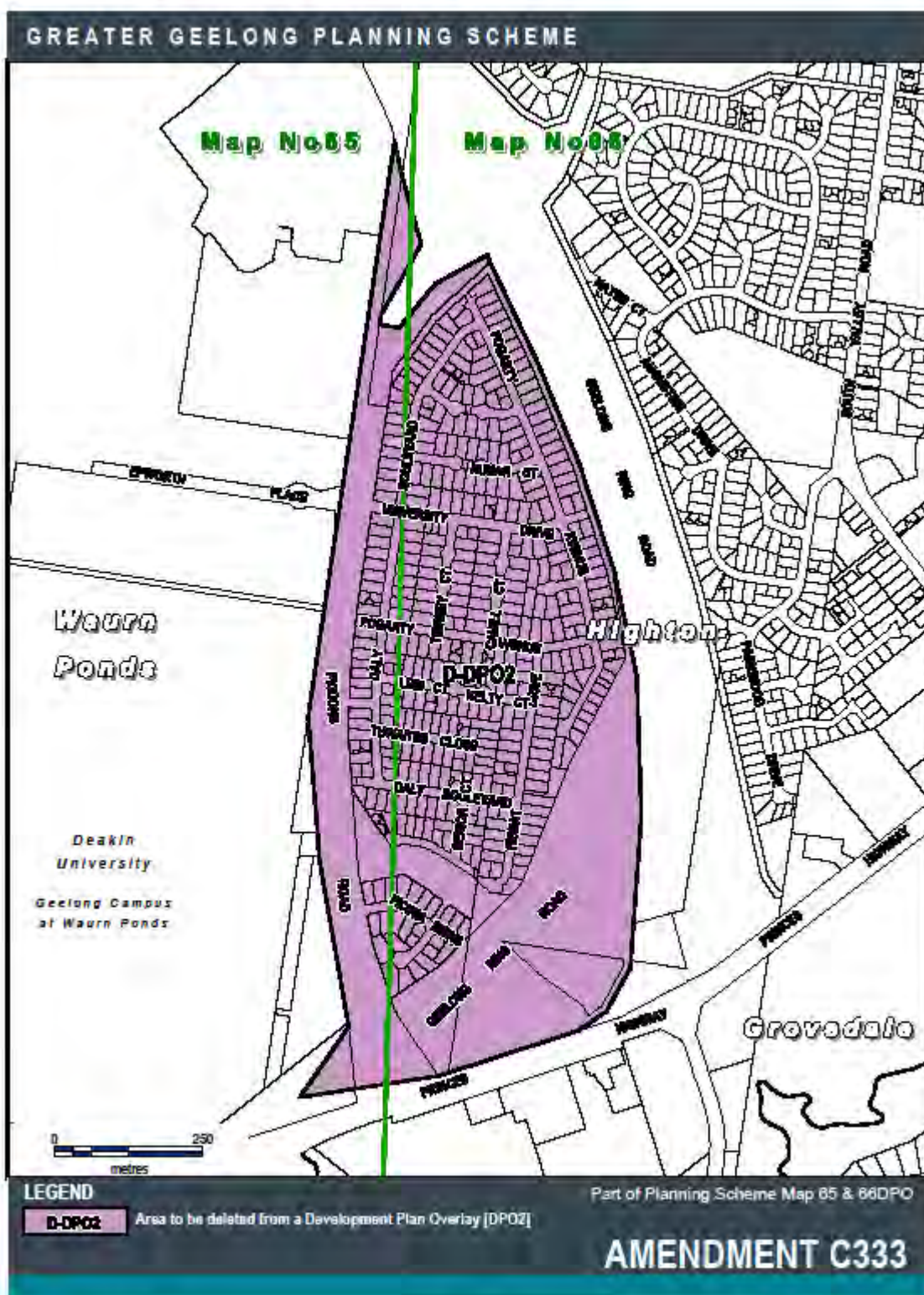
The Planning Scheme Ordinance is amended as follows:

3. In Local Planning Policy Framework – replace Clause 21.05 with a new Clause 21.05 in the form of the attached document.
4. In Local Planning Policy Framework – replace Clause 21.07 with a new Clause 21.07 in the form of the attached document.
5. In Local Planning Policy Framework – replace Clause 21.09 with a new Clause 21.09 in the form of the attached document.
6. In Local Planning Policy Framework – replace Clause 21.11 with a new Clause 21.11 in the form of the attached document.
7. In Local Planning Policy Framework – replace Clause 21.12 with a new Clause 21.12 in the form of the attached document.
8. In Local Planning Policy Framework – replace Clause 21.13 with a new Clause 21.13 in the form of the attached document.
9. In Local Planning Policy Framework – replace Clause 21.14 with a new Clause 21.14 in the form of the attached document.
10. In Local Planning Policy Framework – replace Clause 21.15 with a new Clause 21.15 in the form of the attached document.
11. In Local Planning Policy Framework – replace Clause 21.18 with a new Clause 21.18 in the form of the attached document.
12. In Overlays – Clause 43.04, delete Schedules 2, 4, 5 & 10.
13. In General Provisions – Clause 61.03, replace the schedule with a new Schedule in the form of the attached document.









| Planning Mapping Services |
| Planning Information Services |
| Planning |



Department of
Environment, Land,
Water & Planning



004

GREATER GEELONG PLANNING SCHEME

21.05 NATURAL ENVIRONMENT

24/02/2011
4472
Proposed C333

21.05-1 Key issues and influences

28/01/2010
C129(Part 1)

The municipality includes a rich diversity of flora and fauna, including rare and unique species and communities, major waterways, large coastal areas and complex freshwater and marine wetlands.

Remnant vegetation across the municipality is conservatively estimated to be approximately 5% of that which existed pre European settlement.

Many of the municipality's significant natural environments are protected by international and national agreements and legislation.

Urban and rural growth has had a direct impact on the municipality's natural environments and the flora and fauna that they sustain. There is a need to protect and enhance the natural environment and provide for more sustainable development.

The extensive coastline is an important natural feature of the municipality, which is vulnerable to the impacts of urban development, climate change and natural processes.

A number of areas in the municipality are susceptible to flooding, via the flooding of waterways, stormwater runoff and coastal inundation, which have the potential to result in significant adverse economic, social and environmental impacts.

A number of areas in the municipality are susceptible to wildfire hazard, including some grasslands around Lara, the foothills of the Brisbane Ranges, and parts of the Anakie township.

21.05-2 Waterways

28/01/2010
C129(Part 1)

Objectives

- To protect, maintain and enhance waterways, rivers, wetlands and groundwater.
- To protect connectivity between waterways and wetlands.
- To reduce the amount of runoff from urban development and improve the quality of stormwater runoff entering waterways, estuarine and marine waters.

Strategies

- Ensure that land use and development avoids isolating wetlands and provides for connective water flows and vegetative links.
- Ensure waterways and wetlands are not drained or adversely affected as a result of development.
- Ensure development provides for appropriate buffer setbacks and fencing to waterways and wetlands.
- Ensure identified groundwater catchments are protected from surface contamination.
- Effectively manage stormwater runoff from development.

21.05-3 Biodiversity

28/01/2010
C129(Part 1)

Objective

GREATER GEELONG PLANNING SCHEME

- To protect, maintain and enhance the biodiversity of the municipality.

Strategies

- Ensure that land use and development enhances areas of native vegetation and other habitats.
- Ensure that land use and development minimises the fragmentation of areas of native vegetation and other habitats.
- Ensure habitats of indigenous species are protected from the impacts of land use and development.
- Ensure that land use and development does not aggravate existing salinity impacts or lead to the generation of newly affected areas, particularly through rising groundwater levels.

21.05-4
28/01/2010
C129(Part 1)

Coastal environments

Objectives

- To protect, maintain and enhance the coast, estuaries and marine environment.
- To respect and manage coastal processes.

Strategies

- Focus urban coastal development within existing urban settlements.
- Prevent lineal urban sprawl along the coast.
- Avoid the loss of, and wherever possible increase, public access to the foreshore environment.
- Restrict development on primary dunes.
- Ensure the potential for existence of acid sulphate soils adjacent to coastal and wetland locations is considered.
- Limit the number of stormwater outlets to the coast.
- Setback future land use and development from coastal areas, estuaries and coastal wetlands to provide a buffer which is adequate to accommodate coastal recession and the landward migration of coastal wetland vegetation communities such as mangroves and salt marshes.

21.05-5
28/01/2010
C129(Part 1)

Climate change

Objective

- To plan for and adapt to the impacts of climate change.

Strategy

- Avoid land use and development within areas considered at risk of coastal erosion or inundation from flooding, storm surge or rising sea levels.

21.05-6
28/01/2010
C129(Part 1)

Natural resource management

GREATER GEELONG PLANNING SCHEME

Objectives

- To use non-renewable resources more efficiently.
- To increase the use of renewable resources.

Strategies

- Encourage all land use and development to incorporate best practice Water Sensitive Urban Design (WSUD) principles.
- Encourage planting of low water use vegetation, particularly indigenous vegetation.
- Encourage the installation of alternative, renewable energy supply systems.
- Encourage the installation of alternative water supply systems, including the use of recycled water where appropriate.
- Encourage development to incorporate best practice energy efficiency design principles and measures.

21.05-7

Flooding

28/01/2010
C129(Part 1)

Objectives

- To protect floodplains.
- To minimise the potential for damage and risks to public safety and property from flooding.

Strategies

- Ensure that land use and development is compatible with flood prone land.
- Discourage land use and development in floodplains where flood function may be impaired.
- Recognise flood hazards associated with waterways and ensure the free passage of water whilst protecting development from flooding impacts.

21.05-8

Wildfire

28/01/2010
C129(Part 1)

Objective

- To minimise the impacts of wildfire.

Strategies

- Identify areas at risk of wildfire.
- Ensure that development in identified areas considers the impacts of wildfire.

21.05-9

Implementation

24/02/2011
G432
Proposed
G433

- These strategies will be implemented by:

Using policy and exercise of discretion

GREATER GEELONG PLANNING SCHEME

Where appropriate, requiring the preparation of Stormwater Management Plans and/or Construction Management Plans which provide for the protection of receiving waterways.

Where appropriate, require applications for marine based development, including aquaculture development, to provide an environmental assessment.

Utilise indigenous species in revegetation programs on public land, including roadsides to improve the overall biodiversity of the municipality.

Ensure urban development on the Bellarine Peninsula complies with structure plan maps as detailed in Clause 21.14.

Further Work

~~Prepare and implement the an updated flood studies that have been undertaken in Moorab, Barwon Heads and for Lara.~~

Work with the Corangamite Catchment Management Authority and the Department of Primary Industries to implement the Salinity Management Overlay Project, which may also include the protection of primary salinity sites via the Environmental Significance Overlay.

Work with the Corangamite Catchment Management Authority and the Department of ~~Economic Development, Jobs, Transport and Resources~~ Primary Industries to implement the Erosion Management Overlay Project.

~~Work with the Department of Sustainability and Environment and the Country Fire Authority to implement the Wildfire Management Overlay Project.~~

Investigate the application of the Environmental Significance Overlay to contributory value wetlands.

Investigate the application of the Environmental Significance Overlay or Vegetation Protection Overlay to areas identified as Biodiversity Sites and/or Primary Biodiversity Conservation Zones.

Work with the Department of ~~Sustainability and Environment~~ Land, Water and Planning to investigate the application of appropriate planning provision(s) to the coastal fringe.

Work with the Department of ~~Sustainability and Environment~~ Land, Water and Planning to investigate the application of appropriate planning provision(s) to areas identified as containing Bellarine Yellow Gum and Coastal Moonah Woodland.

References

City of Greater Geelong Environment Management Strategy 2006 – 2011, City of Greater Geelong, 2006.

Geelong Wetland Strategy, City of Greater Geelong, 2006.

Geelong Biodiversity Strategy, City of Greater Geelong, 2003.

Corio Bay Coastal Action Plan, Central Coastal Board and the City of Greater Geelong, 2005.

Corangamite Regional Catchment Strategy 2013-2019, Corangamite CMA, 2013.

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Central West Victoria Regional Coastal Action Plan, Western Coastal Board, 2003.

Central West Victoria Estuaries Coastal Action Plan, Western Coastal Board, 2005.

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Geelong Flood Mitigation Strategy, Gutteridge Haskins & Davey Pty Ltd for City of Greater Geelong, May 1997.

GREATER GEELONG PLANNING SCHEME

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GREATER GEELONG PLANNING SCHEME

21.07 ECONOMIC DEVELOPMENT AND EMPLOYMENT

19/03/2015

C435

Proposed C435

21.07-1

14/10/2010

C168

Key issues and influences

Economic Role and Function

Geelong is the largest regional city in Victoria and the primary service and employment hub for the G21 Geelong Region Alliance.

The City's infrastructure base includes Avalon Airport, the Geelong Port and major road and rail connections to Metropolitan Melbourne and Victoria's western regions.

The provision of high quality living, working and recreational environments is critical to attracting and retaining highly skilled people and the businesses in which they work.

Industry

There is a need to provide support for ongoing employment and economic development in the Geelong region.

There is a need to provide a diverse range of appropriately located, well serviced industrial land which meets the needs of a range of industry types and minimises land use conflicts.

Traditional manufacturing industries will continue to be key economic and employment drivers in the municipality, however at the same time the City's economy will need to focus on emerging industry sectors that underpin economic development, prosperity and employment growth in the new economy.

The changing nature of industrial development means that most industrial development now requires high amenity land that offers a high quality environment for workers and visitors.

There is a need to support industry through the maintenance and improvement of infrastructure including the road, rail, Avalon Airport, deep water port and associated facilities.

The extractive industry operations in the municipality make a vital contribution to the building and construction industries and are of major economic importance to the Geelong region.

Retail

The City of Greater Geelong Retail Activity Centre Hierarchy has been established to articulate the role and function fulfilled by centres of different sizes.

The retail hierarchy supports the primacy of Central Geelong as the focus of retail activity in the region.

There is a need to ensure a mix of commercial uses in activity centres.

The retail hierarchy will be enhanced through high quality urban design and improved pedestrian and public transport accessibility.

There is increasing development pressure for sites located away from activity centres, particularly for bulky goods and other large format retail development types that seek large sites with the capacity for significant car parking.

Greater Geelong exhibits a number of factors that contribute to an increased vulnerability to problem gambling which requires sensitive consideration of their location.

GREATER GEELONG PLANNING SCHEME

Rural

Agricultural production is modest, but locally important and economically significant for landowners.

There is potential for growth in agricultural production, particularly aquaculture.

Farming activity and the rural landscape are very significant elements to the identity, image and liveability of the City of Greater Geelong.

Farming and rural landscapes form non urban breaks and are a critical element to the settlement strategy, tourism function and lifestyle of the region.

Farming and agriculture are important and valued activities in the northern area of the municipality, particularly in the Anakie area.

Rural land in a number of urban fringe areas accommodates a range of uses and developments which require buffers from residential areas.

The City's rural areas contain important environmental assets.

Tourism

Tourism is a key part of the economy of the Geelong region. The region includes major tourism destinations such as the Bellarine Peninsula and the coast.

Tourism activities in rural and coastal areas must be carefully managed so as not to compromise the natural environment and/or agricultural activities.

21.07-2
19/07/2012
C187

Industry

Objectives

- To provide an adequate supply of appropriately located industrial land that meets the needs of different industries.
- To direct different types of industrial development to appropriate locations.
- To facilitate well designed and serviced industrial development that provides a high level of amenity for workers and visitors.
- To minimise land use conflicts.

Strategies

- Focus new industrial development around major transport routes and infrastructure assets.
- Protect existing and designated future industrial areas from encroachment by incompatible land uses.
- Support the development of a technology/business park in the South Western Armstrong Creek Employment Area.
- Encourage regional and national scale industrial businesses to locate in the southern part of the Geelong Ring Road Employment Precinct, and in appropriate locations in the future South Western Armstrong Creek Employment Area.
- Direct industries which require substantial buffer zones from sensitive land uses to the core of the Industrial 2 Zone in the Geelong Ring Road Employment Precinct.

GREATER GEELONG PLANNING SCHEME

- Ensure all industrial development incorporates best practice water sensitive urban design and waste management practices.
- Ensure all industrial development is appropriately serviced by road, drainage, water, sewerage and telecommunications infrastructure.
- Ensure all industrial development provides high quality urban design and landscaping.
- Ensure new development in the Geelong Ring Road Employment Precinct is configured to minimise the individual and societal risk levels attached to the Shell LPG Storage Facility.
- Protect identified stone resources for future extraction and potential extraction industry operations from the encroachment of incompatible land uses.
- Direct materials recycling industries to locations that minimise land use conflicts and impacts on the amenity of surrounding areas.
- Support the establishment of infrastructure that reduces costs for business and industry.
- Support an integrated Geelong Transport Strategy, ensuring that industrial areas are well connected to each other and the rail/freeway network.
- Provide sufficient industrial land to meet a range of industrial needs in Geelong, including small to medium sized industry.
- Develop the North East Industrial Precinct as a vibrant, new generation, master planned industry and business park that will attract a wide range of users and respond to the changing needs of industry sectors over time, as a key business address in the region and Victoria.

21.07-3

14/10/2010
C168

Retail

Objectives

- To facilitate the development of vibrant and viable retail activity centres in accordance with the Geelong Retail Activity Centre Hierarchy included at Clause 21.07-8.
- To ensure all major retail developments, and out of centre developments, provide a clear net community benefit.
- To avoid the risk of exacerbating problem gambling.

Strategies

- Ensure that new retail development is directed to activity centres and is consistent with the role and function described in the Retail Activity Centre Hierarchy included at Clause 21.07-8.
- Ensure Central Geelong remains the primary retail activity centre in the G21 Region and the focus of retail activity in the G21 region.
- Direct restricted retail (bulky goods) use and development to Central Geelong, the nominated homemaker precinct at Waurin Ponds, the Corio homemaker precinct subject to appropriate re-zoning and other homemaker precincts and activity centres as detailed in Clause 21.07-8.
- Discourage restricted retail (bulky goods) development in industrial areas.
- Encourage a mix of retail, office, cafes, entertainment, housing, education and community facilities to locate within activity centres.
- Support accommodation uses above ground level floor space in activity centres subject to appropriate provision of parking and access requirements.

GREATER GEELONG PLANNING SCHEME

- Require that applications for new centres establish the retail need for such use and development and demonstrate that there are no adverse impacts on the operation of the retail activity centres hierarchy.
- Direct the location of gaming machines to venues that makes gaming accessible but not convenient as detailed in Clause 22.57.

21.07-4 Economic growth sectors

28/01/2010
C129(Part1)

Objective

- To facilitate development in the City's strategic economic growth sectors.

Strategies

- Support industry development in the following strategic growth sectors:
 - Knowledge, Innovation and Research.
 - Advanced Manufacturing.
 - Health.
 - Tourism.
 - Small, Micro and Home Based Business.
 - Food and Horticulture.
- Support the development of the Geelong Technology Precinct located at the Deakin University Waurn Ponds campus, particularly biotechnology industry.
- Support the development of seafood and aquaculture industries in appropriate locations, particularly in North Geelong, Portarlington and Avalon.
- Support the development of health and medical industries, particularly in the Medical Health Cluster in central Geelong (as identified on the Central Geelong Structure Plan Map at Clause 21.09), and around the Deakin University campus at Waurn Ponds.
- Support the development of food, horticulture and viticulture industries in appropriate locations, particularly on the Bellarine Peninsula.
- Support the development of aerospace industries within the confines of the Avalon Airport site.

21.07-5 Rural Areas

28/01/2010
C129(Part1)

Objectives

- To support the use of the northern, western and southern rural areas for productive agriculture.
- To ensure that rural areas provide an attractive setting through the preservation of a farmed rural landscape.
- To protect and enhance the Bellarine Peninsula as a productive rural area with highly significant landscapes based on farming and environmental features.

GREATER GEELONG PLANNING SCHEME

Strategies

- Maintain rural land in large and productive parcels, in accordance with the schedules to the farming zones.
- Minimise non farming land uses in rural areas.
- Ensure that any non farming land uses will not compromise farming activity in the area.
- Ensure development in rural areas respects the farmed landscape character, particularly significant landscapes identified through the Coastal Spaces Landscape Assessment Study.
- Ensure that new dwellings do not compromise the productive potential of land and are associated with the productive agricultural use of the land.
- Encourage agricultural development with export potential and specifically encourage aquaculture and horticulture activities in the rural areas around Avalon Airport.

21.07-6

28/01/2016
C129(Part1)

Tourism in rural areas

Objectives

- To support tourism development in rural areas that respects the open farmed landscape of the area, and contributes to the economy.

Strategies

- Within the Bellarine Peninsula rural areas, support appropriately scaled, high quality, landscape responsive tourism uses that are subservient and complimentary to their rural landscape and environmental setting and are associated with agricultural activity on the land.
- In all other rural areas support tourism uses and developments in the Farming Zone that are associated with agricultural activity on the land.
- Support a limited number of larger scale rural based tourism development within rural areas that require rezoning.
- Direct major accommodation facilities to urban areas.

21.07-7

23/10/2014
~~C184~~
Proposed
C133

Implementation

These strategies will be implemented by:

Using policy and the exercise of discretion

Where appropriate, referring applications for the development of land in the [Geelong Ring Road Employment Precinct](#) ~~Moolas Road Industrial Estate~~ to Worksafe.

Using the Discretionary Uses in Residential Areas Policy at Clause 22.01.

Using the Sexually Explicit Adult Entertainment Venues, Adult Sex Bookshops and Adult Cinemas Policy at Clause 22.02.

Using the Assessment Criteria for Retail Planning Applications Policy at Clause 22.03.

Using the Agriculture, Rural Dwellings and Subdivision Policy at Clause 22.05.

Using the Tourism Development in Rural Areas Policy at Clause 22.06.

GREATER GEELONG PLANNING SCHEME

Using the Racing Dog Keeping and Training Policy at Clause 22.07.

Using the Materials Recycling Policy at Clause 22.08.

Using the Gaming Policy at Clause 22.57.

Applying zones and overlays

Applying the Rural Activity Zone to major tourism proposals in accordance with Clause 22.06 – Tourism Development in Rural Areas.

~~Applying Schedule 1 to the Urban Growth Zone to the Armstrong Creek North East Industrial Precinct area in accordance with the North East Industrial Precinct, Precinct Structure Plan, May 2010.~~

~~Applying Schedule 1 to the Development Contributions Plan Overlay to the Armstrong Creek North East Industrial Precinct area in accordance with the North East Industrial Precinct, Precinct Structure Plan, May 2010.~~

Further work

Support the development of a masterplan for the Avalon Airport site.

~~Implement Coastal Spaces Landscape Assessment Study (Department of Sustainability and Environment, 2006).~~

As a priority, commence an investigation into the future residential and industrial land use needs for Geelong, as a basis for future growth area planning that would include:

- assessment of the environmental, resource, landscape, development pattern, access, servicing, land use, economic and social constraints and opportunities associated with possible growth areas around Geelong,
- identification of a preferred growth area or areas, and
- preparation of detailed growth area plans.

References

Heales Road Industrial Estate Framework Plan, MacroPlan Australia and the City of Greater Geelong, 2007.

Armstrong Creek Urban Growth Plan, City of Greater Geelong, 2006.

City of Greater Geelong Retail Strategy, Essential Economics and Hansen Partnership, 2006.

City of Greater Geelong Economic Development Strategy, City of Greater Geelong, 2005.

Geelong Seafood Industry Strategy, City of Greater Geelong, 2003.

City of Greater Geelong Rural Land Use Strategy, City of Greater Geelong, 2007.

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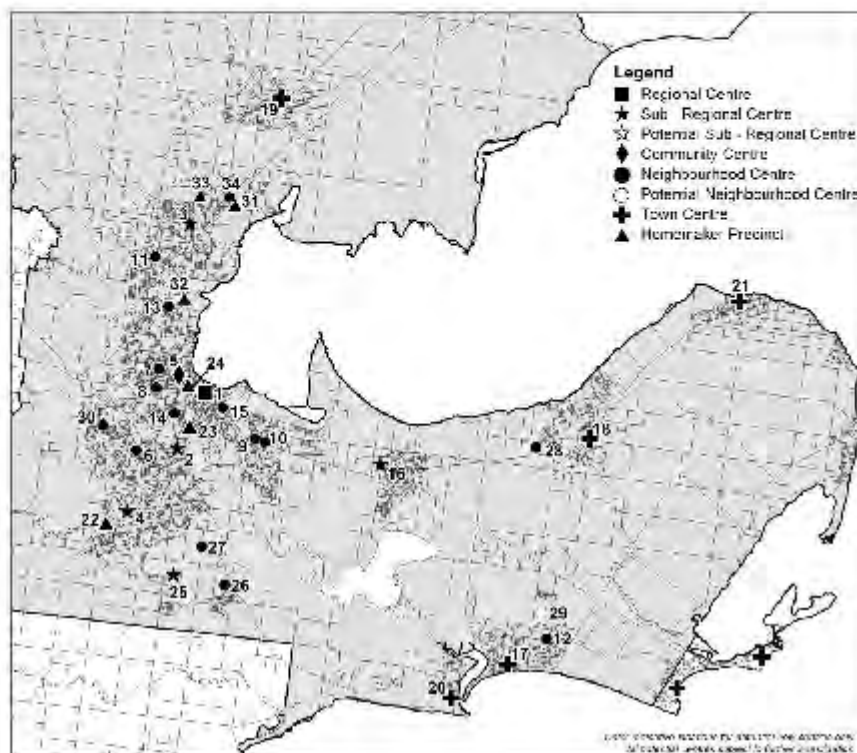
Greater Geelong Gaming Policy Framework, City of Greater Geelong, 2007.

Armstrong Creek Town Centre, Precinct Structure Plan, March 2014

GREATER GEELONG PLANNING SCHEME

21.07-8 City of Greater Geelong Retail Activity Centre Hierarchy

18/03/2015
C323



GREATER GEELONG PLANNING SCHEME

City of Greater Geelong Retail Activity Centre Hierarchy		
Level in Hierarchy	Identified Centres	Indicative floorspace and example key tenants
Regional Centre	Central Geelong (1)	More than 100,000 sqm Department store, discount store(s), mini major(s), supermarkets(s) and extensive range of specialties
Sub-regional Centres	Belmont (2), Corio Village (3), Waurn Ponds (4) Leopold (16)	15,000 sqm to 35,000 sqm Discount department store(s), mini major(s) supermarket(s) and specialties
	Armstrong Creek Town Centre (25)	40,000 sqm Discount department store(s), mini major(s), supermarket(s) and specialties
Community Centre	Pakington Street (Geelong West) (5)	10,000 sqm to 25,000sqm Supermarket(s), mini major(s) and specialties
Neighbourhood Centres	Highton (6), Shannon Avenue (Geelong West) (7), Shannon Avenue (Newtown) (8), Bellarine Village (9), Newcomb Central (10), Bell Post (11), Ocean Grove marketplace (12), Separation Street (13), Pakington Street (Newtown) (14), Geelong East (15), Barrabool Hills Neighbourhood Shopping Centre (30), Rosewall (34), Armstrong Creek East (26), Armstrong Creek Horseshoe Bend Road (27), Jetty Road Growth Area (28)	2,500 sqm to 25,000 sqm Supermarket (small or full line), primarily convenience oriented specialties
Town Centres	Ocean Grove (Town Centre) (17), Drysdale (18), Lara (19), Barwon Heads (20), Portarlington (21)	1,500 sqm to 15,000 sqm Supermarket, mini major(s), specialties
Homemaker Precincts	Waurn Ponds (22), Moorabool/Fyans (23), Geelong West (24), Princes Highway (Corio) (31), North Geelong (32), Bacchus Marsh Road (Corio) (33)	5,000 sqm to 50,000 sqm Large restricted retail type tenants
Potential Neighbourhood Centres	Ocean Grove north east growth corridor (29)	

GREATER GEELONG PLANNING SCHEME

21.07-9 Geelong Ring Road Employment Precinct Framework Plan map

19/07/2012
C187



GREATER GEELONG PLANNING SCHEME

21.09 CENTRAL GEELONG

13/11/2014

C400

Proposed C333

21.09-1

28/8/2010

C129(Part 1)

Key issues and influences

Central Geelong is the focus of commerce, arts and culture, hospitality, entertainment, education, health and institutional activity in the City of Greater Geelong. Central Geelong includes Eastern Park, the Western Wedge, the Waterfront, the City's retail and commercial core and surrounding transitional areas.

The Geelong Western Wedge has been identified as an area for substantial change and redevelopment (*see Clause 21.10*).

The topography of the City allows exceptional views and vistas, both within the City and towards the City from external vantage points.

There is a need to attract new investment and urban renewal while maintaining conservation and heritage values.

It is anticipated that Central Geelong will need to accommodate a substantial increase in the number of temporary and permanent residents by 2025.

Central Geelong is identified as a Key Development Area to accommodate future housing demand.

There is a need to effectively manage traffic and pedestrian movement through the City, including provision of public transport.

There is a need to provide a centre based approach to car parking provision in Central Geelong.

21.09-2 Objectives

13/11/2014

C300

- To support development of Central Geelong as an international waterfront city with world class facilities that is a highly desirable place to live.
- To ensure the land use precincts are strengthened in accordance with their identified roles in the Central Geelong Precincts Map at Clause 21.09-4.
- To ensure the activity clusters are strengthened and support their expansion in accordance with their identified roles in the Central Geelong Precincts Map at Clause 21.09-4.
- To encourage appropriate high density housing development within Central Geelong.
- To encourage innovative and sustainable design outcomes whilst maintaining overall intensity of development and discouraging the under development of sites.
- Ensure new development appropriately responds to identified heritage values.
- To retain shared key views to Corio Bay from within Central Geelong and external vantage points.
- To encourage activation of streets and building frontages on key pedestrian routes and linkage opportunities as detailed in Central Geelong.
- To maintain and enhance public access to the waterfront.
- To support the development of a safe and efficient pedestrian environment, public transport system and cycling network.
- To provide an efficient supply of car parking in Central Geelong that is conveniently located and well designed.
- To encourage the refurbishment of retail/commercial building frontages on key streets

GREATER GEELONG PLANNING SCHEME

Strategies

- Within each of the land use areas of the Central Geelong Precincts Map at Clause 21.09-4, strengthen key activities and appropriate ancillary activities, such that the land use areas support and complement each other and reinforce and strengthen the primacy of Central Geelong as the business and cultural centre for the Geelong region.
- Encourage the reinstatement of verandahs in Central Geelong in accordance with the Geelong Verandah Study 2006.
- Maintain the Geelong Railway Station as the region's primary travel interchange and encourage its enhancement in accordance with the Geelong Station Precinct Plan.
- Extend existing laneways and identified linkages through buildings where appropriate to enhance the permeability of Central Geelong.
- Ensure car parking access is designed and located so as to not impact on the functionality of key pedestrian routes.
- Support the provision of appropriate car parking for new use and development.
- Support the enhancement of public access and recreation and leisure activities on the Waterfront, including through the redevelopment of the Yarra Street Pier.
- Ensure built form steps down towards Corio Bay.
- Encourage development of the Central Geelong Key Development Area, as defined in Clause 21.06, as an area for medium and higher density housing consistent with the activity centre focus of Central Geelong.

21.09-3

13/11/2014
4000
Proposed
C333

Implementation

These strategies will be implemented by:

Using policy and the exercise of discretion

Using the Waterfront Geelong Design and Development Code 1996 Incorporated Document where appropriate.

Using the Discretionary Uses in Residential Areas Policy at Clause 22.01.

Using the Sexually Explicit Adult Entertainment Venues, Adult Sex Bookshops and Adult Cinemas Policy at Clause 22.02.

Using the relevant Heritage Policies at Clause 22.

Using Schedule 1 to the Activity Centre Zone.

Further Work

~~Review the Waterfront Geelong Design and Development Code 1996 where appropriate.~~

~~Prepare a detailed~~ Continue to implement the Master Plan for the Arts and Culture precinct.

~~Investigate the consolidation of civic buildings and functions in Central Geelong.~~

Support the Department of Transport in preparing a transport requirement study to identify any surplus land along the rail corridor.

Review the Residential Growth Zone areas in Central Geelong to implement urban design guidelines.

GREATER GEELONG PLANNING SCHEME

References

Central Geelong: Looking Forward, Part A - Structure Plan, City of Greater Geelong, July 2007.

Geelong Verandah Study, Authentic Heritage Services P/L and Wendy Jacobs 2006.

Geelong Western Wedge Framework as updated September 2005.

City of Greater Geelong Housing Diversity Strategy, alphaPlan, David Lock Associates and the City of Greater Geelong, 2007.

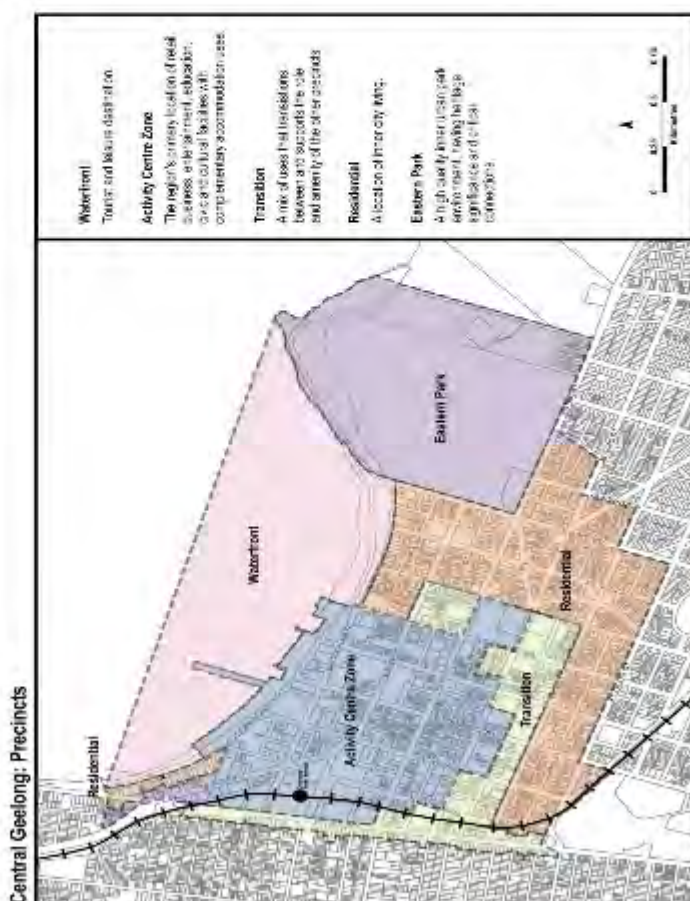
Waterfront Geelong Design and Development Code, Keys Young, July 1996.

Geelong Transit City Station Precinct Urban Design Framework, Hassell Parsons Brinckerhoff and Charter Keck Cramer, 2008.

21.09-4

Central Geelong Precincts Map

09/05/2013
C223



GREATER GEELONG PLANNING SCHEME

21.11 ARMSTRONG CREEK URBAN GROWTH AREA

23/10/2014

C267

Proposed C333

21.11-1

28/8/2010

C129(Part1)

Key Issues and Influences

The Armstrong Creek Urban Growth Area (ACUGA) is the primary growth area for the G21 Region. At capacity, the ACUGA is expected to accommodate approximately 54,000 persons and 22,000 dwellings.

The ACUGA will be developed as a sustainable community, setting new benchmarks in best practice urban development.

Development in the ACUGA will provide a wide range of housing types and densities in an urban structure based on walkable neighbourhoods, public transport and mixed use activity centres.

Areas of visual sensitivity along the Mount Duneed ridgeline and flood prone areas to the east of Barwon Heads Road will be protected from urban development.

The rural break between the ACUGA and Surf Coast Shire is to be maintained.

Rural land outside of the ACUGA will be maintained in productive agricultural parcels which provide an attractive rural setting.

Land for extractive industries to the west of Ghazeepore Road will be protected from incompatible development.

21.11-2

23/10/2014

C267

Objectives

- To provide a wide range of housing types and densities in an urban structure based on walkable neighbourhoods, public transport and mixed use activity centres.
- To establish a network of mixed use activity centres providing retail, community and educational facilities for the incoming Armstrong Creek community.
- To create an economic and employment structure that complements the broader Geelong region while providing employment areas, business opportunities and local jobs.
- To protect and enhance the natural environmental features and cultural heritage values of the Armstrong Creek area and provide a distinct urban character and green setting.
- To ensure the provision of a comprehensive and well connected network of open space and recreation facilities.
- To provide a sustainable movement and access network within the Armstrong Creek area.
- To provide utility services that meet current best practice standards and are environmentally sustainable.
- To ensure the orderly and controlled development of Armstrong Creek.
- To encourage sustainable design and development to minimise energy and resource use within Armstrong Creek, in particular the Armstrong Creek Town Centre Precinct.

Strategies

- Ensure land use and development in the Armstrong Creek Urban Growth Area proceeds generally in accordance with the Armstrong Creek Urban Growth - Framework Plan Incorporated Document.

GREATER GEELONG PLANNING SCHEME

- Require the preparation of Precinct Structure Plans providing for at least one 'walkable neighbourhood' of approximately 1.6 kilometres in diameter, prior to any application for land use and development in the Armstrong Creek Urban Growth Area.
- Ensure that Precinct Structure Plans in the ACUGA are generally in accordance with the Armstrong Creek Urban Growth Plan, Volume 1.
- Require planning permit applications for subdivision to demonstrate:
 - that required infrastructure will be provided to the subdivision area in a timely manner.
 - that the subdivision layout will achieve integration with existing or future subdivision layouts for surrounding landholdings; and
 - that the subdivision will facilitate the orderly development of the precinct.

21.11-3 Implementation

07/03/2015
C240

These strategies will be implemented by:

Applying Zones and overlays

Applying the Heritage Overlay to significant heritage sites.

Further Work

~~Prepare a detailed Implementation Plan for the Armstrong Creek Urban Growth Plan, including a rezoning strategy, an integrated infrastructure delivery plan and an infrastructure investment plan.~~

Prepare an Infrastructure Funding Model and Development Contributions Plan for the Urban Growth Area.

Coordinate the preparation of Precinct Structure Plans for development areas within the Urban Growth Area.

Coordinate the input of relevant State Government agencies and service providers to ensure the realisation of the development vision for the Armstrong Creek Urban Growth Area, particularly the provision of appropriate infrastructure and services.

~~Develop sustainable water and energy policies prior to the commencement of development.~~

Apply relevant Land Management Overlays (Floodway Overlay and Land Subject to Inundation Overlay) to areas prone to flooding / inundation once post development conditions are established based upon preparation of drainage schemes.

Investigate the opportunity for an integrated approach to the development of Cultural Heritage Management Plans for the entire ACUGA.

Investigate the establishment of a Cultural Heritage Interpretation Trail.

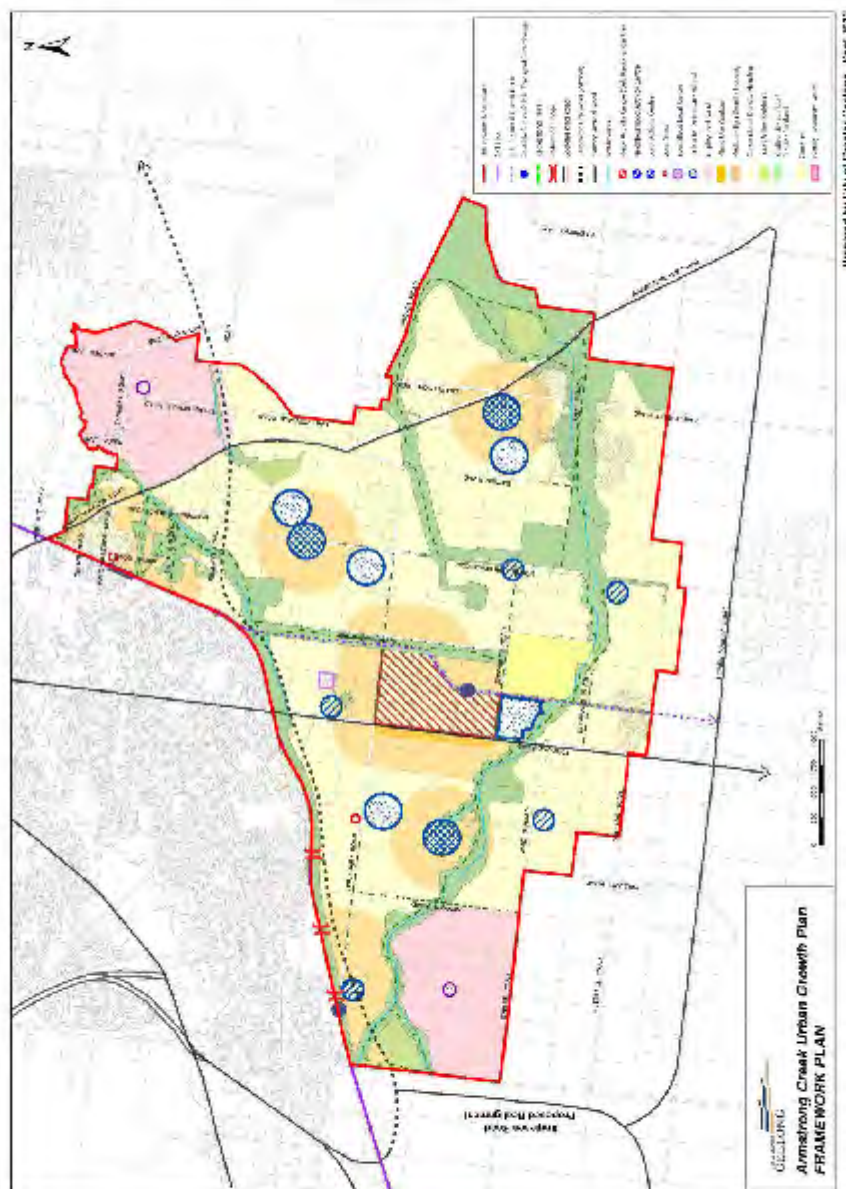
Reference Document

Armstrong Creek Urban Growth Plan, Volume 1, May 2010, Amended September 2012.

GREATER GEELONG PLANNING SCHEME

21.11-4 Armstrong Creek Urban Growth Plan - Framework Plan map

23/10/2014
C267



Prepared by City of Greater Geelong - Sept. 2012

GREATER GEELONG PLANNING SCHEME

21.12 GEELONG PORT

02/10/2014

~~Amended~~

~~Proposed C333~~

21.12-1

Key issues and influences

28/8/2010

~~Amended~~

~~Proposed~~

~~C333~~

The Geelong Port is a vitally important resource for the City's economy. It is the second largest port in Victoria with a total throughput of approximately 12 million tonnes in 2004/05 with an estimated value of approximately \$5.6 billion.

Forecast trade growth will place significant demands on port infrastructure capacity requiring potential expansion.

The current availability of suitably zoned land in the port area is critical to the continued viability of the port. Where demand for land cannot be met in the immediate Port environs, the ~~Henles Road Industrial Estate~~ Geelong Ring Road Employment Precinct offers potential for port related industries to locate.

Efficient freight movements by road and rail within Geelong and beyond are critical to the port's growth and efficiency.

The maintenance of public amenity in surrounding communities needs to be a consideration in context of growth pressures at the port.

21.12-2

Objectives

28/8/2010

~~Amended~~

~~Proposed~~

~~C333~~

- To provide for the continued growth and development of Geelong Port as a key economic resource to the Victorian community.
- To maintain and enhance the efficiency of the port.
- To safeguard the port as a focal point for infrastructure development and economic prosperity within south-west Victoria.
- To ensure that development in the port area is environmentally sustainable.
- To give appropriate weight to the needs of a working port having regard to the amenity of the land uses at the port interface.

Strategies

- To ensure that future development of the port and surrounding industrial land is linked and opportunities protected.
- Protect the port area from encroachment by non-compatible land uses or developments.
- Ensure that sufficient land is available for future port-related developments by discouraging non-port related land use and development.
- Facilitate increased throughput at the port through the development of extended berths at Corio Quay North and South and Lascelles Wharf.
- Facilitate and advocate for growth of the development of the port.
- Discourage further fragmentation of land holdings in the port area where this threatens to close off strategic development options for the port.
- Secure a dual gauge rail connection to Lascelles Wharf and appropriate road connections to ~~Henles Road Industrial Estate~~ the Geelong Ring Road Employment Precinct and the Geelong Ring Road.
- Ensure that appropriate mechanisms are in place to protect the operation of the port and minimise potential conflicts with surrounding land uses.

GREATER GEELONG PLANNING SCHEME

- Facilitate and advocate for growth of the development of port related industries in the ~~Heales Road Industrial Estate~~ [Geelong Ring Road Employment Precinct](#).

02/10/2014
~~2014~~
[Proposed](#)
[C333](#)

Implementation

These strategies will be implemented by:

Using policy and exercise of discretion

Ensure that subdivision, use and development applications in the Port Zone are port related and port dependent.

Applying zones and overlays

Applying the Port Zone to proposed port facilities.

Further work

Implement the Geelong Port Structure Plan 2007.

~~Liaise with the Department of Transport and Geelong Port in the finalisation of the Port of Geelong Port Land Use Strategy.~~

Liaise with VicRoads to investigate options for providing direct linkages between the port, the Geelong Ring Road and the [Geelong Ring Road Employment Precinct](#) ~~Heales Road Industrial Estate~~.

Advocate with the relevant agencies to secure rail links to Lascelles Wharf.

References

Geelong Economic Development Strategy 2005-2010, City of Greater Geelong, 2005.

GREATER GEELONG PLANNING SCHEME

21.13 LARA

30/05/2014

C283

Proposed C333

21.13-1

Key issues and influences

30/05/2014

C283

Lara is a township designated for urban growth and is strategically located between Geelong and Melbourne with excellent road, rail, seaport and airport links.

The rural landscape setting is important to the character of the town.

Key environmental, cultural and landscape features need to be protected and managed.

The Hovells and Serendip Creek systems have a propensity to flood and in low lying areas there is a lack of overland flood conveyance and grade for drainage systems putting constraints on development in these areas.

Retail and commercial expansion is required to meet the needs of local residents and to reduce the high level of escape expenditure.

There is a strong reliance on the private motor car as a form of transport and active and public transport infrastructure and services need to be improved.

The Geelong Ring Road Employment Precinct, Avalon Airport and nearby land provide significant opportunities for employment and economic growth.

21.13-2

Objectives

05/04/2012

C283

Proposed

C333

- To maintain a compact urban form and provide for sustainable communities.
- To maintain and enhance the rural characteristics of Lara.
- To ensure an adequate supply of appropriately zoned and located residential and commercial land.
- To protect the rural landscape setting of the township particularly to the north overlooking the You Yangs.
- To consolidate retail and commercial activities at the existing Lara town centre.
- To ensure that any expansion of the Lara Town Centre integrates with the existing retail, commercial and community facilities in the Town Centre.
- To provide community and recreation services and infrastructure to meet the needs of the local and surrounding population.
- To protect and enhance key environmental, cultural and landscape features.
- To protect flood prone areas and areas that can not be readily drained from urban encroachment.
- To provide an efficient and integrated movement network for public transport, vehicular, bicycle and pedestrian movements.
- To protect Avalon Airport, Geelong Ring Road Employment Precinct ~~Hovells Road Industrial Estate~~ and the potential intermodal transport facility from urban encroachment and sensitive uses.

Strategies

- Contain urban development within the defined settlement boundary in accordance with the Structure Plan map included in this clause.
- Support the development of areas identified for rezoning to Residential 1 and Low Density Residential in accordance with the Structure Plan map included in this clause.

GREATER GEELONG PLANNING SCHEME

- Support the rezoning of 'future residential' areas when a review of lot supply indicates rezoning is necessary to continue to achieve at least 15 years lot supply taking into consideration any infill opportunities that will not be realised in the short term.
- Ensure the sequential development of 'future residential' area west of O'Hallorans Road proceeds from east to west.
- Ensure new development incorporates sustainability principles including environmentally sustainable design, energy efficiency, connectivity and water sensitive urban design.
- Ensure new subdivision developments on [General Residential Zone Schedule 1](#) zoned land incorporate urban design treatments that reinforce the rural characteristics of the town.
- Limit Rural Living to existing zoned land within Lara.
- Locate and integrate future education, community and recreation facilities to enhance their accessibility and to maximise joint use wherever possible.
- Provide additional bicycle and pedestrian opportunities and connections throughout the township including new footpaths and bicycle lanes.
- Support the implementation of the principles and objectives contained in the Lara Town Centre Urban Design Framework, including expanding the town centre to provide additional retail and commercial land including a full-line supermarket and community and transport infrastructure.
- Consider alternative town centre layout options provided that all the aims and strategies of the Lara Town Centre Urban Design Framework are satisfied.
- Limit the Patullos Road shopping strip to the existing [Business-Commercial 1](#) zoned land.
- Limit industrial uses within the township to land currently zoned for industrial purposes.
- Ensure that land use and development outside the settlement boundary does not prejudice the long term strategic directions identified in the Structure Plan map included in the clause including:
 - Retention of the rural landscape setting including views to the You Yangs;
 - Protection of agricultural land, particularly to the north of Lara and aquaculture or intensive agricultural production activities adjacent and complementary to Avalon Airport;
 - Protection of buffers to the Geelong Ring Road Employment Precinct;
 - Protection of opportunities for a potential intermodal transport facility
 - Protection of the current and future operations and development of Avalon Airport including associated or compatible uses.

21.13-3 Implementation

27/02/2014
C346
[Proposed C333](#)

These strategies will be implemented by:

Applying Zones and Overlays

Apply the [General Residential Zone Schedule 1](#) and Low Density Residential [Zone](#) to identified residential infill areas with appropriate Development Plan Overlay and Development Contribution Plan Overlay controls (or similar mechanisms).

GREATER GEELONG PLANNING SCHEME

Ensure future development for subdivision and use of land affected by the Lara West Precinct Structure Plan is generally consistent with the outcomes identified in this plan.

Apply the Urban Floodway Zone, Land Subject to Inundation Overlay and the Special Building Overlay to identified areas as a matter of urgency.

Apply appropriate zone/s required to facilitate commercial, retail and community development in the Lara town centre.

Further Work

Carry out the following further flooding and drainage work for Lara:

- update flood mapping data;
- develop a drainage infrastructure plan for the Lara area;
- introduce, as a matter of urgency, appropriate flood or inundation overlay controls in the planning scheme; and
- include drainage infrastructure in Development Contributions Plans for future developments.

Support the preparation of an Avalon Airport Environs Study to consider the application of an Airport Environs Overlay.

Support the preparation of an environmental assessment of land within the vicinity of Avalon Airport to determine opportunities and constraints.

Support the detailed assessment of the proposed intermodal transport facility in the context of employment, road, rail and freight planning for this part of Victoria.

References

Lara Structure Plan, City of Greater Geelong, April 2011.

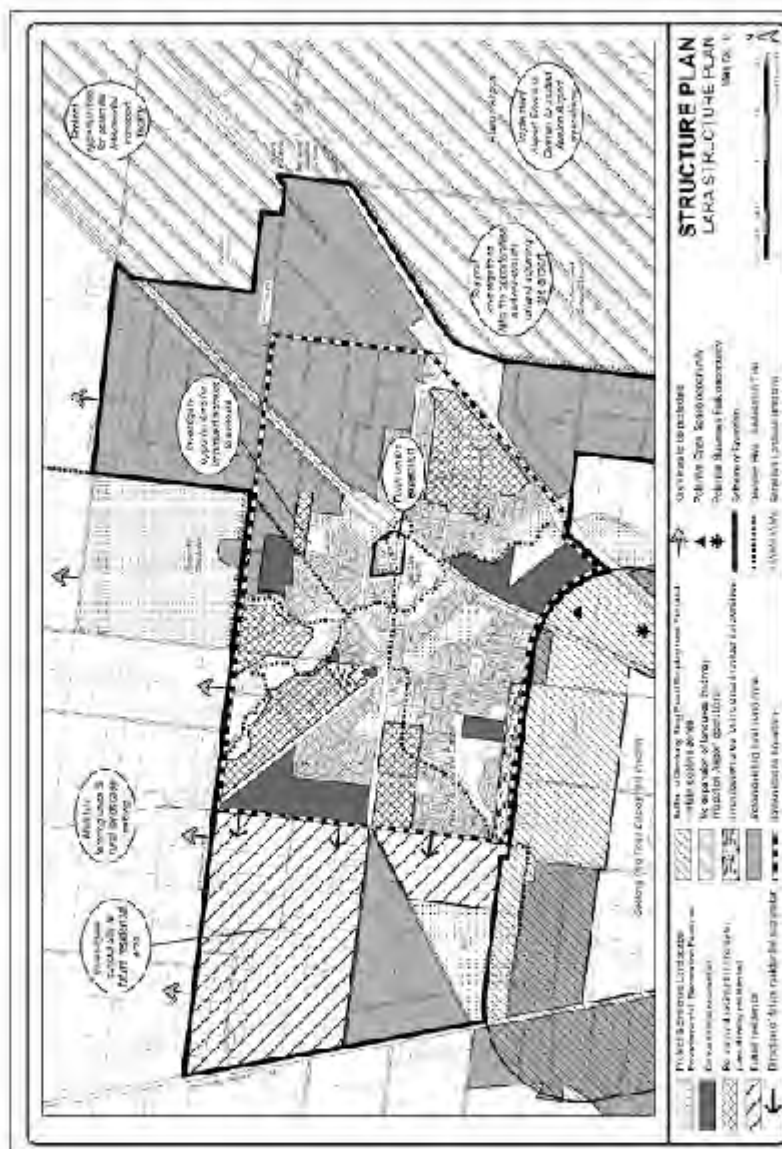
Lara Structure Plan Retail Development Issues, Tim Nott Retail Analysis + Strategy, March 2009

Lara Town Centre Urban Design Framework, David Lock Associates, March 2006.

Lara West Precinct Structure Plan, SMEC Urban, September 2013

GREATER GEELONG PLANNING SCHEME

21.13-4 Lara Structure Plan map

3/5/2014
C203

GREATER GEELONG PLANNING SCHEME

21.14 THE BELLARINE PENINSULA

25/06/2015
C312
Proposed C333

21.14-1 Key issues and Influences

28/01/2016
C129(Part 1)

The Bellarine Peninsula comprises a series of contained townships separated by rural and coastal areas.

The rural and coastal areas on the Bellarine Peninsula form an important non-urban break between settlements. They are highly valued for their scenic attributes, tourism function, environmental function and lifestyle appeal.

The Bellarine Peninsula is one of the fastest growing areas in the City of Greater Geelong. Population growth on the Bellarine Peninsula is being driven by the attractiveness of the peninsula as a relaxed lifestyle destination within close proximity to urban Geelong.

Appropriately managing urban growth on the Bellarine Peninsula will be critical to retaining the peninsula's identity and attributes.

21.14-2 Objectives

25/06/2015
C312

- To protect and enhance the rural and coastal environment on the Bellarine Peninsula and maintain non-urban breaks between settlements.
- To facilitate the development of Ocean Grove, Drysdale/Clifton Springs and Leopold as hubs of development and service provision on the Bellarine Peninsula. In all other townships on the Bellarine Peninsula provide retail, commercial and community uses and facilities that serve the daily needs of the community and encourage street based activity.
- To provide for sustainable industrial, commercial, retail, agricultural and tourism development in designated locations, to service the wider Bellarine community.
- To preserve the individual character, identity and role of each Bellarine township.

Strategies

- Ensure that development responds to the identity and character of the individual township in which it is located.
- Protect rural and coastal environments from inappropriate urban encroachment.
- Ensure land use and development proceeds generally in accordance with the relevant Structure Plan maps included in this Clause.
- Ensure that development outside of settlement boundaries (as shown in the Structure Plan maps included in this clause) does not compromise the rural, environmental and landscape values of the non-urban breaks or longer term growth opportunities.
- Direct the bulk of residential growth and retail development to Ocean Grove, Drysdale/Clifton Springs and Leopold consistent with the relevant Structure Plan maps included in this clause.
- Direct bulky goods retailing and industrial development to existing and future areas as identified in Structure Plan maps included in this clause.

St Leonards:

- Support a mix of retail, commercial, community and entertainment uses within the town centre.
- Encourage development which respects the coastal landscape setting of St Leonards by:

GREATER GEELONG PLANNING SCHEME

- Providing reasonable sharing of views of the coast and foreshore.
- Promoting contemporary design that reflects the existing scale, setbacks, spacing, forms and materials of the buildings in the locality.
- Ensuring that development allows for the protection of significant vegetation and/or planting around buildings and has minimal impact on roadside vegetation.
- Support the on-going management, enhancement and sensitive development of the foreshore, Salt Lagoon Wildlife Reserve and Edwards Point State Faunal Reserve.
- Protect the scenic qualities of Murradoc Hill and Swan Bay.
- Support the development of a focal building, comprising retail and tourist related activities, at the south west corner of Murradoc and Bluff Roads.
- Support the development of Growth Areas 1 and 2 identified on the Structure Plan map.
- Facilitate development of a community facility including an Early Years Learning Centre, preferably at 1345 Murradoc Road.
- Integrate the town centre and pier-foreshore area.

Portarlington:

- Support a mix of retail, commercial, community and entertainment uses within the town centre.
- Encourage development which respects the coastal landscape setting of Portarlington by:
 - Providing reasonable sharing of views of the coast and foreshore.
 - Promoting contemporary design that reflects the existing scale, setbacks, spacing, forms and materials of the buildings in the locality.
 - Ensuring that development allows for the protection of significant vegetation and/or planting around buildings and has minimal impact on roadside vegetation.
- Support the establishment of a Community Centre in Portarlington within an existing public building.
- Support the provision of a new fire station at Portarlington.
- Support the integration of the Portarlington town centre and pier-foreshore area.
- Support the development of a focal building at 22-34 Newcombe Street, Portarlington, to contain retail uses, tourist accommodation and tourism related activities.
- Support development in the Portarlington town centre incorporating accommodation uses above ground level retail floor space, where such development meets all parking and access requirements.

Indented Head:

- Encourage development which respects the coastal landscape setting of Indented Head, by:
 - Providing reasonable sharing of views of the coast and foreshore.
 - Promoting contemporary design that reflects the existing scale, setbacks, spacing, forms and materials of the buildings in the locality.
 - Ensuring that development allows for the protection of significant vegetation and/or planting around buildings and has minimal impact on roadside vegetation.
- Support the on-going management, enhancement and sensitive development of the foreshore, Point Richards Flora and Fauna Reserve and Salt Lagoon Wildlife Reserve.

GREATER GEELONG PLANNING SCHEME

- Support expansion of the existing retail premises on The Esplanade, Indented Head.

Ocean Grove:

- Encourage development which respects the coastal landscape setting of Ocean Grove, by:
 - Providing reasonable sharing of views of the coast and foreshore
 - Promoting contemporary design that reflects the existing scale, setbacks, spacing, forms and materials of the buildings in the locality.
- Direct new greenfield residential development to the designated growth area in the north-east of the township, as shown on the Structure Plan map.
- Encourage a range of accommodation and housing options, including aged care within and adjacent to the town centre and other existing and proposed activity centres.
- Ensure development avoids impacts on environmental assets including the Coast, Buckley Park Foreshore Reserve, Goandra Estate, Ocean Grove Nature Reserve, Barwon River/Lake Conneware and the Lake Victoria Wetlands.
- Ensure the town centre remains the primary retail centre for Ocean Grove by providing for a range of retail, business and accommodation uses.
- Support expansion of the town centre, particularly in a northerly direction up to the Avenue.
- Support development of a new Neighbourhood Activity Centre on Grubb Road, to service the future population of the north-east growth area.
- Support the continued development of industrial, restricted retail and associated businesses on Grubb Road, and support the expansion of this type of development to the east and north, as shown on the Structure Plan map.
- Where appropriate, ensure new developments assist in the establishment of a safe bicycle-pedestrian path network around the town connecting the foreshore, river, nature reserve, Grubb, Banks and Bonnyvale Roads as shown on the Structure Plan map.
- Where appropriate, ensure new development contributes to the improvement of open spaces, key pedestrian links and roads as identified on the Structure Plan map.
- Provide for a range of appropriately scaled and located tourism accommodation and activities.
- Encourage a range of appropriately scaled tourism related activities on the rural periphery of the town which are complementary to the environmental and rural setting.
- Support the duplication of Grubb Road in a manner which preserves significant roadside vegetation, provides an attractive town entry, safe crossing points, pedestrian/cycle paths and undergrounding of powerlines.

Leopold:

- Support Leopold as a Sub Regional Retail Activity Centre for the Bellarine Peninsula, whilst providing local community, recreational and employment facilities to Leopold's residents.
- Ensure the retention of Leopold as an urban island - supporting urban growth contained to the settlement boundary and preserving the surrounding rural hinterland.
- Support the development of the Ash Road Growth Area and other areas identified for residential development on the Structure Plan map.
- Support increased housing densities around the Sub Regional Retail Activity Centre and neighbourhood shopping strips at Ash Road and Dorothy Street.

GREATER GEELONG PLANNING SCHEME

- Encourage the northerly expansion of the Sub Regional Retail Activity Centre, ensuring any development integrates with the existing centre and surrounding community facilities, and enhances its appearance and functionality.
- Support the local convenience role of the Ash Road and Dorothy Street neighbourhood shopping centres, whilst restricting any future expansion of these centres.
- Support the development of Council's Kensington Road Community Hub to provide a wide range of community, health, education and civic services/facilities.
- Encourage the creation of an additional local mixed use centre on the south east corner of Bellarine Highway and Melaluka Road. Any redevelopment of this site could accommodate restaurants, convenience shops, offices and residential development.
- Provide public open space within existing and proposed residential areas to cater for the passive and active recreation needs of the community.
- Provide an improved transport network which includes better traffic movements, pedestrian and cyclist linkages and public transport options.
- Ensure environmentally sensitive areas including Lake Connewarre and Reedy Lake are protected from localised development pressure.
- Investigate opportunities for public access to Port Phillip Bay.

Barwon Heads:

- Maintain a compact urban form and avoid outward sprawl.
- Protect the unique character of Barwon Heads as a coastal village located within a sensitive environment and significant landscape setting.
- Ensure the Hitchcock Avenue shopping centre remains the focus of retail activity in Barwon Heads.
- Restrict new commercial development to the existing business and mixed use zones in Hitchcock Avenue between Bridge Road and Ozone Road and the south side of Bridge Road.
- Ensure new housing development complements the character of Barwon Heads and provides for a variety of housing sizes and types.
- Support the continued development of 13th Beach Resort as a tourist destination.
- Continue upgrading the Barwon Heads Village Park and foreshore reserves in accordance with established master plans.
- Support development of appropriate tourist accommodation around the Barwon Heads town centre.

Drysdale/Clifton Springs:

- Contain urban development within the defined settlement boundary on the Structure Plan map.
- Support the development of the Jetty Road Urban Growth Area and other areas identified for residential development on the Structure Plan map.
- Ensure new development incorporates sustainability principles including environmentally sustainable design, energy efficiency, connectivity and water sensitive urban design.
- Reinforce the Drysdale town centre as the primary retail centre including the development of an additional supermarket on the south side of Murradoc Road
- Provide for the expansion of the Drysdale town centre to the east along Murradoc Road.

GREATER GEELONG PLANNING SCHEME

- Locate future development of a service business or industrial nature in the identified precinct along Murradoc Road extending to the proposed Drysdale Bypass.
- Locate and integrate future education, community and recreation facilities to enhance their accessibility and to maximise joint use wherever possible.
- Develop the Council owned Palmerston Street site and the Drysdale Regional Community and Cultural Hub for community and recreation purposes.
- Ensure any development of short term tourist accommodation at the Curlewis Golf Course is located at the eastern end of the course in close proximity to the Jetty Road Urban Growth Area, functions as a minor component to the primary role of the site as a golf course and maintains the rural landscape character of the site.
- Provide additional bicycle and pedestrian opportunities throughout the townships including new footpaths and bicycle lanes.
- Provide for the creation of consolidated parking areas in the town centre.

Point Lonsdale

- Support low scaled and designed tourism opportunities on designated land identified on the Point Lonsdale Structure Plan map at Clause 21.14-12.
- Ensure new development strengthens the township's coastal village character and landscape setting by requiring a high standard of architectural and urban design response including;
 - Low scale forms
 - Articulation (materials, openings or features such as decks, balconies, wide eaves or canopies).
 - Contemporary design quality.
 - Use of materials such as timber, corrugated iron, weatherboard or light coloured render.
 - Limiting site coverage and provide front and side setbacks that reflect existing neighbourhood patterns and provide opportunities for maintenance and planting of native coastal and indigenous vegetation.
- Ensure that new urban development street works and road designs contribute to the implementation of the identified primary and secondary pedestrian/cycle routes and are designed to complement the informal coastal streetscape character.

21.14-3 Implementation

25/06/2016
6646
Proposed C333

These strategies will be implemented by:

Using policy and the exercise of discretion

Ensure development respects the natural coastal landscape as described in the Coastal Spaces Landscape Assessment Study and, where relevant, assess applications against schedules 10, 11, 12 13 and 14 to the Significant Landscape Overlay.

Ocean Grove

Support buildings of up to three storeys within the town centre which utilise contemporary building forms and materials, articulation and setback of upper levels so as to complement the coastal setting, and which provide sufficient car parking.

Support higher density development including tourist accommodation of up to three storeys along The Terrace between Hodgson and Eggleston Streets which utilise contemporary

GREATER GEELONG PLANNING SCHEME

building forms and materials, articulation and setback of upper levels to retain a coastal town character and provide for the reasonable sharing of coastal views.

Support further development of existing caravan parks and accommodation uses in residential areas, particularly those close to the beach and river, to provide a broader range of accommodation type and mix.

Applying Zones and overlays

Ocean Grove

Apply the [General Residential 1-Zone Schedule 1](#) to growth areas identified in the Ocean Grove Structure Plan 2007 as appropriate.

Apply the Development Plan Overlay to those parts of the north-east growth corridor that are rezoned for urban development.

Apply the Development Contributions Plan Overlay to north-east residential corridor.

Apply the Industrial 3 Zone to any expansion of the Grubb Industrial Estate.

Apply the Development Plan Overlay to any expansion of the industrial-restricted retail precinct on Grubb Road.

Apply the [Business-Commercial 1](#) Zone over land bounded by The Avenue, The Parade, Presidents Avenue and Hodgson Street.

Apply the Mixed Use Zone over the former CFA depot (south-east corner The Avenue and Hodgson Street) and land to the immediate south.

Leopold

Apply the [General Residential 1-Zone Schedule 1](#) and the Development Plan Overlay to land designated for future residential growth shown on the Leopold Structure Plan map included in this clause.

Apply a combination of [business-commercial](#) zones, a Design and Development Overlay and a Development Plan Overlay to facilitate the expansion of the Leopold Sub Regional Retail Activity Centre.

Drysdale

Apply the [General Residential 1-Zone Schedule 1](#) with a Development Plan Overlay (DPO) based on the principles identified in the Structure Plan to Princess Street, Central Road and Oakden Road.

Support the application of the [General Residential 1-Zone Schedule 1](#) to identified residential infill areas ~~to a Residential Zone~~ with appropriate DPO and Developer Contribution Plan (DCP) controls.

Support a joint rezoning and development application at the Curlewis Golf Club to facilitate short term tourist accommodation.

Point Lonsdale

Apply the [General Residential Zone Schedule 1-Zone](#) with a Development Plan Overlay to the portion of the Lonsdale Golf Course shown for residential growth on the Point Lonsdale Structure Plan map at Clause 21.14-12 subject to an amendment and EES process.

Apply appropriate design and environmental overlays to areas of consistent urban and landscape character.

Rezone the [Commercial Business 4](#) Zone land on the corner of Fellows Road and Bellarine Highway to facilitate tourism development.

St Leonards

GREATER GEELONG PLANNING SCHEME

Apply the General Residential Zone Schedule 1 to Growth Areas 1 and 2.

Apply the Development Plan Overlay to Growth Area 2.

Apply the Development Contributions Plan Overlay (or an equivalent agreement with landowners) in conjunction with the rezoning of Growth Areas 1 and 2.

Further work

Review township structure plans as scheduled (in structure plans) to meet emerging needs of communities.

Review the planning framework for land identified in the Coastal Spaces Landscape Assessment Study as regionally significant in the south west of the Bellarine Peninsula to ensure the protection of landscape values is adequately addressed.

Point Lonsdale

Work with the Borough of Queenscliffe to address climate change issues in Point Lonsdale and implement any relevant outcomes.

Prepare detailed streetscape design plans for designated primary and secondary routes as identified in the Point Lonsdale Structure Plan.

Investigate opportunities to establish a railway station-transport interchange precinct to link with the Queenscliff tourist railway service.

Portarlington

~~Prepare an Urban Design Framework for the Portarlington Town Centre.~~

Support Parks Victoria Safe Harbour Project, including ensuring appropriate integration with the adjacent foreshore reserve and Town Centre.

Ocean Grove

~~Prepare a Development Contributions Plan for the Ocean Grove Township, including the northern urban growth area.~~

Review the application of Significant Landscape Overlay 7.

Prepare an Urban Design Framework and Parking Precinct Plan for the Ocean Grove Town Centre.

Prepare Streetscape Plans for The Parade – Orton Street, Shell and Grubb Roads, Tuckfield Street, The Terrace, the Hodgson – The Parade Town centre entry and key streets between the beach and Town Centre.

Leopold

Implement the Leopold Activity Centre Urban Design Framework, 2011.

~~Implement the Memorial Dock Masterplan, 2011.~~

~~Support the implementation of the Kensington Road Community Hub Concept Design, 2008.~~

Undertake further assessment of sites nominated as “Urban Consolidation” in the plan attached to this ~~Clause~~[Schedule](#).

Undertake a Flood Study to introduce controls over areas identified appropriate for Floodway Overlay (FO) or Land Subject to Inundation Overlay (LSIO).

Barwon Heads

Undertake a Landscape Assessment Study for the Ewing Blyth/Golf Links/Bridge Road and the Warrenbeen Court residential areas with the intention to apply an overlay to protect the existing character and vegetation.

GREATER GEELONG PLANNING SCHEME

Undertake a detailed study of Murtaghurt Lagoon to establish whether the boundaries of the existing Environment Significant Overlay require review.

~~Implement the findings of the Barwon Heads Parking & Traffic Study.~~

Consider the impacts of climate change on the future development of Barwon Heads in accordance with the Climate Change Adaptation Strategy to be developed by Council during 2010-2011.

Drysdale/Clifton Springs

Investigate the relocation of the Council depot site at 22A Collins Street

Prepare a Master Plan for the development of a community hub on the Council owned land at Palmerston Street site in the town centre.

Undertake a Drysdale Town Centre Community Facilities Planning Project to investigate and provide direction for future development and community use of 38 – 40 High Street and 2 – 8 Wyndham Street (senior citizens building) adjacent to the Town Square.

Prepare a Master Plan for the development of the Drysdale Regional Community and Cultural Hub.

Review the extent of the Heritage Overlay in the Drysdale Commercial Heritage Area.

References

Bellarine Peninsula Strategic Plan, City of Greater Geelong, 2006.

Ocean Grove Structure Plan, Hansen Partnership and the City of Greater Geelong, 2007.

Portarlington Structure Plan, City of Greater Geelong, 2007.

Indented Head Structure Plan, City of Greater Geelong, 2007.

St Leonards Structure Plan, City of Greater Geelong, 2015.

Leopold Structure Plan, City of Greater Geelong, 2011 (amended January 2013).

Leopold Urban Design Framework, City of Greater Geelong, 2011.

Barwon Heads Structure Plan, City of Greater Geelong, 2010.

Drysdale Clifton Springs Structure Plan, City of Greater Geelong, 2010.

Jetty Road Urban Growth Plan 2007.

City of Greater Geelong Municipal Reference Document, Coastal Spaces Landscape Assessment Study (Planisphere, 2006).

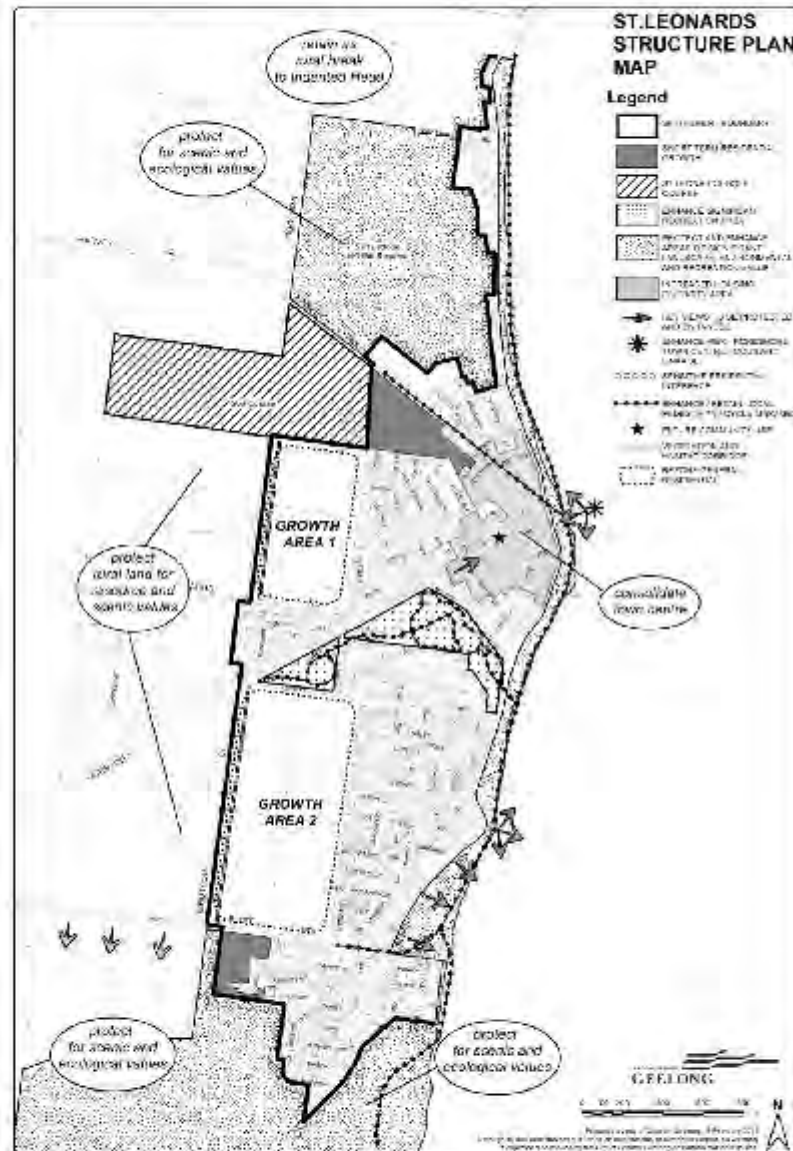
Point Lonsdale Structure Plan, Planisphere, April 2009 (amended November 2011).

Drysdale Urban Design Framework, City of Greater Geelong 2012.

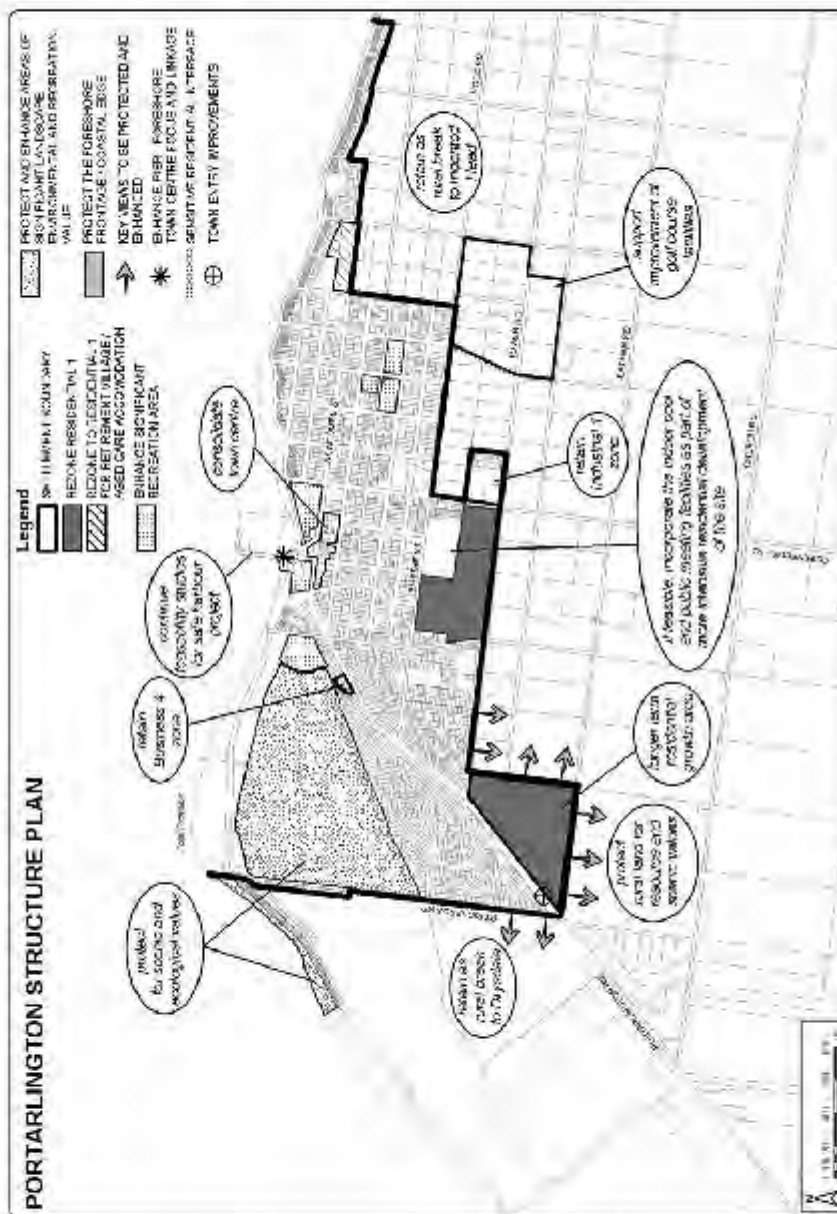
GREATER GEELONG PLANNING SCHEME

21.14-4 St Leonards Structure Plan map

25/06/2015
CS12

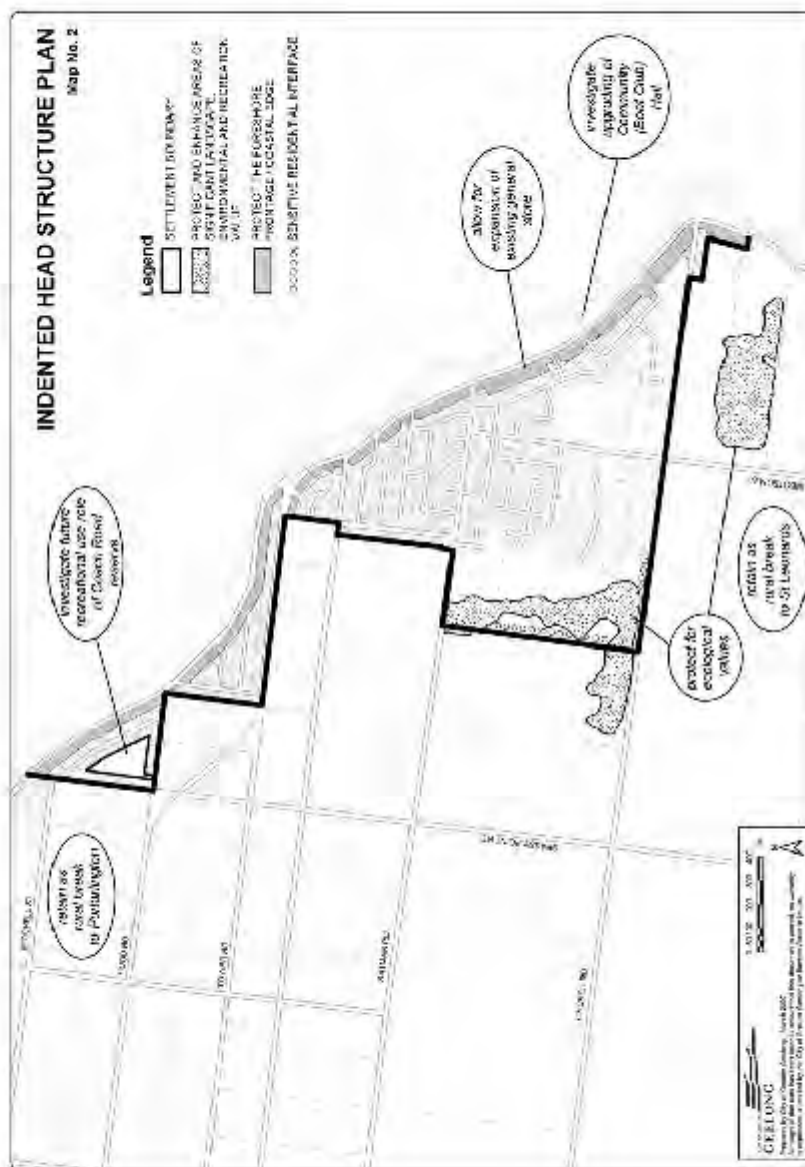


21.14-5 Portarlington Structure Plan map

2011/2012
C273

GREATER GEELONG PLANNING SCHEME

21.14-6 Indented Head Structure Plan map

28/01/2010
C129(Part 1)

GREATER GEELONG PLANNING SCHEME

21.14-7 Ocean Grove Structure Plan map

28/01/2010
C129(Part 1)



GREATER GEELONG PLANNING SCHEME

21.14-8 Leopold Structure Plan map

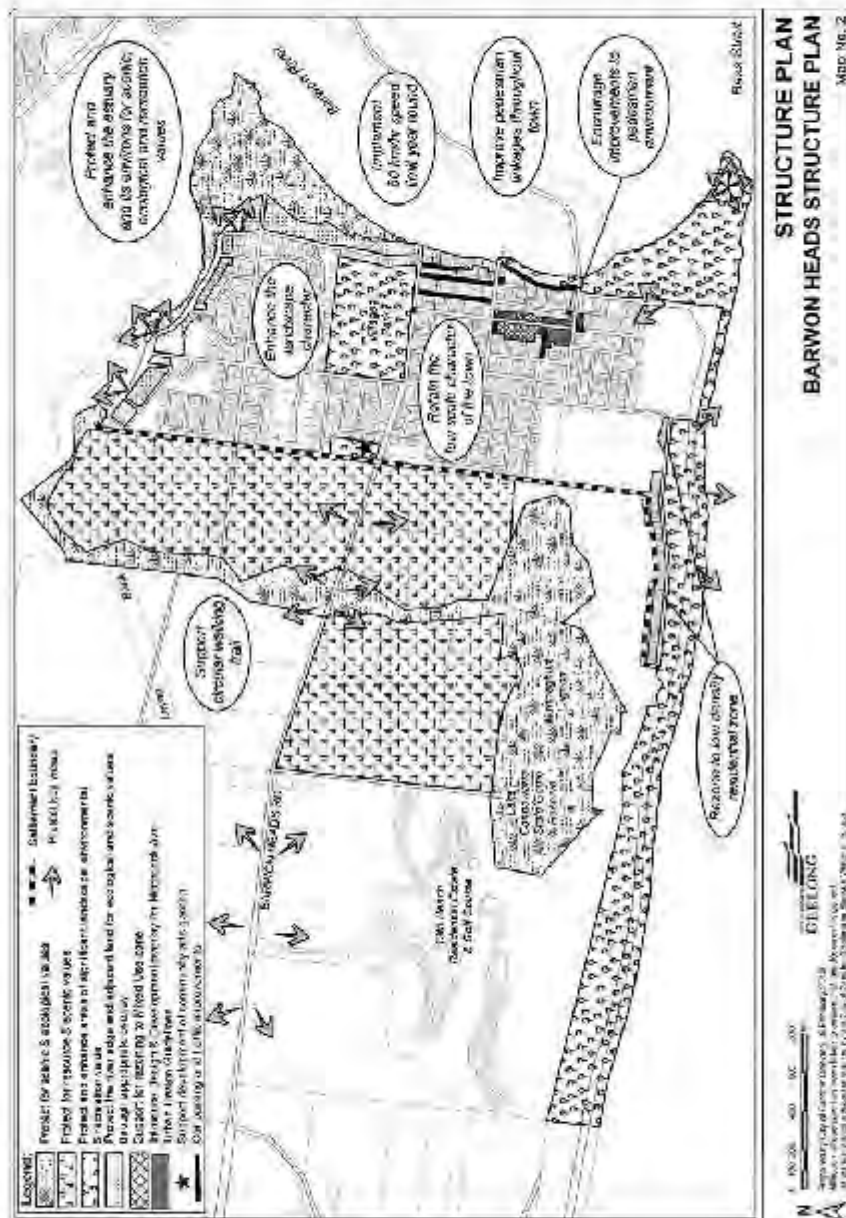
16/05/2013
C254



GREATER GEELONG PLANNING SCHEME

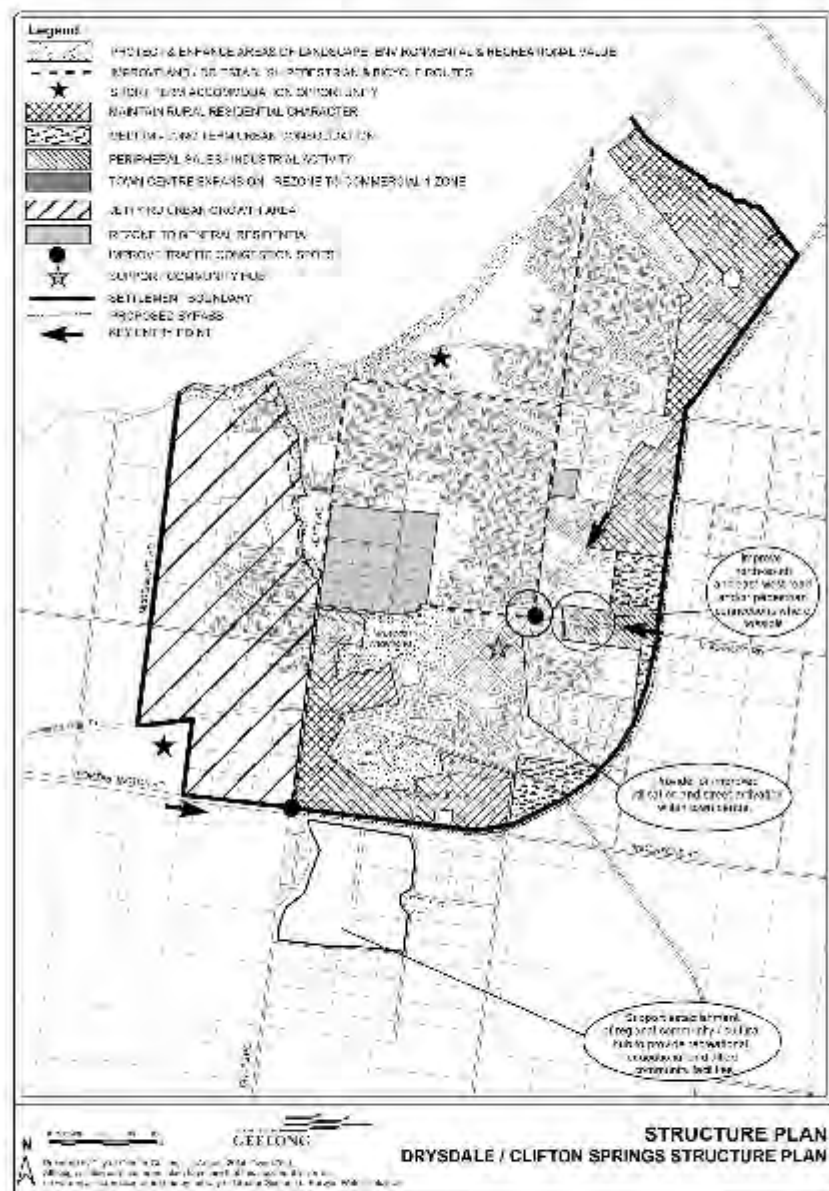
21.14-9 Barwon Heads Structure Plan map

26/06/2010
C128



GREATER GEHLONG PLANNING SCHEME

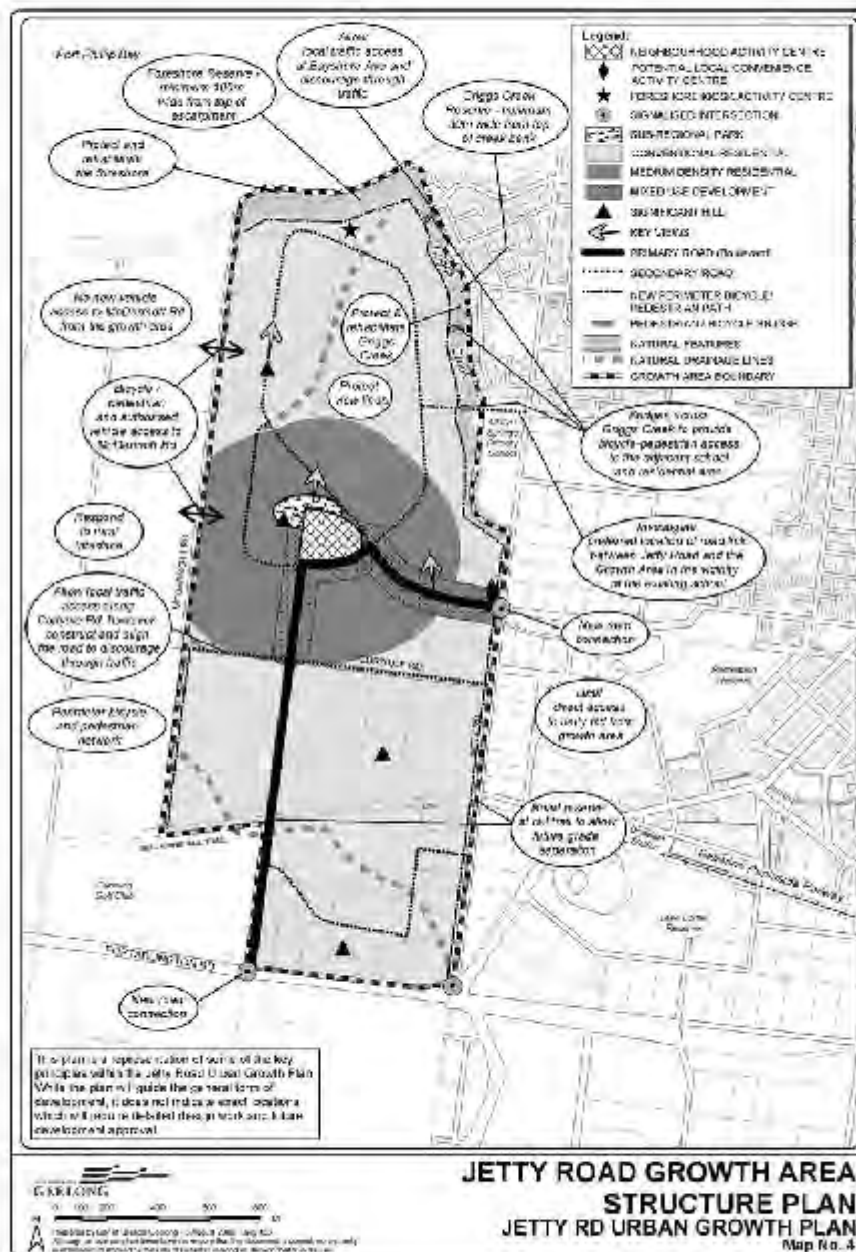
21.14-10 Drysdale Clifton Springs Structure Plan map

27/11/2014
CIBS

GREATER GEELONG PLANNING SCHEME

21.14-11 Jetty Road Urban Growth Plan map

28/01/2016
C129(Part 1)



GREATER GEELONG PLANNING SCHEME

21.14-12 Point Lonsdale Structure Plan map

26/07/2012
C165



GREATER GEELONG PLANNING SCHEME

21.15 WANDANA

28/01/2010
C129(Part 1)
Revised C129

21.15-1 Key issues and influences

28/01/2010
C129(Part 1)

Wandana Heights is a significant urban fringe location at the gateway to the Barrabool Hills.

The elevation of land in Wandana provides sweeping views over urban Geelong, the Barwon River Valley and the ocean.

The area has a close relationship with Buckley Falls Park, one of the City's significant natural bushland reserves. The Buckley Falls Park Management Plan contains important considerations for the future development of the area.

Council has for some time supported the staged development of Wandana within the limits of the Geelong Ring Road.

21.15-2 Objective

28/01/2010
C129(Part 1)

- To provide for the orderly, staged development of Wandana.
- To safeguard the Barwon River ecosystem and enhance its recreational potential, and the overall environmental integrity of the area.
- To provide a safe and convenient access and movement system for all forms of transport that maximises permeability throughout the development and minimises the effects of traffic movements on nearby areas.
- To provide an integrated system of open space which links to the Barwon River.
- To provide for commercial and community facilities in appropriate locations.
- To provide appropriately located scaled and designed residential development when viewed from the Barwon River, Buckley Falls Park or nearby lookouts.
- To encourage retention of significant vegetation.
- To encourage development that responds to natural landscape features.

Strategies

- Manage land use and development generally in accordance with the Structure Plan map included in this Clause.
- Direct medium density development into central and flat locations.
- Require larger lots on slopes greater than 10%.
- Require smaller lots on gentle slopes and flat land.
- Locate a small neighbourhood shopping centre so that it has direct access to the collector street system.
- Locate community facilities central to the Wandana area and ensure that they are accessible via the collector street and public open space systems.
- Ensure that leisure facilities and passive and active open space areas are connected to the commercial/community/school centre.
- Extend the Buckley Falls Park around the Barwon River.
- Provide a 150-200 metre setback public open space reservation along the south side of the Barwon River.

GREATER GEELONG PLANNING SCHEME

- Avoid residential development that is visually intrusive when viewed from the Barwon River, Buckley Falls Park or nearby lookouts.
- Require the landscaping of properties adjacent to the Barwon River environs with appropriate indigenous species.
- Retain significant stands of trees through sensitive subdivision and development plans.
- Minimise the number of cul-de-sacs throughout the development and link any cul-de-sacs with public open space reservations
- Direct traffic to identified outlets on Barrabool and Scenic Roads as shown on the Wandana Structure Plan map included in this Clause.
- Discourage through traffic from outside the area entering the collector street network.
- Design the collector street network to encourage low vehicle speeds and avoid the need for later Local Area Traffic Management plans.
- Ensure that all street alignments minimise earthworks, follow ridgelines and utilise opportunities to minimise landscape impact.
- Upgrade the intersections of the collector street system with Scenic and Barrabool Roads to cope with additional traffic.
- Ensure that the collector streets are capable of accommodating a public transport route.
- Incorporate bicycle and pedestrian paths into the road and public open space system.
- Segregate bicycle and pedestrian paths from roads and ensure that they have gentle gradients.
- Prohibit direct residential access to Barrabool and Scenic Roads.
- Encourage the use of drainage/detention reserves for recreation.
- Connect the Ceres Lookout and Buckley Falls with a permeable system of linked open spaces through Wandana.
- Ensure that open space is provided on land which is useable, accessible and attractive.
- Provide local parks within walking distance of all dwellings.

21.15-3 Implementation

28/01/2010
C130(Paid-1)
Proposed C133

These strategies will be implemented by:

Applying zones and overlays

Applying the relevant zones and overlays

Requiring a detailed Outline Development Plan and Section 173 Agreement to be prepared prior to rezoning land for residential development and considering applications for subdivision and development.

Implementing a Development Plan Overlay and Section 173 Agreement, together with the 5% open space contribution required under the Subdivision Act 1988, to achieve the open space requirements for the Wandana area.

Further Work

~~Undertake ongoing traffic management studies to determine the effects of increased traffic on the arterial road network around the Wandana area.~~

GREATER GEELONG PLANNING SCHEME

~~Prepare a Development Contributions Plan or Section 177 Agreement detailing the level of development contributions payable for drainage, open space, road improvements and community facilities.~~

References

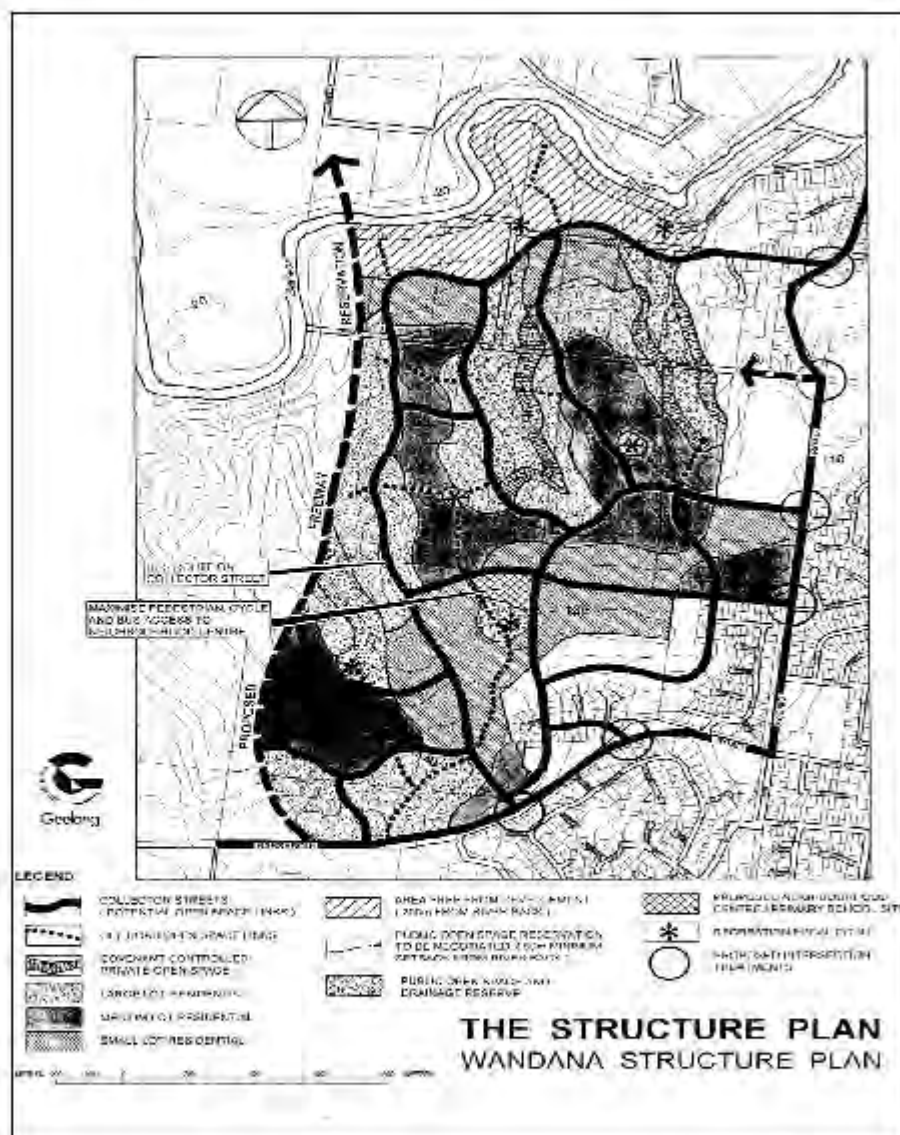
Wandana Structure Plan, City of Greater Geelong, 1998.

Buckley Falls Management Plan, Department of Conservation and Natural Resources, 1990.

GREATER GEELONG PLANNING SCHEME

21.15-4 Wandana Structure Plan map

28/01/2010
C128(Part 3)



GREATER GEELONG PLANNING SCHEME

21.18

23/07/2015

AGEND

Proposed C333

21.18-1

21/11/2013

C281

CORIO NORLANE

Key issues and influences

Corio and Norlane, including the residential neighbourhood of North Shore, are established northern suburbs of Geelong with a rich industrial, manufacturing, migrant settlement and working class and community history which continue to this day.

Corio and Norlane provide affordable housing that is close to the Geelong CBD, Avalon Airport, Geelong Port and surrounding industrial land and the Geelong Ring Road Employment Precinct, with convenient access to Melbourne via road and rail.

Ongoing economic restructuring affecting manufacturing is likely to continue to disproportionately impact the Corio and Norlane community.

The health and wellbeing challenges facing many residents means there is a greater need to provide high quality, easily accessible social infrastructure and services.

There is a stagnant resident population, low housing densities and a marked concentration of ageing public housing stock built from the 1950s onwards.

The median weekly household income in Corio and Norlane is significantly less than the Greater Geelong and Victorian average.

Corio and Norlane are recognised in the G21 Regional Growth Plan as areas that should be targeted for infill and higher density housing.

The Department of Human Services is undertaking the New Norlane project to improve the quality of its housing stock and partner local builders to develop new housing to be made available to both public tenants and home buyers.

A significant restructure of the government school system, referred to as the Corio Norlane Education Regeneration Project, is being progressed by the Department of Education.

The Corio Sub-Regional Activity Centre (Corio Village) is the focus of retailing in northern Geelong and, together with the Waterworld Precinct to the south, forms a recognisable “heart” of the area.

A number of under-performing local shopping centres are unlikely to experience any significant improvement without intervention to address their presentation and function.

The management of heavy freight traffic impacts on residents needs to be balanced against competing objectives for diversification and expansion of the Geelong Port.

A high proportion of households have no or low access to a private vehicle and a propensity to use public transport.

Stormwater drainage infrastructure is generally substandard and coupled with the area’s flat terrain, causes significant drainage-related flooding and runoff problems.

Corio and Norlane are well served by areas of active open space however there is a lack of quality, usable passive reserves and smaller parks.

There is a noticeable absence of canopy street trees, bushland reserves and landscaped and creative arts spaces that reinforce the perceived negative image of Corio and Norlane.

21.18-2

21/11/2013

C281

Objectives

Land Use and Built Form

- Increase the resident population, diversify housing types and support opportunities for urban renewal.
- Improve the role, function and presentation of retail activity centres.

GREATER GEELONG PLANNING SCHEME

- Boost activity within the “Corio Heart” from the Corio Sub-Regional Activity Centre to the Waterworld Precinct.
- Support major employers that provide the foundation for Geelong’s economic development.

Transport and Infrastructure

- Provide a safe, functional and efficient road network and manage heavy vehicle freight traffic through residential areas.
- Provide a public transport network to meet the needs of residents.
- Provide a safe and attractive active transport network to access destinations in Corio and Norlane.
- Upgrade ageing drainage infrastructure and better manage impacts resulting from stormwater flooding.
- Enhance entrance points and improve way-finding signage

Communities in Corio and Norlane

- Improve the health and wellbeing of people living in Corio and Norlane.
- Improve image and identity through a creative arts and ‘greening’ approach.
- Increase social and cultural connection through integrated community precinct planning.
- Provide active and passive open space to meet the needs of residents and visitors.

Strategies

Ensure land use and development decisions are guided by the Corio Norlane Framework Plan included in this clause, with further direction provided by the Strategy Maps, Concept Plans and Neighbourhood Plans in the referenced Corio Norlane Structure Plan.

- Encourage increased housing areas around the Corio Sub-Regional Activity Centre, Bell Post Shopping Centre, North Shore Station and local shopping centres.
- Support appropriate medium density housing on residential zoned land.
- Redevelop schools subject to closure for residential development (where not required for a community use in need of a larger site).
- Support the on-going improvement and expansion of the Corio Sub-Regional Activity Centre, and the development of retail, offices, cafes/restaurants and health services around the centre.
- Develop the Waterworld Precinct as a multi-purpose community precinct that includes dedicated arts and culture spaces within a “landmark” building.
- Support a diverse mix of uses and improve presentation and safety of local shops.
- Incorporate public art into local centres to enhance their presentation and create a sense of place.
- Redevelop and rezone land no longer required for commercial use in local shopping centres for housing and other compatible uses.
- Provide a better interface between industrial and residential land uses along Station Street.
- Limit intensification of residential development within the North Shore residential area having regard to its proximity to heavy industrial land uses.

GREATER GEELONG PLANNING SCHEME

- Support the duplication and 'boulevard' concept for Bacchus Marsh Road and plant street trees on identified 'community green streets'.
- Support the continued planning and implementation of integrated community precincts.
- Support the development of health and support services, including potential expansion of facilities within the Corio 'heart' area.
- Do not support the development of new gaming venues or additional gaming machines at existing gaming venues.
- Improve the amenity and safety of local reserves and parks and consider for trade poorly configured parks that do not contribute to the permeability of neighbourhoods.
- Work with landowners – the Department of Human Services and the Department of Education, to improve the safety, access, surveillance and functionality of local reserves and parks.

21.18-3

23/07/2015
C2007 Proposed
C333

Implementation

These strategies will be implemented by:

Using policy and the exercise of discretion

Support higher density residential development in areas identified for increased housing diversity and support higher density residential development in other areas giving consideration to the existing and changing neighbourhood character.

Support the Department of Human Services *New Norlane* housing project.

Applying Zones and overlays

~~Apply the Commercial 2 Zone to vacant land opposite the M C Herd Abattoir, east of Bacchus Marsh Road to support office and restricted retail development.~~

~~Apply the Commercial 1 Zone to vacant land adjacent to the Corio ALDI to establish a neighbourhood shopping centre for the Rosowall community.~~

~~Apply the Commercial 2 Zone and remove the Design and Development Overlay—Schedule 20 from the Geelong Gateway HomeMaker Centre.~~

~~Amend the Retail Activity Centre Hierarchy Map and Table at Clause 21.07-8 to reflect the above zoning changes.~~

Apply the Mixed Use Zone to land around the Corio Sub-Regional Activity Centre to support the development of retail, offices, cafes/restaurants and health services.

Apply the Industrial 3 Zone to service industrial land along Station Street as shown on the Framework Plan.

~~Apply a Special Building Overlay to flood-prone land in the Kosciuszko Avenue Main Drainage Catchment.~~

Rezone Council-owned land adjoining the Anakie Road Operations Centre to part Public Use Zone 6 and part Public Conservation and Resource Zone as shown on the Framework Plan.

Amend Clause 22.63 Increased Housing Diversity Areas to include land identified in the Norlane & North Shore Concept Plan.

GREATER GEELONG PLANNING SCHEME

Further Work

Support the redevelopment of the former Rosewall Primary School in accordance with the Rosewall Concept Plan including reconfiguration of adjacent public open space.

Prepare a master plan and business case to develop a landmark multi purpose centre at Waterworld that provides improved site layout and integration of uses, including the creation of an arts and culture space to service northern Geelong.

Prepare a master plan for the Flinders Peak Reserve to better integrate the site with the former Flinders Peak Secondary College and provide improved vehicular and pedestrian access to both sites.

~~Review the Environmental Significance Overlay Schedule 5 to ensure that it appropriately manages the intensification of residential development within the North Shore residential area.~~

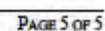
~~Prepare a Pedestrian and Wayfinding Strategy.~~

References

Corio Norlane Structure Plan, City of Greater Geelong and the Department of Planning and Community Development, July 2012.

Corio Norlane Structure Plan Background Report, City of Greater Geelong and the Department of Planning and Community Development, March 2011.

23/07/2018
C307



GREATER GEELONG PLANNING SCHEME

25/06/2015
4224
Proposed
G233

SCHEDULE TO CLAUSE 61.03

Maps comprising part of this scheme:

- 1, 1VPO, 1SLO, 1WMO
- 2, 2ESO, 2VPO, 2SLO, 2HO, 2WMO
- 3, 3ESO, 3VPO, 3HO, 3LSIO-FO, 3PAO
- 4, 4ESO, 4HO, 4PAO
- 5, 5ESO, 5VPO, 5SLO, 5HO, 5WMO
- 6, 6ESO, 6VPO, 6SLO, 6HO, 6LSIO-FO
- 7, 7ESO, 7VPO, 7SLO, 7HO, 7LSIO-FO, 7PAO, 7WMO
- 8, 8ESO, 8SLO, 8HO, 8LSIO-FO, 8PAO, 8WMO
- 9, 9ESO, 9HO, 9LSIO-FO
- 10, 10ESO, 10HO, 10LSIO-FO
- 11, 11ESO, 11LSIO-FO, 11DCPO
- 12, 12ESO, 12SLO, 12LSIO-FO, 12VPO, 12WMO, 12DCPO, 12DPO
- 13, 13ESO, 13SLO, 13HO, 13VPO, 13WMO, 13PAO
- 14, 14ESO, 14VPO, 14LSIO-FO, 14PAO
- 15, 15ESO, 15PAO, 15VPO, 15HO, 15LSIO-FO
- 16, 16ESO, 16LSIO-FO
- 17, 17ESO, 17HO, 17DDO, 17VPO, 17DCPO
- 18, 18ESO, 18DDO, 18DPO, 18LSIO-FO, 18PAO, 18EAO, 18SBO, 18DCPO
- 19, 19ESO, 19VPO, 19HO, 19LSIO-FO, 19DDO
- 20, 20ESO, 20VPO, 20DPO, 20LSIO-FO, 20DDO, 20PAO
- 21, 21ESO, 21DPO, 21DDO, 21LSIO-FO
- 22, 22ESO, 22PAO, 22LSIO-FO
- 23, 23ESO, 23LSIO-FO
- 24, 24ESO, 24HO, 24LSIO-FO
- 25, 25ESO, 25DPO, 25LSIO-FO, 25PAO, 25EAO, 25HO, 25DDO14, 25DDO, 25SBO
- 26, 26ESO, 26HO, 26SBO, 26PAO, 26EAO, 26DDO, 26RO, 26DPO
- 27, 27ESO, 27VPO, 27HO, 27LSIO-FO, 27EAO
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- 29, 29ESO, 29DPO, 29DDO, 29LSIO-FO
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- 31, 31ESO, 31HO, 31DPO, 31LSIO-FO, 31PAO, 31EAO
- 32, 32ESO, 32HO, 32PAO, 32DDO14, 32SBO
- 33, 33HO, 33DDO14, 33DPO, 33DDO, 33SBO, 33EAO
- 34, 34ESO, 34HO, 34DDO

GREATER GEELONG PLANNING SCHEME

- 35, 35DDO
- 36, 36ESO, 36HO, 36DPO, 36LSIO-FO, 36PAO, 36EAO, 36DDO14, 36SBO
- 37, 37HO, 37DDO, 37EAO, 37DDO14, 37DPO, 37LSIO-FO, 37SBO
- 38, 38HO, 38EAO, 38DDO, 38SBO
- 39
- 40, 40ESO, 40HO, 40DDO
- 41, 41HO, 41DDO14, 41SLO
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- 43, 43ESO, 43VPO, 43HO, 43EAO, 43DDO14, 43DPO, 43DDO, 43SLO
- 44, 44VPO, 44HO, 44DDO14, 44DDO
- 45, 45HO
- 46, 46LSIO-FO, 46HO
- 47, 47SLO, 47HO, 47DDO, 47LSIO-FO, 47PAO, 47EAO, 47DDO14, 47DPO, 47RXO
- 48, 48HO, 48DDO, 48DPO, 48LSIO-FO, 48EAO, 48DDO14
- 49, 49SLO, 49HO, 49DDO, 49LSIO-FO, 49PAO, 49DDO14, 49EAO, 49RXO, 49SBO
- 50, 50HO, 50DDO, 50EAO, 50LSIO-FO, 50SBO
- 51, 51ESO, 51HO, 51DDO
- 52, 52HO, 52LSIO-FO, 52PAO, 52DDO14, 52DDO, 52DPO
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- 57, 57VPO, 57HO, 57DPO, 57DDO14, 57DDO
- 58, 58VPO, 58HO, 58DDO
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- 63, 63DDO
- 64, 64VPO, 64SLO, 64PAO
- 65, 65VPO, 65SLO, 65HO, 65DDO, ~~65DPO~~, 65PAO, 65DDO14, 65ESO, 65DCPO
- 66, 66VPO, 66HO, ~~66DPO~~, 66LSIO-FO, 66PAO, 66DDO14, 66ESO, 66DDO, 66DCPO, 66PO
- 67, 67VPO, 67HO, 67LSIO-FO, 67PAO, 67ESO, 67SBO, 67DDO, 67DCPO
- 68, 68ESO, 68HO, 68LSIO-FO, 68SLO
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- 70, 70VPO, 70HO, 70LSIO-FO, 70PAO, 70SLO
- 71, 71ESO, 71VPO, 71HO, 71PAO, 71DPO, 71SLO

GREATER GEELONG PLANNING SCHEME

- 72, 72ESO, 72VPO, 72HO, 72SLO
- 73, 73ESO, 73VPO, 73SLO
- 74, 74ESO, 74DDO14, 74SLO
- 75, 75VPO
- 76, 76VPO, 76PAO
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- 89, 89ESO, 89DDO14, 89WMO, 89SLO, 89DPO

3. MANAGING DEVELOPMENT IN RURAL AREAS - PLANNING POLICY REVIEW

Portfolio:	Planning – Cr Heagney
Source:	Planning and Tourism - Planning Strategy
General Manager:	Peter Bettess
Index Reference:	Project - Non rural uses in rural areas policy review

Purpose

This report seeks approval from Council to adopt the findings and recommendations of the *Managing Development in Rural Areas Planning Policy Review* (previously distributed with Briefing Papers) and to give them statutory effect by including them in the Greater Geelong Planning Scheme.

Summary

- In 2013 the State Government changed the rules on the types of development that can occur in rural areas.
- The reformed rural zones have generally relaxed the number of uses that can be considered in the Farming and Rural Conservation zones. Changes relate to some accommodation, retail, industry, schools and community uses. Prior to the zone changes many of these uses were prohibited.
- Council needs to respond to changes made by the State Government as there is a policy gap and Statutory Planning require guidance to assess planning permit applications.
- It is recommended to amend the Greater Geelong Planning Scheme *Clause 22.06: Tourism and Function Centre Development in Rural Areas*. Much of the existing Clause 22.06 is proposed to be retained, including the overall objectives to protect productive agricultural land. It is considered important, however, to continue to recognise that there are opportunities to enhance the tourism industry in rural areas where compatible with agricultural activity and rural landscape character.
- Tourism development forecasts prepared by Urban Enterprises for both the *Greater Geelong and the Bellarine Tourism Development Strategy* and *Non Rural Uses in Rural Areas Policy Review* show projected growth in the Geelong rural tourism sector to 2030. This includes demand of between 330 to 550 accommodation rooms or caravan sites in rural Geelong.
- The requirement in Clause 22.06 that uses “will be ancillary to and associated with an existing farming activity on the property” should be retained. The *Victorian Competition and Efficiency Commission’s enquiry into Victoria’s tourism industry* supported the unlocking of tourism development, particularly in rural areas of Victoria where limited tourism and population growth is occurring. This is not the case in Geelong where the tourism sector continues to grow and significant demand is projected to 2030. Removing the requirement would risk allowing uncontrolled development, resulting in over development that impacts on rural landscape character and the role of non urban settlement breaks. The recommended approach promotes the adopted Council policy in the *Rural Land Use Strategy (2007)* and the *Bellarine Peninsula Localised Planning Statement (2014)*.
- Some flexibility is recommended for Clause 22.06 to allow a consideration test for when some uses may be considered by Council outside of the ‘associated with’ test. This recognises that there may be some locations that would support additional tourist development, or the impacts on the rural area are diminished.

- Design controls are recommended to manage camping and caravan parks to ensure they cater for the tourism market only. Camping and caravan parks that result in long term or permanent housing accommodation risk resulting in quasi urban extension or urban extensions by stealth. Council should write to the State Government to outline its concerns on the definition of camping and caravan parks in the Victorian Planning Provisions.
- It is recommended that a new Local Planning Policy be prepared for the Greater Geelong Planning Scheme for *Discretionary Uses in Rural Areas*, which discourages the encroachment of non-agricultural uses into rural areas, other than tourism or accommodation land uses. These uses should be directed to urban areas where there is an appropriate level of municipal infrastructure services and better transport connectivity, as supported by State and local policy.
- Community engagement was held from 10 July until 7 August 2015 and feedback was sought on the issues around managing growth in rural areas. The response rate was low, but overall the responses were generally supportive of the Council position. Victorian Farmers Federation expressed a strong concern for allowing even more flexibility in rural areas.
- It is noted that the Minister for Planning and Minister for Regional Development have set up an *Animal Industry Advisory Committee* to examine how the planning system can better support Victorian farmers. This process will focus on the definition of intense animal husbandry. The Department of Environment, Land, Water and Planning has advised that Council should continue with this local policy review.

Cr E Kontelj moved, Cr Ellis seconded -

That the report be deferred.

Carried.

4. RESIDENTIAL AND INDUSTRIAL LAND SUPPLY MONITORING PROJECT UPDATE 2015

Portfolio: Planning - Cr Heagney
Source: Planning and Tourism - Planning Strategy and Urban Growth
General Manager: Peter Bettess
Index Reference: Residential and Industrial Land Supply Monitoring Project – Reports 2015

Purpose

The purpose of this report is to inform Council on the findings of the Residential and Industrial Land Supply Monitoring Project 2015 (*previously distributed with Briefing Papers*).

Summary

- The G21 Regional Growth Plan identified the need to develop a land supply monitoring process to form the basis for growth and land-release strategies within the G21 Region
- A series of Land Supply Monitoring Reports were developed in 2013 as input into the G21 Regional Growth Plan. A web based tool was also developed to enable the wider community to easily and visually access the land supply information.
- The G21 Planning and Services Pillar has funded an update to the 2013 land supply monitoring project reports and web based tool for the key growth areas including the City of Greater Geelong, Torquay/Jan Juc (Surf Coast Shire) and Bannockburn (Golden Plains).
- The updated reports, prepared by Spatial Economics have identified that Geelong has at least 25 years supply of both residential and industrial land.
- Both the updated reports and web based tool are available for public viewing on the G21 web site.

Cr Heagney moved, Cr Richards seconded -

That Council notes the findings of the Residential and Industrial Land Supply Monitoring Project 2015.

Cr Nelson left the meeting room at 8.22pm

Cr Nelson re-entered the meeting room at 8.24pm

Carried.

Background

The G21 Regional Growth Plan identifies a number of key objectives and outcomes for future housing provision in the region. One of these objectives is ensuring adequate supply of residential land and employment land in the right locations to meet future growth needs.

The G21 Regional Growth Plan identified the need to develop a land supply monitoring process to form the basis for growth and land-release strategies within the G21 region. Spatial Economics were engaged to assist in the development of land supply reports to inform the implementation of the Growth Plan.

Through the information contained in the 2012 land supply reports, it was identified that growth area planning across the region, along with infill housing capacity, was sufficient to meet the needs of a population of close to 500,000.

A web based land supply reporting tool to enable land supply monitoring within the G21 region was also developed. The tool enables users to navigate a map to illustrate where the land supply is located and enables users to develop reports documenting the residential and industrial land supply data.

A recommendation of the G21 Regional Growth Plan Implementation Plan was that the G21 Planning and Services Pillar co-ordinate the ongoing management of the online reporting tool and preparation of annual and biennial, as appropriate, land supply analysis for key centres in parallel with the State's land supply monitoring process known as the Urban Development Program, subject to funding.

Discussion

The City of Greater Geelong on behalf of the G21 Planning and Services Pillar engaged Spatial Economics to review and update the Residential and Industrial Land Supply Monitoring Reports in the key growth locations across the region including the City of Greater Geelong, Torquay/Jan Juc (Surf Coast Shire) and Bannockburn (Golden Plains Shire).

The project used a methodology consistent with that used in the 2013 reports and the Urban Development Program (UDP). These reports were prepared following a range of interviews with stakeholders in the land planning and property industry to test assumptions, data accuracy and methodology.

The updated reports indicate that across the region there is at least 25 years supply of residential and industrial land consisting of both zoned and unzoned land. This updated data will assist developers, planning authorities, infrastructure and service providers and the public in planning for future growth.

It is worth noting that Clause 11 of the State Planning policy Framework requires Councils to ensure that sufficient land is available to meet forecast growth and directs that planning for growth be undertaken for a 15 year time horizon.

Residential Supply

The updated report for the City of Greater Geelong reveals that as of March 2015, in total there is a residential lot supply of approximately 63,261. This is comprised of:

- 38,223 zoned broad hectare/major infill lots (60% of supply);
- 4,381 vacant urban residential lots (7% of supply);
- 20,410 designated future residential lots (32% of supply);
 - 7,560 Potential residential lots (unzoned) - (12% of supply);
 - 12,850 UGZ (PSP Required) lots - (20% of supply); and
- 247 vacant rural residential lots (0.4% of supply).

Since the previous residential land supply assessment was undertaken in 2013, the overall quantum of broadhectare lot stock has increased by 10,573. This was primarily driven by the inclusion of land in Lovely Banks. The classification for land at Lovely Banks is currently zoned Urban Growth Zone (PSP required), it has an estimated lot potential of 12,000.

In addition, since the last assessment, the stock of zoned broadhectare land in 2013 has increased from 26,138 lots to 36,561 lots.

The following table is a summary of the lot supply potential based on different lot types across the three updated municipalities.

Residential Lot Potential by Supply Type, March 2015

Region/Urban Centre/LGA	Broadhectare /Major Infill	Vacant Urban Lots	Potential Residential (unzoned)	UGZ (PSP Required)	Rural Residential	Total Lots
Bellarine Peninsula	7706	2408	5645		113	15872
Geelong Urban	30517	1973	1915	12850	134	47389
Geelong LGA	38223	4381	7560	12850	247	63261
Bannockburn	319	97	2276		98	2790
Golden Plains South East SLA (inc Bannockburn)	483	131	2276	316		3206
Torquay/Jan Juc	3284	605	1834	2000	49	7772
Surf Coast LGA (inc Toquay/Jan Juc)	3606	1022	2024	2000	79	8731

The following table is a summary of the projected land supply in years based on three demand scenarios;

1. The Department of Environment, Land, Water and Planning (DELWP) Population and Household Projections – VIF 2014
2. I.d Consulting 2015 population and household projections, undertaken on behalf of the individual Councils and
3. Historic lot construction activity for each Council. In Geelong this scenario is considered to significantly under estimate demand due to previous broadhectare land supply constraints.

Total Years Supply Using VIF, I.d Consulting and Historic Trend Projections

Region/Urban Centre/LGA	Year Supply VIF 2014	Years Supply I.d Consulting	Historic Trend Based
Geelong Urban (including Northern FIA)	24-25+	24-25+	25+
Bellarine Peninsula	24	24	25
Bannockburn	25+	25+	25+
Torquay/Jan Juc	22	25+	25+
Winchelsea	25+	25+	25+

The City of Greater Geelong has in excess of 25 years supply of residential land across both Urban Geelong and the Bellarine Peninsula. The report acknowledges that there is no need for additional zoned broadhectare residential land stocks across the municipal area of Geelong, from a land supply and demand basis and based on the 15 years supply scenario contained in the State Planning Policy Framework.

Industrial Supply

Spatial Economics were also engaged to update the Industrial Land Supply Monitoring Project Reports across the same three municipalities. The reports identify that there is no shortfall in available industrial land with in excess of 25 years supply across each municipality.

The following table shows the year's supply of industrial land stock across the three municipalities based on historic industrial land consumption rates.

Years Supply of Industrial Land Stocks 2015

Zone Type/LGA	IN1Z	IN2Z	IN3Z	Future (unzoned)	UGZ PSP Approved	UGZ PSP Required	Total Zoned	Total
Geelong LGA	16	25+	25+		11	11	25+	25+
Golden Plains	3			25+				25+
Surf Coast LGA	25+		25+	25+				25+

Web Tool

In 2013 the Geelong Regional Alliance also released an innovative online land supply mapping and reporting tool for the G21 region based on the land supply reports. Spatial Economics were also engaged to update this web tool. The tool provides up to date information about the residential and industrial land supply situation across the region by visually showing the location of existing and future growth areas. The online G21 Land Supply Monitoring Tool is built on a Google Maps base, incorporating the functionality of Google Maps such as the familiar base map and satellite imagery, 'Streetview', a unique locator, and embedded web links.

Both the Land Supply Reports and the Web Tool can be accessed via the G21 web site. Links to the website will also be included on the Geelong Australia website.

Having a reliable, accurate and regularly-updated picture of industrial and residential land supply is critical for future urban planning. There is no funding currently available to continue to update the land supply reports into the future. Future budget bids will need to address this issue at either a G21 or individual Council level.

A copy of the Geelong Residential and Industrial Land Supply Monitoring Project Reports 2015 are at Attachment 1.

Environmental Implications

There are no significant environmental impacts as a result of the updated Residential and Industrial Land Supply Monitoring Project Reports 2015.

Financial Implications

There are no financial implications as a result of the Residential and Industrial Land Supply Monitoring Project Reports 2015. Future budget bids will need to be made to continue the program of updating the land supply reports across the G21 region.

Policy/Legal/Statutory Implications

The G21 Regional Growth Plan made a commitment to monitor the land supply situation across the region by updating the Residential and Industrial Land Supply Monitoring Project Reports from 2012. The current updated reports meet this commitment.

Alignment to City Plan

The Residential and Industrial Land Supply Monitoring Project Reports 2015 supports both the Growing Our Economy and Sustainable Built and Natural Environment Strategic directions of City Plan. The reports inform Council on the current land supply situation across Geelong and the G21 Region.

Officer Direct or Indirect Interest

No Council Officers have any direct or indirect interest, in accordance with Section 80 (c) of the Local Government Act in the matter to which these reports relate.

Risk Assessment

The Residential and Industrial Land Supply Monitoring Project Reports 2015 are not expected to expose Council to any risk or liability.

Social Considerations

There are no significant social impacts as a result of reporting on the land supply situation across the G21 Region.

Human Rights Charter

The Residential and Industrial Land Supply Monitoring Project Reports 2015 have no impact on human rights. The reports review existing land supply information for each municipality.

Consultation and Communication

Consultation with Council officers and key industry stakeholders was undertaken in the development of the Residential and Industrial Land Supply Monitoring Project Reports 2015. The information gathered has been included in the report where relevant.

5. SOCIAL INFRASTRUCTURE PLAN (SIP) 2014–2031

Portfolio:	Community Development – Cr Fisher Infrastructure, Parks & Gardens – Cr Ellis
Source:	Community Services / Community Development
A/General Manager:	Linda Quinn
Index Reference:	Community Planning

Purpose

The purpose of this report is to present the Social Infrastructure Plan (SIP) 2014–2031 for Council's endorsement. A copy of the Social Infrastructure Plan 2014-2031 Executive Summary is presented as Appendix 2 to this report.

Summary

- The Social Infrastructure Plan 2014–2031 (SIP), provides a framework for planning and delivery of social infrastructure – the formal and informal places and spaces providing physical resources that are used substantially for community activities and services.
- The SIP consolidates existing strategic infrastructure planning documents in one place and provides a blueprint for investment to 2031.
- The social infrastructure plan has been completed at 'a moment in time' and recognises the need to be flexible and adapt to changing needs.
- Changes in Government Policy and direction have been considered and reflected.
- In developing the SIP, over 80 Council plans and strategies were considered as part of the literature review.
- The SIP is a collaborative planning tool that provides one agreed strategic, integrated and transparent plan for infrastructure investment based on a strong, evidence based approach.
- Council has 487 community buildings with an estimated capital replacement cost of \$386m.
- Council has made significant contributions to investment in community infrastructure over the past 10 years with projects such as Ocean Grove Community Hub, Grovedale Community Hub, Waurin Ponds Library, Boorai Child and Family Centre, Lara Library, Norlane Child and Family Hub, and Leopold Hub.
- City Plan 2013–2017 identified \$44.8m in the 2014/15 Capital program to be spent on community buildings and \$13.52m on Leisure Infrastructure, with a further \$30.3m identified in 2015/16 Capital program. These investments support Council's commitment to the provision of infrastructure to meet the needs of the community.
- Council's maintenance budget for community infrastructure is \$300,000 per annum (or \$1,587 per building per annum).
- The SIP will provide the foundation of future planning needs to meet a continually changing environment.

- To be able to understand the planning needs at a local and regional level, the SIP breaks down the municipality into 15 planning areas and considers each area within its own right and also within the broader regional context. Demographic data, existing provision, facility condition, fit for purpose needs, growth forecast, benchmarking and community expectations are all areas that have been considered to enable the development of the recommendations.
- Priority project examples in the SIP include:
 - Short term (1–5 years) – investigation of a multi-purpose community and cultural hub in the Belmont, Highton, Wandana Heights planning area; a multi-purpose community hub in Portarlington; and the upgrade of the Rosewall Neighbourhood House.
 - Medium term (5–10 years) – integrated children’s centre in Corio West and planning for the future of the Belmont Civic Centre.
 - Long term (10 years plus) – delivery of infrastructure in Armstrong Creek in line with growth; and a multi-purpose stadium in Grovedale/Waurn Ponds.
- Across the municipality the SIP identifies key gaps/needs in the provision of spaces and facilities that offer:
 - Youth activities and services
 - Arts and Cultural spaces and services
 - Multi-purpose meeting and social spaces
 - Respite/day activity.
- The need for a convention centre at a regional level is also well supported.
- The SIP identifies the importance of service planning within Council to assist the outcomes of the SIP.
- The SIP was funded in partnership with State Government Regional Development Victoria.

Cr Fisher moved, Cr Farrell seconded -

That Council:

- 1) endorses the strategic direction of the Social Infrastructure Plan 2014-2031;**
- 2) provides a copy of the Social Infrastructure Plan 2014–2031 to Regional Development Victoria (as joint funding partner).**

Cr Heagney left the meeting room at 8.30pm

Cr Heagney re-entered the meeting room at 8.32

Carried.

Background

Geelong, like many other Australian cities, is experiencing growth, changes in demographic make-up, employment choices, diversity, ageing infrastructure, community expectation and policy changes. The need to be strategic yet responsive in a rapidly changing and diverse environment is crucial to the overall outcomes and wellbeing of our communities.

Social infrastructure plays an important role in supporting strong, vibrant communities through the provision of community meeting spaces, civic halls and multi-purpose activity spaces. Social Infrastructure includes community centres, multi-use facilities, citizen's halls, libraries, neighbourhood houses etc. Council plays a significant role in the planning, development, funding and delivery of social infrastructure to the community.

Council has 487 community facilities with an estimated capital replacement value of \$386m. Being able to plan for, respond to and provide infrastructure in a continually changing environment that is reflective of community needs is crucial to how Council continues to do business and support its vision and objectives.

The need for a Social Infrastructure Plan (SIP) was identified in 2013 in response to the Auditor General's Report, as well as Council's financial sustainability review and service planning needs. The size of the municipality and the pressures of growth have created many critical needs and opportunities, which need to be analysed and prioritised. Subsequently recommendations need to be identified and implemented.

The SIP brings together over 80 strategic plans under one agreed and transparent overarching plan and provides a framework or tool to assist and guide planning, investment and delivery into the future.

The plan uses Bradshaw's (1972) 'taxonomy of social need' as the framework for assessing community needs and enables Council to understand the 'needs' of the community from multiple perspectives. A strong evidence base supports the recommendations within the SIP and is a major step in developing a more coordinated, efficient, sustainable and innovative approach to social infrastructure provision in Geelong.

The SIP project was managed via a Council Project Control Group and Project Working Group, and had a high level of engagement across the organisation and also from a range of key external stakeholders.

A range of models for delivery of infrastructure and services was considered as part of the study. As a result, the recommendations have taken into consideration leading practice models of delivery, in particular community hubs and multi-purpose spaces, which are often district level infrastructure. The hierarchy of infrastructure provision has been considered under the basic model of community facility/space provision which includes:

- Local area level (as a guide usually between 5–10,000 people)
- District level (generally between 20–30,000 people)
- Local Government Area wide (in some cases sub regional or regional level).
The SIP refers to this as regional level.

Given Geelong's role as a Regional Centre in the G21 region, as well as the location of existing regional level facilities, it is expected that future provision of regional facilities/spaces will be located in this area. Such infrastructure is generally planned and funded at state or commonwealth level, usually with local government participation. As such, regional social infrastructure has an important role in resourcing and supporting facilities/spaces and services at district and local level.

The SIP is the first plan of its kind produced by Council, and has been designed to provide a collaborative, integrated, evidence based guide to inform decisions around planning and delivery of Council owned social infrastructure to 2031.

The structure of the SIP has been organised into the following parts:

- Social Infrastructure Plan – summarises Volume 1 and 2
- Volume 1 – Social Infrastructure Planning Framework
- Volume 2 – Social Infrastructure Needs Assessment
- Appendices Volume 1 & 2 (scope, definitions, case studies, demographic data, survey and consultation information).

The SIP provides a tool for Council to lobby, plan, budget and advocate for funding and to guide planning decisions and needs.

Discussion

Geelong, like many other cities world wide, is in the process of transformation as it adapts to globalisation and the new world economy. Most major cities have experienced a growth in service sector and knowledge industry activity, bringing more people (high and low income) to work in the central city areas. Over the past decade, Australian cities have also become increasingly multicultural, attracting students, workers and migrants from all corners of the world. As a community, we are still coming to terms with what these global trends mean for Geelong, and with direct relevance to this study, how to plan most effectively for emerging community needs in a diverse and rapidly changing environment.

Investment in social infrastructure is considered essential for the economic prosperity of a community, and in turn supports healthy, connected, creative and strong communities. Literature suggests that communities that offer opportunities for human development have strong social capital, and act as magnets for investment, growth and economic development. Ensuring Geelong has adequate provision of social infrastructure now and into the future supports the vision and objectives of Council.

‘Social infrastructure is generally understood to mean infrastructure of a communal, human or social nature that is required progressively as a community grows. Social infrastructure provides for both formal and informal places and spaces providing physical resources that are used substantially for community activities and services. Social infrastructure is the sum of both community facilities plus public open space... social infrastructure includes support services and facilities.’ (Armstrong Creek, Social Infrastructure Delivery plan, Social Interagency Infrastructure Delivery Plan – SIIDP p8).

Social infrastructure can also be defined as the structures and facilities that help communities and neighbourhoods to function effectively. Although the definition encompasses both facilities and services, this study is concerned explicitly with facilities being the physical infrastructure needed to be provided. However, understanding the service needs of a community is fundamental to determining the extent of facilities and specific designs required to support the (often diverse) range of services and activities people wish to see provided. The study highlights and recommends further investigations be completed to improve strategic service planning.

Social Infrastructure needs are expressed in different ways. The approach taken for this study is based on Bradshaws (1972) ‘taxonomy of social need’. Bradshaw describes four types of needs:

- Felt need (consultation)
- Expressed need (audit)
- Normative need (demographics)
- Comparative need (benchmarks).

While the SIP has considered the range of 'needs', the overall recommended infrastructure provision might include these 'needs' being provided in one or a select number of facilities.

The method used to guide the development of the SIP can be summarised into the following stages:

1. Situation analysis (normative and expressed needs)
2. Benchmark analysis (establishment of Desired Standards of Service), (comparative need)
3. Vision and guiding principles
4. Targeted consultation with stakeholders, facility managers and service providers (felt need)
5. Undertake needs assessment
6. Recommended social infrastructure provision
7. Verification of needs recommended infrastructure provision
8. Preparation of the social infrastructure plan.

The process of urban development has seen substantial greenfield residential growth take place within the City of Greater Geelong (CoGG), with the creation of new neighbourhoods on the Bellarine Peninsula, Armstrong Creek and Lara. Some infill development has and is still occurring within conventional residential suburbs and the upgrading of existing housing stock continues to occur. CoGG is experiencing consistent and sustained dwelling and population growth. The anticipated growth in the region over the next 15 years will place additional demands on social infrastructure in terms of the need for community facilities/spaces and the social services, activities and programs that operate from those facilities.

The ageing of the population will require suitable support services, health care and a range of community and cultural facilities, particularly places to meet and facilities/spaces that offer cultural, leisure and recreational programs to support healthy ageing. Many of the towns in the CoGG area are popular retirement destinations and the challenge with an ageing population, particularly in regional communities, is the adequacy of services such as planned activity and respite in these locations.

A key consideration for CoGG is planning for young people (ages 5 to 17). It is acknowledged that extensive work has already been undertaken in this space over the past few years through the Geeyoung Project and Geelong Better Youth Services Project. It will be important for CoGG to continue advocating for youth and ensuring appropriate facilities/spaces are provided to meet the needs of this target group.

Geelong is a priority area for humanitarian settlement. It is anticipated that over the next five years, the number of migrants moving to Geelong will double. It will be important for CoGG to continue advocating for cultural awareness and ensure social infrastructure is planned with the Culturally and Linguistically Diverse (CALD) community.

In addition to the initial capital expenditure required to construct new or expand existing community facilities/spaces, there are additional and often significant costs associated with management of community facility/space assets and the recurring operational costs relating to resourcing, staffing and service delivery. It is often the case that planning for new community facilities/spaces fails to take into account the ongoing, recurrent costs associated with providing a facility, space or service, which can have a substantial impact on its long term financial sustainability. The report identifies the need to strengthen service forecasting in line with budget processes.

Given the large geographical area and size of the population of the City of Greater Geelong, the SIP has been based around the development of 15 specific geographic 'planning areas'. These areas are reflective of those used in the Municipal Children's Services Infrastructure Plan. The planning areas provide the basis for provision of requirements within a local level and also inform the needs at a sub regional and regional level.

Implementation Considerations

Each planning area contains a summary table that highlights the additional social infrastructure provision requirements for the next 15 years. The tables highlight recommendations that consist of upgrade, replacement or new facilities/services of projects above \$150,000 required to service the planning area (for Council infrastructure only).

The tables summarise the facilities, what's required, site and funding opportunities, partnership considerations and preferred timing. The suggested timing for the recommended infrastructure provision is based on population triggers, (ie benchmarks applied to population growth) and builds in flexibility for earlier provision if opportunities arise. The social infrastructure plan has been completed at 'a moment in time' and considers changes in State Government policy and potential providers to the market.

In the context of the plan, Council is seen as either lead organisation or facilitator/active partner.

Environmental Implications

The SIP includes a clear focus on the importance of sound environmental design considerations to be incorporated into the development of social infrastructure facilities into the future. Consideration has been given to Council's Asset Management Policy, Sustainable Building Policy, and other relevant documents.

Financial Implications

There are no immediate financial implications arising from this report. A number of projects identified in the short term have already been identified within existing plans documents and budgets. Funding for the implementation of the plan will be sought through a range of funding opportunities and Council's existing budgetary process.

The development of Council's Social Infrastructure Plan 2014–2031 has been a jointly funded project between Council and Regional Development Victoria at a total of \$188,000. Regional Development Victoria has provided funding of \$87,500 and Council \$100,500. The SIP project has been delivered on budget.

The cost of implementation of the recommendations contained within the SIP will be referred for consideration as part of future Council budgets and specific business case proposals. Any projects or service level impacts that may arise from the recommendations in the SIP, if not already funded or identified, will be referred to the budget process and can be used to inform service planning needs.

External sources of funding and alternative financing and procurement measures will also be pursued as and where approved by Council.

The development of the SIP enables key priorities for future funding and expenditure in relation to social infrastructure to be more clearly identified, and to provide support for applications for external funding, based on clear evidence and planning.

Land acquisition budgets for community infrastructure in established areas has been highlighted as an area requiring further investigation.

Policy/Legal/Statutory Implications

The SIP is intended to inform and integrate with Council's strategic and capital planning processes and responsibilities.

The development and endorsement of the SIP strengthens Council's position to attract additional funding and resources for the future, along with establishing a cohesive planning and policy framework for further development and planning of social infrastructure.

Alignment to City Plan

The SIP clearly aligns with the objectives in City Plan as follows:

- Community Wellbeing – connected, creative and strong communities
- Growing Our Economy – facilitate major infrastructure and investment to enable economic growth; a prosperous and innovative Geelong
- Sustainable Built and Natural Environment – support our community to live sustainably; advocate for and promote sustainable design and development
- How We Do Business – lead by advocating and collaborating on issues important to the Greater Geelong Community; informed and engaged community.

Officer Direct or Indirect Interest

No Council officers involved in the preparation of this report are known to have a direct or indirect interest in matters to which this report relates.

Risk Assessment

There are no notable risks associated with this report.

Social Considerations

Social Infrastructure provides many benefits including the bringing together of communities, reducing social isolation, increasing community pride, developing social capital, supporting groups with special needs such as families, people with disabilities and indigenous and culturally diverse people, and improving overall community wellbeing,

Investment in social infrastructure is essential for the economic prosperity of a community. Literature suggests that communities that offer opportunities for human development have strong social capital and act as magnets for investment, growth and economic development. The NHS (National Health Service) London Healthy Urban Development Unit (2008) suggests that 'People want to live in areas that are served by good schools, good health services, high quality open spaces and recreational activities, all in accessible and convenient locations'. One Melbourne or Two? (2013), a report that looks at economic benefits of infrastructure and resources, also found that the provision of infrastructure such as (hospitals, schools, kindergartens) will considerably improve liveability, making these locations more attractive for investment propositions and improve diversity of employment.

The SIP identifies opportunities to provide an improved level of infrastructure and services across the municipality.

Human Rights Charter

Human rights have been considered in the development of this report particularly in relation to cultural rights, the right to take part in public life, recognition and equality before the law and the right to protection of families and children.

Consultation and Communication

The development of the SIP has been a collaborative effort of a number of major stakeholders and has been delivered in partnership with Regional Development Victoria.

The project has been well supported by Council's Integrated Infrastructure Planning Group and was delivered using the following project governance structure:

- Project Control Group
- Project Working Group
- Project Resource Group
- Project Reference Group

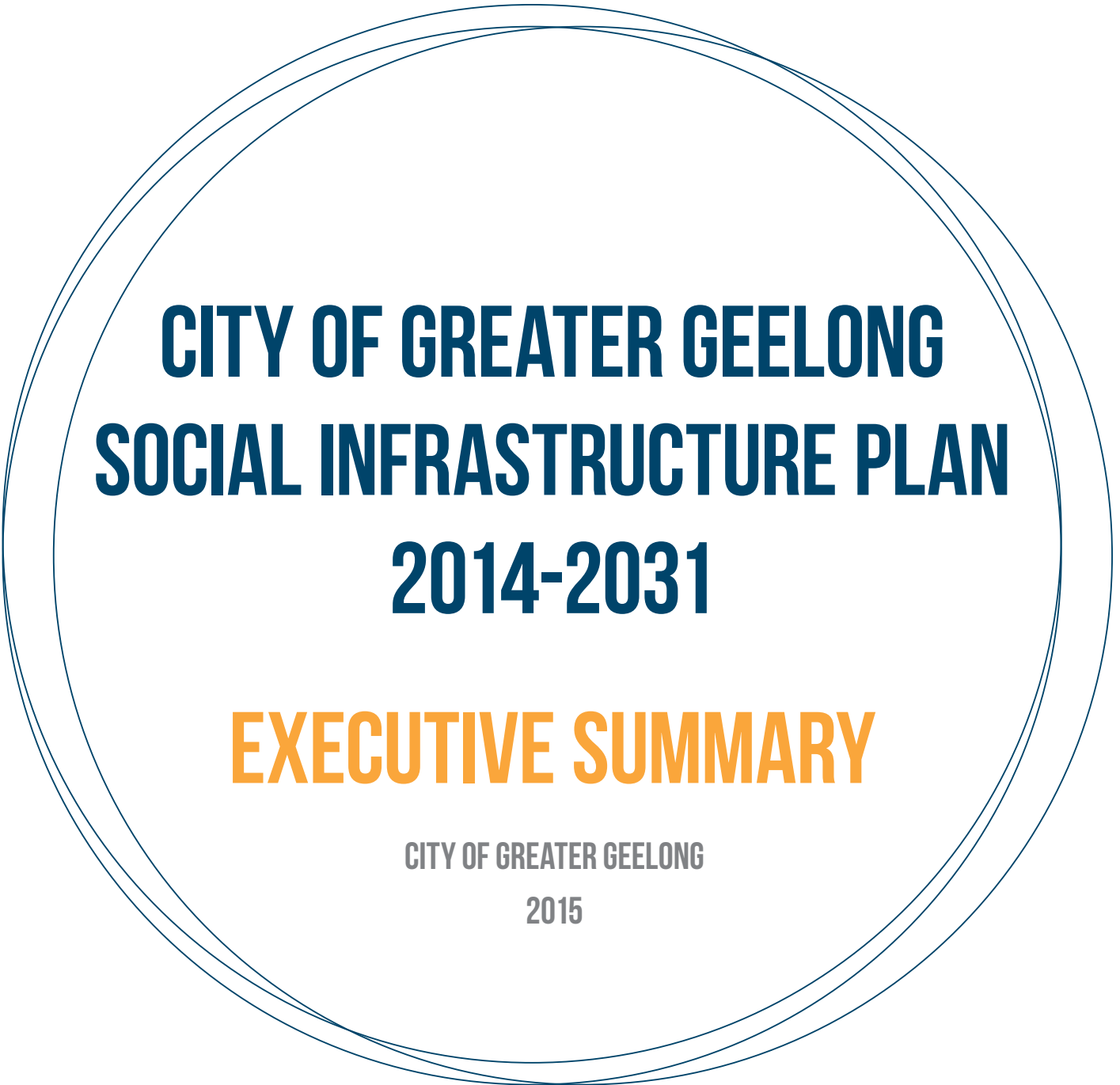
The project considered a range of existing community consultations to inform the background information.

Additional and targeted consultation activities with key stakeholders was undertaken as part of the needs assessment and included one-on-one discussions, workshops, surveys of clubs, facility audits and a verification workshop.

It is anticipated that further targeted consultation will take place with communities when projects have been confirmed and relevant budgets approved.

Council's Community Development Department and Media Department will be responsible for communicating the outcome of this report.

Given the comprehensive nature of the SIP and the continuing need to review and update the content, subject to changing community needs and asset requirements, it is not proposed to release a full copy of the SIP publically. An Executive Summary document (*previously distributed with Briefing papers*) has been produced for public release.



CITY OF GREATER GEELONG SOCIAL INFRASTRUCTURE PLAN 2014-2031

EXECUTIVE SUMMARY

CITY OF GREATER GEELONG
2015

PROJECT BACKGROUND

Cities worldwide, including the City of Greater Geelong (CoGG), are in a process of transformation as they adapt to globalisation and the new world economy. Most major cities have experienced a growth in service sector and knowledge industry activity, bringing more people (high and low income) to work in the central city areas. Over the past decade, Australian cities have also become increasingly multicultural, attracting students, workers and migrants from all corners of the world. As a community, we are still coming to terms with what these global trends mean for CoGG and how to plan most effectively for emerging community needs in a diverse and rapidly changing environment.

The process of urban development has seen substantial greenfield residential growth take place within CoGG, with the creation of new neighbourhoods on the Bellarine Peninsula, Armstrong Creek and Lara. Some infill development has and is still occurring within conventional residential suburbs and the upgrading of existing housing stock continues to occur. CoGG is experiencing consistent and sustained dwelling and population growth. The anticipated growth in the region over the next 15 years will place additional demands on social infrastructure in terms of the need for community facilities/spaces and the social services, activities and programs that operate from those facilities.

Council has 487 community facilities with an estimated capital replacement value of \$386m. Being able to plan for, respond to and provide infrastructure in a continually changing environment that is reflective of community needs is crucial to how Council continues to do business and support its vision and objectives.

THE NEED FOR A SIP & HOW IT WILL BE USED

The need for a **Social Infrastructure Plan** (SIP) was identified in 2013 in response to the Auditor General's Report, as well as Council's financial sustainability review and service planning needs. The size of the municipality and the pressures of growth have created many critical needs and opportunities, which need to be analysed and prioritised.

In 2014, the SIP for the municipality was developed. The SIP is intended to inform and assist the provision and delivery of social infrastructure through planning, partnerships and advocacy advice. It provides direction to CoGG for its role and acknowledges that Council does not have sole responsibility for funding the social infrastructure requirements as identified in the SIP. Importantly, the Plan emphasises the need for Council to partner with a range of stakeholders such as funding bodies to provide the required infrastructure. It is anticipated that the SIP will:

- Provide an evidence based framework and guide for the future planning, provision and investment in Council owned social infrastructure to 2031;
- Enable Council to set priorities and recommendations for future social infrastructure development based on strong evidence and analysis;
- Inform Council's budgeting process and input into Council's 4 year resource plan;
- Provide a strong basis from which to advocate/ lobby state and federal governments for funding, grants etc for social infrastructure;
- Position Council to pursue collaborative partnerships with other levels of government, the private sector and community groups for social infrastructure planning and provision; and
- Enable Council to maximise the benefits from its existing investments in social infrastructure assets.

The SIP is based on desktop research, analysis, and consultation with key stakeholders. Importantly, it brings all of Council's multiple social infrastructure efforts under one agreed and transparent over-arching plan. It provides the evidence base for, and recommends the required provision of social infrastructure for the next 15 years. It is a major step in developing a more coordinated, efficient, sustainable and innovative approach to social infrastructure provision in CoGG.



PROJECT METHOD

Social infrastructure needs are expressed in different ways. In order to generate an accurate understanding of required needs in a community, it is important to consider 'need' from multiple perspectives. The approach taken for the SIP is based on Bradshaw's (1972) 'taxonomy of social need', which provides a framework for assessing community needs. Bradshaw describes four types of need. These are:

- **Felt need (consultation):** what can be inferred about community needs by what members of the community say or feel they need.
- **Expressed need (audit):** what can be inferred about community needs based on observation of current characteristics and patterns of service use (e.g. usage statistics).
- **Normative need (demographics):** what expert opinion, based on research, would identify as community needs (e.g. demographics and social trends).
- **Comparative need (benchmarks):** what can be derived about community needs from examining what has worked successfully in other communities.

It is important to note that identified community 'needs' are different to the overall recommended 'infrastructure provision'. That is, while a considerable number of needs might be identified for a community, these needs might be able to be provided in one or a select number of facilities and through innovative models of delivery.

The method used to guide the development of the SIP can be summarised into the following stages:

Stage 1: Situation Analysis (Normative and Expressed Needs)

This stage established the baseline for the study and included the following key components:

- Review of existing information - more than 80 strategic documents were reviewed which included those that have formally been adopted and those that are considered internal Council working documents, regional and state plans/policies/strategies, and strategic plans from various agencies and organisations.
- Socio-demographic analysis - a socio-demographic analysis was undertaken for the region as well as local catchments in the study area. The analysis provided further insights into understanding the key areas of demand and likely future need.

- Review of existing social infrastructure capacity - an 'inventory' of social infrastructure was compiled to determine the existing infrastructure provided across the region. Existing facilities/spaces have also been mapped in order to provide a good understanding of the location and spread of existing infrastructure.

Stage 2: Benchmark Analysis (Establishment of Desired Standards of Service (DSS)) (Comparative Need)

Using contextual information around social infrastructure provision in similar urban environments and comparable standards for community facilities/spaces in other areas, appropriate Desired Standards of Services (DSS) for CoGG was determined for the purposes of this study. The DSS adopted were based primarily on Council's Sustainable Communities Guidelines (currently under review) and where no benchmarks were provided by the Guidelines, other reliable sources were used. By applying the recommended DSS to the projected population of CoGG and taking existing community facilities/spaces into account, indicative needs for community facilities/spaces were determined for the planning horizon from 2014 to 2031.

It should be noted that the benchmark analysis has not been undertaken for early years infrastructure and sport and recreation infrastructure due to extensive work already undertaken through other recent studies to determine overall needs and recommendations.

Stage 3: Vision and Guiding Principles

A workshop was facilitated with internal Council staff, Project Working Group (PWG) members and other key stakeholders to develop a broad vision for social infrastructure in CoGG. Using contextual information regarding leading practice in social infrastructure planning, including consideration of innovative models of delivery and case study examples, a set of best practice guiding principles for the provision of social infrastructure in CoGG were developed which can be used to inform Councils policy on social infrastructure. The workshop was also used to discuss and confirm guiding principles. The guiding principles were used to assist in determining the best means for the delivery of social infrastructure now and in the future.

Stage 4: Targeted Consultation with Stakeholders, Facility Managers and Service Providers (Felt Need)

The project included targeted consultation and included the following:

- Consultation with internal Council staff to identify key needs and priorities for the community, and the status of strategic reports including actions relevant to future social infrastructure provision.
- Consultation with committees of management and community groups (through online survey and one-on-one interviews) to obtain information on current demand and capacity of existing facilities and services and potential opportunities.
- Consultation with state government agencies, which provided information on social infrastructure gaps and priorities from a State perspective, plus any future plans, funding opportunities and potential partnerships for social infrastructure.

In addition to the targeted informant interviews and online survey undertaken for this study, a review of recent consultation outcomes through other processes has also been reviewed to further inform the analysis.

Stage 5: Undertake Needs Assessment

Bringing all preceding stages together, a needs assessment was undertaken that took into consideration normative, expressed, comparative and felt needs. The needs assessment resulted in identifying preliminary social infrastructure needs for CoGG.

Stage 6: Recommended Social Infrastructure Provision

Using the findings from the needs assessment and taking into account the guiding principles considered applicable to CoGG, need was converted into provision. Provision strategies were developed to provide a framework for determining 'on ground' provision of social infrastructure.

Preliminary recommendations have been made for each planning area (defined on page 6 of this Executive Summary) and takes into consideration identified opportunities, models of delivery and planning principles to provide a framework for determining the 'on the ground' provision of community infrastructure.

The framework used to guide provision strategies and preliminary recommendations for social infrastructure provision takes into consideration Council's Asset Management Policy where the preference is for 'renewal before upgrade or new build'.

Stage 7: Verification of Needs Recommended Infrastructure Provision

As part of the process it was critical to validate the findings of the needs assessment and in particular the preliminary recommendations with internal Council staff. A 'verification and opportunities workshop' with the PWG and Project Reference Group (PRG) was facilitated to verify preliminary recommendations. In addition to the verification and opportunities workshop, Council officers who were not present at the workshop were also given the opportunity to further comment on the preliminary recommendations, post workshop. The final recommendations for social infrastructure provision takes into consideration the discussions and outcomes of the verification and opportunities workshop.

Stage 8: Preparation of the Social Infrastructure Plan

Using the needs assessment as the evidence base, and the resultant recommendations for infrastructure provision, a Social Infrastructure Plan was prepared with the objective being to determine the likely need and provision of infrastructure and services to 2031. The SIP highlights the additional social infrastructure provision requirements (type of infrastructure that should be provided, possible opportunity sites, potential partners, funding opportunities, preferred timing the responsible agency (e.g. for delivery) and CoGG's role in delivery) for each planning area over the next 15 years, including an implementation plan with recommended actions.



WHAT IS SOCIAL INFRASTRUCTURE?

For the purpose of this study the following definition has been adopted:

"Social infrastructure is generally understood to mean infrastructure of a communal, human or social nature that is required progressively as a community grows. Social infrastructure provides for both informal and formal places and spaces providing physical resources that are used substantially for community activities and services. Social Infrastructure is the sum of both community facilities plus public open space...social infrastructure includes support services and facilities."

Source: Armstrong Creek, Social Infrastructure Delivery Plan, Social Interagency Infrastructure Delivery Plan – SIIDP p8

Social infrastructure can also be defined as the structures and facilities that help communities and neighbourhoods to function effectively. These can include:

- Universal facilities and services such as education, health, active open space, recreation and sport, safety and emergency services, religious, arts and cultural facilities, community centres and meeting places;
- Lifecycle targeted facilities and services such as those for older adults, young people and children; and
- Targeted facilities and services for groups with special needs such as families, people with a disability, and indigenous and culturally diverse people.

Although the definition of social infrastructure encompasses both facilities and services, this study is concerned explicitly with facilities being the physical infrastructure that is needed, to be provided in CoGG. Although this study is ultimately concerned with the need to provide physical facilities infrastructure, understanding the service needs of a community is fundamental to determining the extent of facilities and specific designs required to support the (often diverse) range of services and activities that people wish to see provided in a community. Provided it is designed and managed properly, a building can be used to house and deliver any number of services, programs and activities. This study recommends further investigations be carried out to determine service planning requirements.

PROJECT SCOPE

The scope for this study was based on the following assumptions:

- It is important to recognise that within budgetary, time and other constraints of this project it is not possible to assess all forms of social infrastructure within Council's asset portfolio and therefore priority has been given to infrastructure items that are seen as basic level infrastructure needed to support well functioning communities. In addition, the scale size, (catchment level) and financial value (projects less than \$150,000 have been excluded) of the social infrastructure is a factor in determining what is within the scope of the research and the SIP. There are established and robust planning processes that exist for open space, outdoor recreation and pathway provision within Council and it is not the intent of this plan to duplicate that effort. The plan will complement existing processes. In light of the above, the following has been excluded from this study:
 - Outdoor infrastructure items such as playing fields/courts/surfaces (tennis courts, netball courts, etc), playgrounds, boat ramps, skate parks and BMX tracks;
 - Public toilets;
 - Open Space including cycling paths, walking trails, parks, play spaces, active sports reserves; and
 - Public art.
- Primary focus of the study is on Council-owned infrastructure with particular consideration given to the built form (i.e. physical infrastructure), which is consistent with the Sustainable Communities Infrastructure Development Guidelines.
- Given the role and status of CoGG as the regional city, regionally significant social infrastructure has been taken into consideration to ensure the city performs its intended role. Often regionally significant infrastructure is state owned infrastructure and has been included at a broad level where necessary.
- Tourism is an important industry to the region and where there is social infrastructure considered to support/enhance tourism, this has been included.
- Facilities / spaces for which developer contributions may reasonably be requested, having regard to the objectives, scope and provisions of the developer contributions policy.
- Other concurrent studies being undertaken such as the Open Space Strategy and Municipal Children's Services Infrastructure Plan.

The table below summarises the social infrastructure that has been included in this study.

TABLE 1 - Scope of Facilities/Spaces

Category	Facilities / Spaces	Level	Responsibility for Delivery of Facility/ Space
Cultural Facility	Regional Performing Arts/Theatre/Cultural Space	Regional	State Government
	Art Gallery	Regional	Local/State Government
	Convention/Exhibition Space	Regional	Local/State Government
	Museums	Regional/District	Local/State Government
	Civic Space	Regional	Local Government
	Central Library	Regional	Local Government
	Branch Library	District	Local Government
	Arts, Cultural & Heritage Space	District	Local Government
	Neighbourhood/Community Library	Local	Local Government
Education and Training	University	Regional	Federal Government
	TAFE	Regional/District	State Government
	Secondary Schools (Public and Private)	District	State Government/Non-Government sector
	Primary Schools (Public and Private)	Local	State Government/Non-Government sector
	P12 (Public and Private)	District	Non-Government sector
Health, Safety and Emergency Services	Police	District	State Government
	SES	District	State Government
	Country Fire Authority (CFA)	District	State Government
	Ambulance	District	State Government
	Hospital (Public and Private)	Regional	State Government/Non-Government sector
	Community Health	District	State Government/ Non-Government sector
Leisure and Recreation	Regional Sports Facility	Regional	Local/State Government
	Aquatic Space	District	Local Government/Non-Government sector
	Indoor Sport and Recreation Space	District	Local Government/Non-Government sector
	Sporting Clubs/Pavilions	Local	Local Government
Early Years	Maternal and Child Health (Public and Private)	Local	Local Government/Non-Government sector
	Kindergarten/Preschool (Public and Private)	Local	Local Government/Non-Government sector
	Outside of School Hours Care (OSHC)	Local	State Government
	Occasional Care	Local	Local Government/Non-Government sector
	Long day care/Childcare (Public and Private)	Local	Local Government/Non-Government sector
	Integrated Children's Centre/Early Years Centre/ Early Childhood Centres	District	Local Government/Non-Government sector
Targeted Support	Seniors Space	District	Local Government/Non-Government sector
	Youth Space	District	Local Government/Non-Government sector
	Men's Shed	District	Local Government/Non-Government sector
	Day Respite Space (Planned Activity Groups)	District	Non Government Sector
	Aboriginal Service Space	District	Non Government Sector
	Migrant Service Space	District	Non Government Sector
Community Centres and Spaces	Multipurpose Community Space	District	Local Government/ Non-Government sector
	Neighbourhood House/Community Space	Local	Local Government/ Non-Government sector
	Community Meeting Rooms/Halls	Local	Local Government/ Non-Government sector
	Community Gardens	Local	Non-Government sector/ Local Government
Tourism Facilities	Tourist Information Space	District	Local Government

GEELONG MUNICIPALITY IN CONTEXT

The CoGG is located about 75 kilometres from Melbourne CBD and is part of the G21 region. The G21 region comprises five municipalities including, Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast. Geelong is the main population and employment centre of the G21 region. In addition to this, the CoGG is considered to be Victoria's largest regional centre. The region is a diverse environment comprising a combination of country, coastal and urban communities.

To understand the planning needs at a local and regional level, the SIP breaks down the municipality into 15 planning areas and considers each area within its own right and also within the broader regional context (refer to Figure 1, page 7 of this Executive Summary). Demographic data, existing provision, facility condition, fit for purpose needs, growth forecast, benchmarking and community expectations are all factors that have been considered to enable the development of the recommendations. The 15 local planning catchments include the following areas:

- Planning Area 1 – Armstrong Creek
- Planning Area 2 – Ocean Grove, Barwon Heads, Point Lonsdale, Wallington
- Planning Area 3 – Drysdale, Clifton Springs
- Planning Area 4 – Portarlington, St Leonards, Indented Head
- Planning Area 5 – Leopold
- Planning Area 6 – Moolap, Newcomb, Whittington, Breakwater, St Albans Park
- Planning Area 7 – Grovedale, Waurin Ponds
- Planning Area 8 – Belmont, Highton, Wandana Heights
- Planning Area 9 – Geelong, South Geelong, East Geelong
- Planning Area 10 – Geelong West, Newtown, Manifold Heights
- Planning Area 11 – Bell Park, Bell Post Hill, Geelong North
- Planning Area 12 – Hamlyn Heights, Herne Hill, Fyansford
- Planning Area 13 – Corio, North Shore, Norlane
- Planning Area 14 – Lara
- Planning Area 15 – Anakie, Lovely Banks

It should be noted that at the time of this study, Council was in the process of changing some of the planning area boundaries. It is anticipated that the implications of these changes will be minor to this study. It is recommended that this report be reviewed in light of changes once these are finalised as part of the two year minor review process.

Planning Area 3 and Planning Area 2 boundaries slightly differs to the original boundaries as adopted in the Municipal Children's Services Infrastructure Plan. Planning Area 3 now includes the pocket to the North-East, which was originally included as part of Planning Area 2. It was determined that the pocket to the North-East should be included in Planning Area 3 rather than part of Planning Area 2. The impact of this change is considered minimal to the overall findings and recommendations as a result of this study.

The following characteristics and trends will have implications for social infrastructure planning in CoGG:

Future population growth – The population of CoGG is expected to grow from around 225,000 in 2014, to nearly 300,000 by 2031. The population may increase by almost 73,000 people between 2014 and 2031, or an average annual growth rate of 1.7%. A significant proportion (around one third) of this growth is expected in Planning Area 1 - Armstrong Creek. Based on current and expected future population growth, Greater Geelong will need to continue to play a key role as an administrative, employment and services centre for the G21 region and will continue to be the main office hub for government agencies and human services in the region.

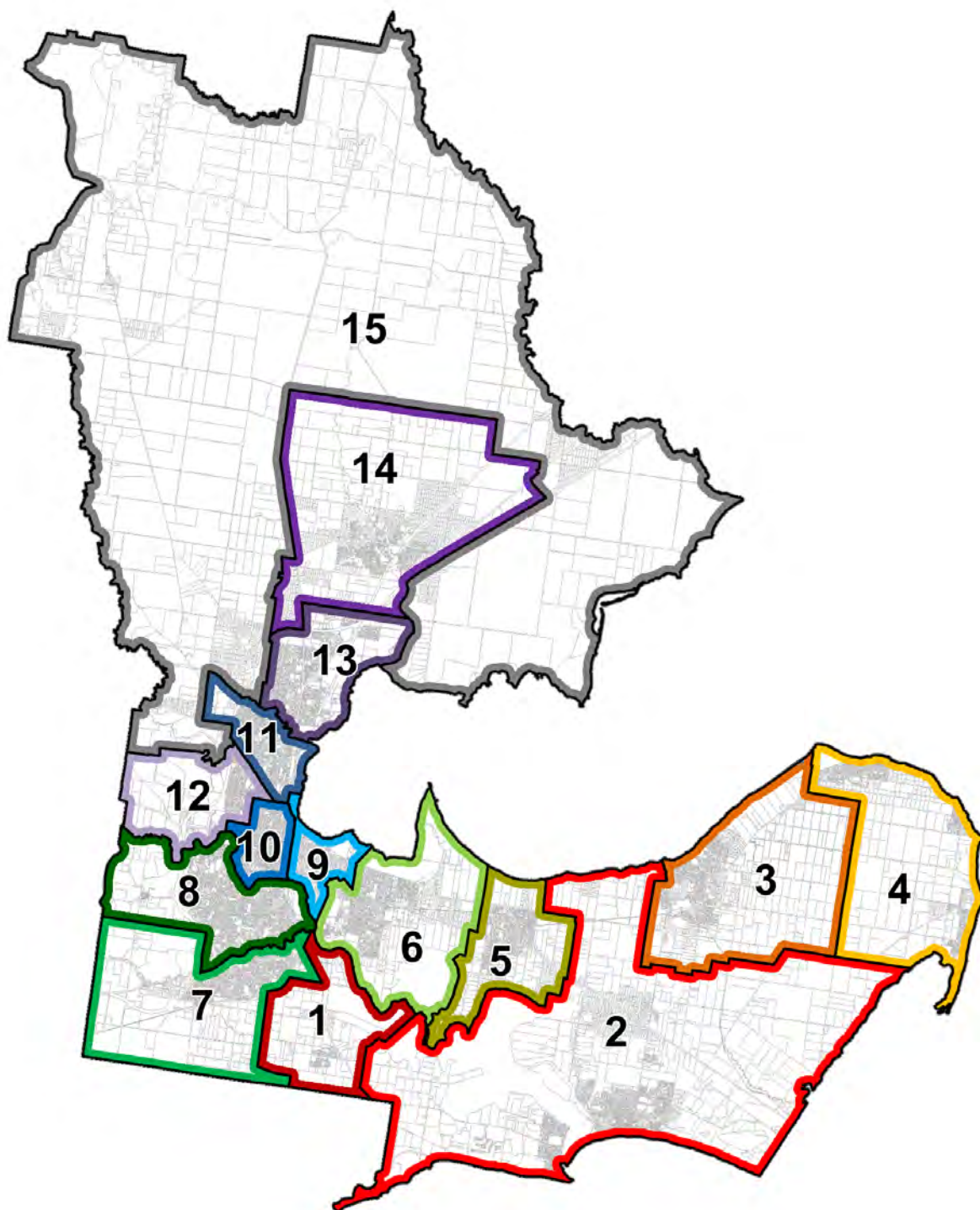
Population ageing – The proportion of CoGG population 65 years of age and older is expected to increase from 17% in 2011 to 19% in 2031 (ID 2014). Planning areas where the proportion of older people (65+) may be greater than 20% in 2031 are around the Bellarine Peninsula and on the eastern and southwestern outskirts of Geelong. The trend towards an ageing population will place stress on current aged care, general and specialist health, and other related social services.

High proportion of families with children – Across the municipality there is a large presence of households comprising families with children (28%). Consistent with large greenfield developments, Armstrong Creek is expected to have 36% of all households as families with children by 2031. The result is likely to be an increased requirement for appropriate children's and family services in these areas.

High level of cultural diversity in some parts of Geelong – Compared to regional Victoria, CoGG has a higher proportion of people born overseas – 16% for CoGG, compared to 11% for regional Victoria. And of the population born overseas, a higher proportion speak a language other than English at home – 43% for CoGG, compared to 36% for regional Victoria. The high cultural diversity within the region indicates the need for culturally-inclusive and responsive services in addition to mainstream human services.

SEIFA Index of Relative Socio-Economic Disadvantage – According to SEIFA data, there were areas of significant socio-economic disadvantage in Planning Areas 11, 13, 6 and 4 in 2011. Communities that exhibit high levels of socio-economic disadvantage should be prioritised in regards to service delivery with a focus on overcoming disadvantage.

FIGURE 1 - Planning Areas



VISION FOR SOCIAL INFRASTRUCTURE

A vision workshop was held with internal CoGG staff (Project Working Group) from a range of departments as well as representatives from Regional Development Victoria. The purpose of the Vision Workshop was to establish a vision for social infrastructure in CoGG. The following vision statements have been developed.

In 2031, Social Infrastructure in Greater Geelong is...

1. Well designed and inspiring. Future development and renewal of social infrastructure will be designed to a high standard, created to be sustainably designed, healthy, welcoming, beautiful facilities that are distinctive of Geelong and unique in character.

2. Planned to be flexible, versatile and innovative to match changing needs over time. Social infrastructure in CoGG will be responsive to new and future technology and have the ability to evolve as needs change overtime. Facilities/spaces will be flexible and adaptable spaces and planned/delivered in partnerships.

3. Well managed and provides a focal point to enhance community identity. Social infrastructure in CoGG is inclusive and designed for all ages and abilities. Social infrastructure is seen as central for community activity and places for people to meet and connect. Strong governance structures are in place to ensure ongoing viability.

4. Existing facilities/space will be maximised and will complement new facilities/spaces. Social infrastructure provides a community benefit and place-based responses will ensure that facilities and services are responsive to community needs.

5. Well located and connected to the community it serves. Planning social infrastructure to maximise community participation means locating close to public transport and walking/cycling networks. Locating social infrastructure in key activity centres for visibility will play an important part in activating spaces within centres. New facilities should be integrated with surrounding land uses such as open space and recreation, complement existing uses and aim to activate spaces.



Photo Sources:
AGB Engineering

PLANNING PRINCIPLES

Through the background review, models of delivery and case study analysis, a number of guiding principles have emerged for CoGG. Draft principles were further discussed at the Vision Workshop and participants provided feedback and input into the recommended principles summarised below. It is recommended that the identified principles inform and underpin the planning and provision of social infrastructure in CoGG where possible. These principles will be used to consolidate social infrastructure requirements for the region.

TABLE 2 - Social Infrastructure Principles

Guiding Principles	
General Principles	
P1	Build social capital
P2	Actively engage in partnerships with the private and public sector and the community to deliver affordable and accessible community facilities
P3	Child-friendly and age-friendly communities
P4	Culturally appropriate facilities\spaces
P5	Place-based funding models
P6	Adequately resourced and managed
Planning Principles	
P7	Maximising usage of existing community facilities\spaces and maximising access to existing services through planning for place
P8	Planning for place
P9	Shared use of community infrastructure
P10	Integrated service delivery
P11	Planning for growth areas
Design Principles	
P12	Developing flexible, multi-purpose community facilities\spaces which can incorporate a range of commercial and community services and change over time as the community matures
P13	Create adaptable community facilities\spaces appropriate to the level of service demanded
P14	Inspiring and high quality design outcomes for community facilities\spaces
P15	Supporting innovation
P16	Access, inclusion and universal design
P17	Safe and healthy design
P18	Technologically responsive
P19	Environmentally sustainable
Location Principles	
P20	Locating community facilities\spaces as part of a functional major centre with public transport, bike and walking path access
P21	Integration of community facilities\spaces with recreation and leisure (indoors and outdoors), where complementary
P22	Land capability and site characteristics

MODELS OF DELIVERY

The following models of delivery for facilities/spaces have been identified as relevant to CoGG. Recommendations as a result of this study have taken into consideration leading practice models of delivery, in particular, community hubs and multipurpose spaces which are often district level infrastructure. One of the principles identified for social infrastructure is providing flexible multipurpose spaces that can adapt overtime. In many cases, it is not feasible or appropriate to provide stand-alone community facilities/spaces for the exclusive use of specific community or socio-demographic groups.

Community Hubs and Precincts

The community hub and precinct concept has been around for a number of years and increasingly, governments and communities are realising the benefits of co-locating and integrating services and facilities/spaces through creation of hubs and precincts. A community hub is essentially a multipurpose building catering for a wide range of needs. The primary objectives of community hubs are service coordination and delivery, place making, community building and access for activities, programs, and services to address social needs. The hub concept can be considered as an efficient and effective, sustainable model.

Community precincts are areas where a number of facilities/spaces are co-located. They can include a variety of uses (including residential, retail and commercial) that attract different groups of people at different times of the day for a variety of purposes and meet a wide range of community needs and support community strengths. To make these precincts work more effectively, dedicated community development is required to establish programs, support community groups and networks, and link groups and programs with existing facilities/spaces. This could be achieved through implementing a planning for place approach and dedicated place manager or team.

Integrated Service Delivery

Integrated service delivery encompasses a range of practices and models, including intergovernmental collaboration and the co-location of services. Practices and models range from strong collaboration among agencies with the agencies remaining 'intact' and retaining specialist roles through to fully-integrated models with integrated governance, administration and practice. The main benefits of integrated service delivery include the ability to provide a greater number of services based on the needs of the community, and better coordination of services, through effective collaboration. There are three

recognised models of integrated service delivery:

1. **A 'one-stop shop':** a centre, often purpose built, with a comprehensive range of core and additional services.
2. **A 'hub and spoke' or core services hub:** a central core of service delivery situated in a physical location that links with services in other locations.
3. **A 'virtual integration' model:** that builds and relies on strong networks between services.

A good example of integrated service delivery is the recently developed Ocean Grove Integrated Children's Centre. The Centre is described as a 'one stop shop for early childhood development and education'. Integrated service delivery at one location is an example of a community hub.

Shared use of Facilities (e.g. schools)

Schools are critical social infrastructure, providing not just education and learning facilities, but vital local employment and community building opportunities within their local communities. How schools are built and managed is changing. In the United Kingdom schools are being reshaped as hubs for community services supporting a wide range of activities and services. In the State of Victoria schools are being opened up for shared community use in partnership with local communities. Some non-Government schools provide a range of services in proximity to or within the school site including recreation programs and social support. In Victoria the State Government supports this notion through its *A Guide to Governing Shared Community Facilities*. However, it is acknowledged that often there are difficulties and challenges with accessing school infrastructure during school hours.

At the local level, a review of the Draft Sustainable Sport Strategy has identified shared use of club facilities/spaces as a recommended principle which may involve incentives for clubs that make their facilities/spaces available to community groups.

Public Private Partnerships

Where they have been successful, public private partnerships can be effective in reducing duplication and maximising facility use. Public private partnerships involve the public sector providing incentives for private sector investment in the delivery of community infrastructure. Schools are one example of public private partnerships where education providers offer collocation of education services and the sharing of facilities/spaces. Development incentives and agreements is another form of public private partnership which can be used to encourage private contributions for social infrastructure on government owned land.

Mixed Use Development

Mixed land use development encourages compatible uses to be located in a central location. In addition, the mixed use building model offers the opportunity for residential and other uses to be used to help to subsidise or support the capital and/or operational costs of a community facility/space. The range of activities in the development has the added benefit of encouraging social interaction as people are able to meet and also undertake a range of activities in the same place.

Recent work undertaken by Healthy Together Geelong found that with regard to the relationship between health outcomes and built form of each suburb and township, there is evidence of an association between higher density and higher levels of mixed use of the built environment and higher levels of physical activity, walking and active transport.

Vertical integration of community facility/space with residential, retail and other uses within the one building is an important model and one that is very suited to infill development in established areas. The use of community facilities/space as positive, active and vibrant community hubs positions them well to act as the active ground floor use of a mixed use building.

Commercial Ventures

In the past, community facilities/spaces have often operated on a not for profit basis and relied on grants and revenue, for example from hiring space, to maintain on-going operational costs. The issue with this is that often tenants are small community groups (i.e. arts group) who have limited capacity to pay and therefore revenues collected fall short of what is actually required to make cost recovery. Community facilities/spaces are now being designed to include commercial spaces, such as cafes and function space as a means to off-set on-going cost.

Non-Government Provision

Recently and increasingly, the for-profit sector has expanded into areas of service provision that had traditionally been provided by the not for profit or Government sectors. Two examples of this are child care and aged care. These are the social infrastructure facility and service types that have seen most for-profit growth in the last two decades across Australia. This trend is likely to continue and also to see expansion of the for-profit sector to other social infrastructure types as the Government and not for profit sectors are challenged to continue to meet community needs.

Information and Communication Technologies

Information and Communication Technologies (ICT) are becoming increasingly effective in delivering social infrastructure, providing access to education and training, health and community development. The role of ICT in facilitating integrated approaches and cost-effective solutions is expanding, and is particularly important in non-metropolitan areas where distance impedes access. The national broadband network, in whatever capacity it is rolled out, will have a significant impact and role in regional communities.

ICT also has an impact on how communities, businesses, government agencies, organisations and groups interact, and therefore on the development of social capital. Libraries play particularly strong roles in providing public access to the wealth of information and services available on the Internet. This role is often also fulfilled in many community and youth centres.

State and local governments are currently constrained in the range of actions available to them to influence investment in telecommunications infrastructure. While there are no comparative rates of provision for provision of ICT, considerations for social infrastructure planning include:

- Ensuring all residents have access to the internet through either private or public access;
- Exploring technologies that allow provision of community information and access to government and community services;
- Programming (e.g. regular local news bulletins and computer training) to ensure local ICT networks support personal and community development; and
- Providing free wifi access in public places and spaces.

SOCIAL INFRASTRUCTURE CHALLENGES & OPPORTUNITIES FOR COGG

The following have been identified as social infrastructure challenges and opportunities for CoGG.

- **Ageing Infrastructure and Challenges around Asset Replacement and Renewal** - Local Councils in Victoria are the custodians of infrastructure and other assets on behalf of their communities. Ageing infrastructure is an issue that is currently faced by many local government authorities around Victoria including CoGG which has a capital replacement value of over \$386M. Coupled with the challenges of scarcity of resources and increasing costs, Councils face challenges in managing their infrastructure and other assets as a result of issues such as increasing community expectations, development growth, population drift (especially to coastal areas), replacement of ageing infrastructure, new legislative requirements and the growing demands of an ageing population.
- **Scarcity of Land** - An important principle in planning for social infrastructure is to safeguard land for the future provision of social infrastructure ahead of development occurring, so that community facilities/spaces can be made available at such time as the demand for the facility/space is generated. The inherent challenge in this is competition for limited land from alternative land uses. In addition to this, the cost of purchasing land in established urban areas can often be quite costly. With this in mind there is an opportunity for Council to set aside money for the purchase of community land, similar to other land reserve budgets.
- **Planning for Place Framework** - CoGG is one of the largest municipalities in Victoria in terms of geographic area and population size. It includes urban, rural and coastal areas supporting diverse communities. A key challenge is competition for the same resources to address community needs on a number of different fronts. In addition to this, it has been recognised that CoGG has a significant portfolio of assets, some of which are underutilised, in poor condition or not fit for purpose. In some cases these challenges can be resolved through better coordination of resources and effort. Adopting a planning for place approach to minimise the impact of resource constraints, and to assist in maintaining the individuality and identity of town sites in geographically large local governments such as CoGG is a key recommendation of this report.
- **Planning Challenges for Arts and Culture** - Expectations within the community regarding Council's provision of arts resources and programs has dramatically changed over the previous 15 years, and Geelong is lagging behind international trends in this area. It is critical that Council plan for a response to the growing community demand for arts, culture and heritage resources. This includes dedicated arts spaces that are able to accommodate diverse mixed cultural uses: heritage displays, rehearsal and performance, multi-arts or multi-media outcomes, visual art-making, design, photography, exhibitions, etc. and the cultural expertise to enable these spaces. It should be noted that at the time of this study a new *Arts, Culture & Heritage Strategy* was currently under development. Once completed the Strategy will have some implications on the SIP, which will need to be reviewed in light of the Strategy.
- **Provision of Social Infrastructure in Established Areas** - The provision of new social infrastructure in infill areas will be heavily influenced by the infrastructure that already exists around them. This is due primarily to the limited land availability in established areas and where land may be available, the price would be excessive. Redevelopment and adaptive reuse/re-purposing of existing facilities/spaces in this regard are preferred. Research shows that trends in social infrastructure provision in established areas focus on flexible, multipurpose, community hubs. These would be centrally located with good access to a range of transport modes. This study supports this research and recommends district level multipurpose community hubs that are capable of adapting to changing community needs.
- **Existing Gaps in Social Infrastructure Provision** - Through the study it was identified that there are a number of gaps including limited day respite centres (planned activity groups), youth facilities/spaces and arts and cultural facilities/spaces across the municipality.
- **Funding Mechanisms for Social Infrastructure** - Although funding of social infrastructure has historically been the domain of State and Local Government, there is an increasing trend across Australia to utilise user pays and other innovative funding means to better align facility/space provision with community need. The responsibility of providing and funding community infrastructure rests with a large number of players.

- **Consideration for Operational Governance** - In addition to the initial capital expenditure required to construct new or expand existing facilities/spaces, there are additional and often significant costs associated with management of community facility/space assets (such as general upkeep, building maintenance and repairs) and the recurring operational costs relating to resourcing, staffing and service delivery. It is often the case that planning for new community facilities/spaces fails to take into account the ongoing, recurrent costs associated with providing a facility, space or service, which can have a substantial impact on its long term financial sustainability. In addition to this, there is often not enough consideration towards the ongoing management and operational governance of a facility. New models of governance for shared space will require further consideration.
- **Economic Benefits of Social Infrastructure** - Investment in social infrastructure is essential for the economic prosperity of a community. Literature suggests that communities that offer opportunities for human development have strong social capital, and act as magnets for investment, growth and economic development. A recent study, *Building Knowledge for Library Advocacy (2011)*, found that the Geelong region's libraries generate \$7.46 economic benefit and \$4.23 economic activity for every dollar invested in libraries. A 2012 Neighbourhood House Association Survey Report found that on average Neighbourhood Houses delivers 173% on its funding and raises \$5.29 for every \$1 invested by the Neighbourhood House Coordination program (further work is currently being undertaken to identify savings to government in other areas such as health, family violence, mental health, physical health). *One Melbourne or Two? (2013)*, a report that looks at economic benefits of infrastructure and resources also found that the provision of infrastructure such as (hospitals, schools, kindergarten) will considerably improve liveability, making the locations more attractive investment propositions and improve diversity of employment.

PROJECTS AND RECOMMENDATIONS

For each planning area, the additional social infrastructure provision requirements over the next 15 years have been identified. The framework used to guide recommendations for social infrastructure provision takes into consideration Council's Asset Management Policy where the preference is for 'renewal before upgrade or new build'. Recommendations have been grouped as one of the following project types:

- **Enhance Use of Existing** – this refers to opportunities identified in existing facilities/spaces that can cater for additional use.
- **Renewal** – minor fit outs and refurbishment (such as kitchen upgrades etc) to existing facilities/spaces.
- **Upgrade** – major expansion and redevelopment of existing facilities/spaces.
- **Replacement** – The complete replacement of an asset that has reached the end of its life, so as to provide a similar or agreed alternative, level of service.
- **New** – the development of a new facility.
- **Further Investigation** – there are some needs that require further investigations to determine appropriate solutions for addressing identified needs.

In addition to identifying the type of project, recommendations also include possible opportunity sites, potential partners, funding opportunities, preferred timing, the responsible agency (e.g. for delivery) and CoGG's role in delivery. CoGG is a leader and key stakeholder in planning for social infrastructure. In the context of the SIP, CoGG is seen as either a 'lead' or 'facilitator/active partner':

- **Lead** – CoGG has an active role in delivering infrastructure item, working in partnership with a range of stakeholders.
- **Facilitator/Active Partner** – CoGG is a conduit for information and resources as well as having an advocacy role to help facilitate the delivery of infrastructure items.

The suggested indicative time frames for recommendations (projects) provides a deadline to meet community needs, while building in flexibility for earlier provision if opportunities for delivery arise before a facility/space may actually be required. Recommendations have been categorised as short term, medium term and long term.

MONITORING AND REVIEW

In order to ensure the desired outcomes and actions proposed in the City of Greater Geelong Social Infrastructure Plan are met, evaluation and monitoring will need to be undertaken. This will allow CoGG to continually monitor progress, be responsive to legislative change, incorporate any new potential partners and/or opportunities as they arise and generally remain contemporary.

Ideally, monitoring will be undertaken within an ongoing cycle—planning, delivering, monitoring, review or evaluation, and renewed planning. The challenge is to ensure that common objectives, information protocols and processes are established to ensure that monitoring is an integral part of delivery and facility management.

Regular monitoring of the strategy will enable the Project Partners and stakeholders to:

- Keep track of progress towards achieving overall outcomes of the SIP;
- Respond to any changes to policy or legislative environment in line with Federal and State Governments' objectives, which may include new funding opportunities;
- Maintain alignment with contemporary leading practice;
- Monitor success/effectiveness and relevance to the community; and
- Where partnerships are developed to deliver community infrastructure, effectiveness in terms of both shared and individual (agency) goals.

It has been recommended that a minor review be undertaken in the first two years of the SIP's adoption, with a major review within five years of adoption. Thereafter, the report should be updated on a five yearly cycle to coincide with the release of census data.





6. ESTABLISHMENT OF THE KARREENGA ABORIGINAL ADVISORY COMMITTEE

Portfolio:	Aboriginal Affairs - Cr E Kontelj
Source:	Community Services –Community Development
A/General Manager:	Linda Quinn
Index Reference:	Subject: Australian Aboriginal & Indigenous Matters

Purpose

The purpose of the Report is to seek Councils support for the establishment of the Karreenga Aboriginal Advisory Committee and adopt the Terms of Reference.

Summary

- Council adopted the Karreenga Aboriginal Action Plan 2014–2017 at its meeting on 27 May 2014.
- Establishment of the Committee is one of the key actions identified in the Karreenga Aboriginal Action Plan.
- The Karreenga Aboriginal Advisory Committee will provide opportunities to increase organisational and community cultural awareness.
- The purpose of the Committee is to provide a structure for on-going conversation and consultation between the Aboriginal community and the City of Greater Geelong across a broad range of areas such as health, housing, legal, sport, recreation, employment, culture, heritage, environment, training and childcare.
- The committee will assist Council to identify its on going role in regards to aspirations of and issues affecting local Aboriginal Australians.
- The Committee will have a Chairperson and Co-Chairperson and will comprise of 11 voting members including:
 - Portfolio Councillor (Chair)
 - General Manager Community Services
 - Representatives from Wathaurong and Wathaurung (as per the Statement of Intent partners and also as Co-chair rotated on an annual basis)
 - Aboriginal residents residing in Geelong
 - Non Aboriginal resident or a member from diverse community
 - Members from organisations across Geelong

Cr E Kontelj moved, Cr Harwood seconded -

That Council endorse the establishment of the Karreenga Aboriginal Advisory Committee and approve the Terms of Reference.

Carried.

Background

In 2014 Council adopted the Karreenga Aboriginal Action Plan 2014-2017. Council received a further report in May 2015 detailing outcomes achieved during the first 12 months of implementation of the plan.

A key action of the plan is the establishment of the Karreenga Aboriginal Advisory Committee, which sits under Action 1, Cultural Recognition and Respect.

Discussion

One of the key actions identified in the Karreenga Aboriginal Action Plan is the establishment of the Karreenga Aboriginal Advisory Committee (Advisory Committee). Discussions have been held with Aboriginal organisations, individuals and community groups to agree the composition of the Advisory Committee and to develop the draft Terms of Reference, (see Appendix 1).

The establishment of the Advisory Committee will provide Council with information and advice regarding issues pertinent to the Wadawurrung people and issues pertaining to social justice for Aboriginal Australians.

To achieve this, the Advisory Committee members commit to effective communication, consultation, information sharing and two-way feedback. Actions and deliberations of the Advisory Committee will be shared with their relevant organisations and priorities will be brought to the attention of the Advisory Committee. The Advisory Committee will meet twice a year.

Environmental Implications

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

Financial Implications

Council has committed \$12,000 in the 2015/2016 annual budget to support implementation of the Karreenga Action Plan.

Policy/Legal/Statutory Implications

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

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

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

The Aboriginal Action Plan is also aligned in the local context to the Geelong Public Health and Wellbeing Plan 2013-2017.

A key Goal of the Local Government Reform Agenda 2015 is to “*Implement an Aboriginal Local Government Action Plan*”. The Karreenga Aboriginal Action Plan demonstrates best practice in engagement with the Aboriginal community and supports the State’s reform agenda.

Alignment to City Plan

The Karreenga Aboriginal Action Plan aligns with Council’s City Plan 2013/2017 (2015/16 Update) under Strategic Directions, Community Wellbeing, a key Priority: is *Lead by Advocating and Collaborating on Issues Important to the Greater Geelong Community*.

Officer Direct or Indirect Interest

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

Risk Assessment

The Karreenga Aboriginal Action Plan 2014–2017 outlines shared directions and priorities for the future. Any future opportunities will be subject to Council reports following consideration and research of funding and partnership opportunities.

Social Considerations

The City is committed to delivering the Karreenga Aboriginal Action Plan and working with Aboriginal communities and other stakeholders towards working together in partnerships to achieve great things for Aboriginal communities.

Human Rights Charter

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

Consultation and Communication

Council's Community Development Department will provide the administrative and general support for the operation of the Committee.

COMMITTEE TERMS OF REFERENCE

The Karreenga Aboriginal Advisory Committee	Document No:	CTR300.3
	Approval Date:	
	Approved By:	
	Review Date:	2017
Responsible Officer: General Manager Community Services		
	Version No:	Version 03
Authorising Officer: Chief Executive Officer		

1. PREAMBLE

1.1 Acknowledgment

Welcome to the land of the Wadawurrung people, the Traditional Owners of this land.

1.2 Words for Acknowledgement to Country:

Council acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

2. OBJECTIVES

The purpose of the Karreenga Aboriginal Advisory Committee ("Advisory Committee") is to:

2.1 Provide a structure for on-going conversation between the Aboriginal community and City of Greater Geelong across a broad range of topics such as health, housing, legal, sport, recreation, employment, culture, heritage, environment, training and childcare.

2.2 Provide Council with information and advice regarding issues pertinent to the Wadawurrung people and issues pertaining to social justice for Aboriginal Australians.

2.3 Assist Council to identify its on-going role in regards to aspirations of and issues affecting local Aboriginal Australians.

3. ROLES AND RESPONSIBILITIES

In order to achieve the above objectives, the Advisory Committee members commit to the following roles and responsibilities:

- Enable effective communication, consultation and information sharing between the Aboriginal community and the City of Greater Geelong;
- Undertake a two way feedback, sharing and promoting the actions and deliberations of the Advisory Committee with their relevant organisations and bringing priorities to the attention of the Advisory Committee.

- Provide advice to Council on Aboriginal Australian community issues and aspirations;
- Increase Aboriginal community participation in municipal affairs;
- Support processes that engage community members and build relationships;
- Build cross government working arrangements, relationships and joint approaches.
- Build on and support local actions being undertaken by other members of the Advisory Committee; and
- Identify challenges to the implementation of the Action Plan.

3.1 Chairperson Duties And Responsibilities

- Formally declare the meeting open, after ascertaining that a quorum is present, welcome guest speakers and other visitors.
- Preside over and facilitate the meeting, and to conduct it impartially and according to the Terms of Reference to ensure the smooth passage of business.
- Ensure that debates are conducted in the correct manner.
- Declare the results of all votes.
- Adjourn (when so resolved) or formally declare the meeting closed when all business has been concluded.

3.2 Co-Chair Duties And Responsibilities

The Statement of Intent partners (as referenced in Section 5.1) will elect a Co-chair and this will be rotated on an annual basis. Co-Chair will;

- Have the same roles and responsibilities as per 3.1 above, to act as a Chair when the Chair is not present at the meeting.
- Chair every alternative meeting of the Advisory Committee.
- At the direction of the Committee, the Co-Chair, chair/facilitate a working group.

4. DEFINITIONS

CoGG – City of Greater Geelong

Karreenga - means “to grow”

The Action Plan – The Karreenga Aboriginal Action Plan 2014 – 2017.

Wathaurong Aboriginal Co-operative (WAC) – provides culturally secure services to the Aboriginal community in Geelong

Wathaurung Aboriginal Corporation – Registered Aboriginal party under the Aboriginal Heritage Act 2006.

5. TERMS OF REFERENCE

5.1 Constituency of the Committee

The Advisory Committee will consist of 11 voting members including Council representatives.

Section 3 (c) of the Local Government Act 1989 outlines the Objectives of Council including:

(2)(c) to improve the overall quality of life of people in the local community;

(d) to promote appropriate business and employment opportunities;

(e) to ensure that services and facilities provided by the Council are accessible and equitable;

Section 3 (d) of the Local Government Act outlines the role of Council which includes:

(2)(e) acting as a responsible partner in government by taking into account the needs of other communities;

To this end the City of Greater Geelong will seek to involve individuals based on expertise and understanding of the aspirations and issues affecting the Aboriginal community.

Representation to the Committee includes:

- **(1 Councillor)** Chair – Cr Portfolio Holder
- **(1 Officer)** General Manager Community Services
- **(2 ex-officio)** Manager Community Development or delegate and Community Development Officer (both ex-officio, non-voting)
- **(1 member)** Wathaurung Aboriginal Corporation (Wadawurrung);
- **(1 member)** Wathaurung Aboriginal Co-operative;
 - **The Co-Chair** of the Advisory Committee will be elected from the Karreenga Aboriginal Action Plan Statement of Intent partners and the Committee membership. This position will be rotated on an annual basis.
- **(2 members)** Aboriginal residents residing in Greater Geelong (expression of interest to be sought or co-opted).
- **(1 member)** non Aboriginal resident or a members from diverse communities are encouraged to apply.
- **(1 member each)** Representatives from organisations such as (Geelong region) Narana Creations, Deakin/Gordon TAFE, University Hospital Geelong (Barwon Health), Western Victoria Primary Health Network Ltd, Department of Education or other relevant State Government agency and the Geelong Football Club. Total three (3) member representatives, of which two (2) must be Aboriginal and Torres Strait Islander people);

- **(1 member)** Representative from a non-Aboriginal community Group.
- Should a vacancy arise during the term of office, Council has the right to choose the new member.

5.2 Authority of the Committee

- The Committee is an Advisory Committee for the purposes of the Local Government Act, therefore does not have delegated authority, and reports to Council as required.
- The Committee may appoint working groups to pursue specific projects and issues as appropriate, on the basis of specific interest.
- The Committee has no financial delegation authority.

5.3 Numbers constituting a quorum – Six members

- A quorum is six (6) members, not including Council officers or Councillors.
- If less than six members attend, the meeting may proceed but no decision can be made.

5.4 Meeting Procedure

- The Committee will meet on a half yearly basis, subject to the discretion of the Committee.
- Quorum of the meeting shall be one more than half of the attending committee members.
- A meeting of the Committee will not be called with less than two weeks notice of all members, unless exceptional circumstances exist.
- The Committee to appoint the Co-Chair at it's first meeting.
- Actions, discussions and decisions will be recorded.
- Minutes and Agenda's will be circulated prior to the meeting (1 week or earlier).
- An assembly of Councillors return must be completed and submitted to the Governance Unit after each meeting.
- Working group meetings maybe called by the Committee.

5.4 Evaluation

- The Committee will review its objectives, activities and participation every two years.
- A copy of this review will be forwarded to Council at the same time as the annual reporting of the Karreenga Aboriginal Action Plan.

5.5 Matters constituting conflicts of interest and confidentiality

- If a Committee member determines that they have a Conflict of Interest in any matter which is to be considered at a meeting of the Committee then that person must:
 - If he or she intends to be present at the meeting, disclose the nature of the interest immediately before the consideration or discussion ; or

- While any vote or discussion is taken on the subject matter the Member must:
 - Leave the room and notify the Chairperson that he or she is doing so; and
 - Remain outside the room and any gallery or other area in view or hearing of the room.
- The Minute taker must record the declaration and the nature of the interest in the minutes of the meeting.

5.6 Reporting Requirements

- The Committee shall report to Council through the appointed Councillor and Co-Chair as deemed necessary for the purpose of information sharing.
- Circulate minutes of meetings.
- Engage with Aboriginal/ non-Aboriginal organisations directly.

5.7 Secretariat

- The City of Greater Geelong Community Development Department will support the Committee and provide secretariat support.

5.8 Facilities & Resources

- The Committee shall not be directly funded. The City of Greater Geelong will provide administrative support.

6. HISTORICAL CONTEXT - Wadawurrung

Wadawurrung language groups tribal territory extend from the head waters of the Wirribi-yaluk (Werribee River) to the Port Phillip Bay, down to the Balla-wein (Bellarine Peninsula), along the Surfcoast to the Otway forests, north west to Walart (Winchelsea), north to Larngipigan (Shelford) then west to Derrinalum (Mount Elephant), north along Barringa-yaluk (Fiery Creek) to the Great Diving range, encompassing both Ballaarat (Ballarat) and Djilang (Geelong).

Their lands included woodlands of the Otway Ranges, ocean and bay coasts, grasslands, lakes and wetlands of the volcanic plains, and woodlands of the central Victorian dividing range. They are one of the five peoples of the Kulin Nation, which also includes the Bun Wurrung (of Port Phillip and lands east thereof), the Woi Wurrung (of Melbourne and the plain north thereof), the Daung Wurrung (central-east Victoria) and the Djadja Wurrung (central Victoria).

At the time of settlement the Wadawurrung were a powerful and populous tribe that included at least twenty- five clans occupying a territory of 120 by 150 kilometres. The Wadawurrung people have lived within these regions for more than 25,000 years.

Aboriginal people all over Australia have moved through Wadawurrung country.

7. ABORIGINAL SERVICE PROVIDERS - Wathaurong Aboriginal Co-operative

Wathaurong Aboriginal Co-operative formed in 1979 provides culturally appropriate health, educational, aged, disabled housing and cultural services that are based on evidence based practice consistent with Aboriginal cultural practices.

This is provided to members and Aboriginal people living (or in transit) the service delivery and surrounding areas of Wathaurong's traditional boundaries with assistance and increased and improved access to a range of culturally appropriate health, housing, educational, employment and cultural services that contributes to improvements in community well being and achieve self determination.

8. QUALITY RECORDS as per PROV EDRMS

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

Record	Retention/Disposal Responsibility	Retention Period	Location
Meeting minutes/Agenda's	Committee	PROV	EDRMS
Correspondence	Committee	PROV	EDRMS
Submissions	Committee	PROV	EDRMS

9. ATTACHMENTS

- City of Greater Geelong - Karreenga Aboriginal Action Plan 2014-2017
- The Council adopted Statement on Recognition and Commitment dated 9th June 2009

7. GEELONG GALLERY PROJECT GOVERNANCE

Portfolio:	Arts and Culture - Cr Richards
Source	Major Projects - Cr Macdonald
A/General Manager:	Projects Recreation & Central Geelong / Capital Projects
Index Reference	Linda Quinn
	Customer – Geelong Gallery
	Subject: Arts Venues-Other – Geelong Gallery

Purpose

The purpose of this report is to identify an appropriate governance structure to support the delivery of the Geelong Gallery Project.

Summary

- Council and the Geelong Gallery have jointly funded the concept development, Functional Technical Brief and pre-planning stages of the Gallery Redevelopment Project.
- As the Geelong Gallery Redevelopment Project is ready to commence, appropriate governance structures need to be put in place to support the delivery of the project.

Cr Richards moved, Cr Heagney seconded -

That Council endorse the governance structures and Terms of Reference documents for the Project Steering, Project Control, Project Working and Project Reference Groups outlined in this report for the Geelong Gallery Redevelopment Project.

*The Mayor vacated the Chair at 8.53pm
Cr Heagney assumed the Chair at 8.53pm*

Carried.

Background

As part of Council's 2015-2016 capital works program, Council has allocated \$100,000 towards the Geelong Gallery Redevelopment Project to assist with the Concept Design, Functional Technical Brief and pre-planning phases of the project.

Council's commitment is supported by a funding allocation of up to \$200,000 from the Geelong Regional Gallery.

Discussion

As all funding commitments have been confirmed for the initial stages of the project, appropriate governance structures need to be developed and implemented to support the delivery of these components of the project

Given the complexity, scale and significance of this project it is proposed that a four level governance hierarchy be adopted.

The proposed four level governance structure would consist of the following tiers and include the following core membership:

- **Project Steering Group**
 - Chair – Geelong Gallery Board
 - Treasurer – Geelong Gallery Board

Director – Geelong Gallery
Ward Councillor – CoGG
Portfolio Councillor – CoGG
GM – Responsible for Arts & Culture
GM – Responsible for Capital Projects
Manager - Arts & Culture
Manager – Capital Projects

- **Project Control Group**

Director – Geelong Gallery
Development and Business Manager – Geelong Gallery
GM – Community Services
GM – Projects, Recreation & Central Geelong
Manager – Capital Projects
Manager - Arts & Culture
Project Manager – Capital Projects
State Government Representative – RDV
Federal Government Representative
Consultants (Advisory Capacity)

- **Project Working Group**

Project Manager - Capital Projects
Project Support – Capital Projects
Geelong Gallery Representatives (2)
Arts & Culture Representative(s)
Project Consultancy Team Members
Manager Capital Projects (as required)
Manager Arts & Culture (as required)
Director Geelong Gallery (as required)
Manager Strategic Projects (as required)
Other members as required

- **Project Reference Groups**

Project Reference Group(s) will be formed through an invitation process with representatives included based on relevant skills and background.

Communication

Project Working Group
Manager Marketing & Communication - CoGG
Coordinator Communication - CoGG
Coordinator Marketing – CoGG

Interest Groups

Meetings held as required with internal departments, external agencies and groups.

Environmental Implications

Environmentally Sustainable Design (ESD) will be incorporated into this project with the building developed with a 5 star 'design and built' rating in accordance with council policy.

Financial Implications

The initial stages of the project are jointly funded by Council and the Geelong Gallery.

The full design package and construction works would require future budget provision and grant funding allocations.

Policy/Legal/Statutory Implications

All policy, legal and statutory implications associated with this project will be managed by the project manager with support from the Project Control and Working Groups.

Alignment to City Plan

The Geelong Gallery Redevelopment Project aligns with the Community Wellbeing, Growing Our Economy, and How We Do Business strategic directions of City Plan.

Officer Direct or Indirect Interest

No officers involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

Risk Assessment

A comprehensive risk matrix has been developed for this project and will be continually reviewed and updated as the project progresses.

Social Considerations

The Geelong Gallery Redevelopment is an integral part of the implementation of the Geelong Cultural Precinct Masterplan in Little Malop Street.

Human Rights Charter

There are not anticipated to be any Human Rights impacts associated with this report.

Consultation and Communication

A detailed communication strategy will be developed for this project.

TERMS OF REFERENCE

Geelong Gallery Redevelopment Project Steering Group	Document No:	CTR
	Approval Date:	Draft
	Approved By:	
	Review Date:	
Responsible Officer: Manager Capital Projects		
	Version No:	
Authorising Officer: Chief Executive Officer		

1. SUMMARY

The purpose of the Project Steering Group (PSG) is to provide 'Senior User' input into the Geelong Gallery Redevelopment Project.

2. OBJECTIVES

To be accountable for ensuring that user needs are specified correctly and that the building design meets the users functional and technical needs.

3. DEFINITIONS

"Council" means the City of Greater Geelong (CoGG)

"Geelong Gallery" means the Geelong Art Gallery Inc

"PSG" means Project Steering Group

"PCG" means Project Control Group

"PWG" means Project Working Group

"PRG" means Project Reference Group

"Senior User" means senior users of the service

4. TERMS OF REFERENCE

4.1. Input to the Project Steering Group

The Manager Arts & Culture and Manager Capital Projects in consultation with the Gallery Director will identify, determine and document project objectives and outcomes with the PSG.

4.2. Constituency of the Committee

The Project Steering Group will provide advice to the PCG on issues of user importance.

4.3. Representatives

The Project Steering Group will comprise:

- Chair - Geelong Gallery Board
- Treasurer - Geelong Gallery Board
- Director - Geelong Gallery
- Ward Councillor - CoGG
- Portfolio Councillor - CoGG
- GM - Community Services
- GM - Projects, Recreation & Central Geelong

4.3. Representatives

The PWG will consist of the following members:

- Project Manager – Capital Projects
- Project Support – Capital Projects
- Geelong Gallery Representatives (2)
- Arts & Culture Representative(s)
- Project Consultancy Team Members
- Manager Capital Projects (as required)
- Manager Arts & Culture (as required)
- Director Geelong Gallery (as required)
- Manager Strategic Projects (as required)
- Other members as required by the PWG

4.4. Administration

4.4.1 The PWG will operate in a professional manner, have pre-circulated agendas, have accurate minutes recorded, and will prepare advice and recommendations for the PCG.

4.4.2 Responsibility for the keeping of the above administrative records shall be the responsibility of the Project Manager.

4.5. Organisational Structure

The Project Manager will act as the Chair of the PWG.

5. QUALITY RECORDS

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

Record	Retention/Disposal Responsibility	Retention Period	Location
Meeting Minutes, key actions and decisions, progress reports, file notes, project submissions, requests for information	Corporate Records	7 years	File number -G234

6. ATTACHMENTS

Nil.

TERMS OF REFERENCE

Geelong Gallery Redevelopment Project Control Group	Document No:	CTR
	Approval Date:	Draft
	Approved By:	
	Review Date:	
Responsible Officer: Manager Capital Projects		
	Version No:	
Authorising Officer:		Chief Executive Officer

1. SUMMARY

The purpose of the Project Control Group (PCG) is to oversee and facilitate the redevelopment of the Geelong Gallery

2. OBJECTIVES

- 2.1 To effectively provide strategic direction to the Project Working Group (PWG) in the resolution of important issues during the scoping and design phases of the project.
- 2.2 To ensure the key stakeholders have the opportunity to be involved in the design of any proposed facilities/amenities to the Geelong Gallery and its proposed functions.
- 2.3 To provide a forum for discussion and feedback on issues relating to the planning, provision and development of the Geelong Gallery project and future facilities.
- 2.4 To ensure the project is delivered on budget and within acceptable quality, time and risk parameters, using the 'report by exception' guiding project management principles.
- 2.5 To inform, update and consult with the Project Steering Group.

3. DEFINITIONS

"Council" means the City of Greater Geelong (CoGG).

"Geelong Gallery" means the Geelong Art Gallery Inc

"PSG" means Project Steering Group

"PWG" means Project Working Group

"PRG" means Project Reference Group

4. TERMS OF REFERENCE

4.1. Input to the Project Control Group

The PCG will consider matters and issues referred to it by the PSG, PWG, Council, stakeholders or the community and may seek input from other key bodies where applicable.

4.2. Output from the Project Control Group

The PCG will make recommendations and provide advice on the direction or preferred method of progression in relation to design development, quality, cost, risk, and program.

4.3. Representatives

4.3.1 The PCG will comprise

- Director - Geelong Gallery
- Development and Business Manager – Geelong Gallery

- General Manager Community Services – CoGG
- General Manager Projects, Recreation & Central Geelong – CoGG
- Manager Arts & Culture – CoGG
- Manager Capital Projects – CoGG
- Project Manager – CoGG
- State Government Representative(s)
- Federal Government Representative(s)
- Consultants (Advisory Capacity)

4.3.2 PWG members will be permitted to attend meetings on an as needs basis.

4.4. Meeting Frequency

4.4.1 The PCG will initially meet on a 6 weekly basis until the design documentation project stage.

4.4.2 The PCG may suspend or alter the meeting frequency at its discretions.

4.4.3 The PCG would only meet during the construction phase on an as needs basis and generally only if a significant project exception occurs.

4.5. Administration

4.5.1 The PCG will operate in a professional manner, including the issuing of agendas with adequate lead time, the keeping and distribution of accurate minutes and the development of key recommendations.

4.5.2 Record keeping and minute taking shall be the responsibility of Capital Projects department.

5. QUALITY RECORDS

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

Record	Retention/Disposal Responsibility	Retention Period	Location
Meeting Minutes, key actions and decisions, progress reports, file notes, project submissions, requests for information	Corporate Records	7 years	File Number

6. ATTACHMENTS

Nil.

TERMS OF REFERENCE

Geelong Gallery Redevelopment Project Working Group	Document No:	CTR
	Approval Date:	Draft
	Approved By:	
	Review Date:	
Responsible Officer: Manager Capital Projects		
	Version No:	
Authorising Officer: Chief Executive Officer		

1. SUMMARY

The purpose of the Project Working Group (PWG) is to deliver the project in accordance with the project scope, under the direction and control of the Project Control Group (PCG).

2. OBJECTIVES

- 2.1 To resolve important (but in scope) issues affecting the project.
- 2.2 To facilitate discussions with the community (including relevant stakeholders and community groups) to ensure they have been involved in the design of any proposed facilities/amenities.
- 2.3 To provide advice and recommendations to the PCG on issues that may significantly affect the project deliverables.
- 2.4 To coordinate and manage reference group(s) where applicable.
- 2.5 To coordinate the delivery of the project within budget, quality, risk and time constraints.
- 2.6 To ensure all interested and relevant stakeholders have the opportunity to have input into the project.
- 2.7 To manage the day to day responsibilities of the project using the 'report by exception' guiding project management principles.

3. DEFINITIONS

"Council" means the City of Greater Geelong (CoGG)

"Geelong Gallery" means the Geelong Art Gallery Inc

"PCG" means Project Control Group

"PRG" means Project Reference Group

4. TERMS OF REFERENCE

4.1. Input to the Project Working Group

The PWG will consider matters and issues referred to it by any stakeholder reference group(s) and will seek advice from relevant key bodies/departments where applicable

4.2. Output from the Project Working Group

- 4.2.1 The PWG will ensure the project is delivered in line with the expectations of the PCG.
- 4.2.2 The PWG will make recommendations and provide advice on the direction or preferred method of progression to the PCG.

4.3. Representatives

The PWG will consist of the following members:

- Project Manager – Capital Projects
- Project Support – Capital Projects
- Geelong Gallery Representatives (2)
- Arts & Culture Representative(s)
- Project Consultancy Team Members
- Manager Capital Projects (as required)
- Manager Arts & Culture (as required)
- Director Geelong Gallery (as required)
- Manager Strategic Projects (as required)
- Other members as required by the PWG

4.4. Administration

4.4.1 The PWG will operate in a professional manner, have pre-circulated agendas, have accurate minutes recorded, and will prepare advice and recommendations for the PCG.

4.4.2 Responsibility for the keeping of the above administrative records shall be the responsibility of the Project Manager.

4.5. Organisational Structure

The Project Manager will act as the Chair of the PWG.

5. QUALITY RECORDS

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

Record	Retention/Disposal Responsibility	Retention Period	Location
Meeting Minutes, key actions and decisions, progress reports, file notes, project submissions, requests for information	Corporate Records	7 years	File number -G234

6. ATTACHMENTS

Nil.

TERMS OF REFERENCE

Geelong Gallery Redevelopment Project Reference Group(s)	Document No:	CTR
	Approval Date:	Draft
	Approved By:	
	Review Date:	
Responsible Officer: Manager Capital Projects		
	Version No:	
Authorising Officer: Chief Executive Officer		

1. SUMMARY

Project Reference Group(s) will be established at appropriate stages of the project and will provide feedback /comment to the Project Working Group (PWG) on issues as well as provide an opportunity for key stakeholders to have input into the development of the Geelong Gallery redevelopment.

2. OBJECTIVES

Project Reference Group(s) will:

- 2.1 Provide stakeholders with the opportunity to have input on the design of the Geelong Gallery Project. This will include comment on elevations and the external aesthetics of the new facility
- 2.2 To provide a consultative opportunity for members of the community interested in the project.
- 2.3 To make use of stakeholder and community expertise, knowledge and skills.
- 2.4 To consider issues referred to them by the PWG.

3. DEFINITIONS

“Council” means the City of Greater Geelong (CoGG)

“Geelong Gallery” means the Geelong Art Gallery Inc

“PCG” means Project Control Group

“PWG” mean Project Working Group

“PRG” means Project Reference Group

4. TERMS OF REFERENCE

4.1. Expected / Definite life of the Committee

- 4.1.1 Project Reference Group(s) will be established to provide specific advice and input on aspects of the project. These group(s) will be formed on an as required basis during the projects life.
- 4.1.2 Each Project Reference Group will continue until its services are no longer required as determined by the Project Working Group.

4.2. Constituency of the Committee

Membership of any of the Project Reference Group(s) will be determined based on the group's focus. Members will generally be selected based on their level of expertise or experience in an area relevant interest.

4.3. Authority of the Committee

4.3.1 It is not intended that a Project Reference Group be required to form any consensus view, or vote on a recommendation. The purpose of the group is to provide feedback to the Project Working Group on particular project aspects. It is possible and likely that the various members will provide differing viewpoints for the PWG to consider.

4.3.2 The Project Reference Group will interact on project issues at a design and functional level. This forum allows for stakeholder views and project progress to be communicated in a transparent and efficient manner.

4.4. Meeting Procedure

Project Reference Group meetings will be held on an as required basis as determined by the Project Working Group.

4.5. Reporting Requirements

Outcomes from Project Reference Group meetings will be reported to the PWG by the Project Manager.

4.6. Secretariat

An officer appointed by Council from the Capital Projects Department will act as the secretariat to the Project Reference Group.

4.7. Chair

The Manager Capital Projects or Manager Arts & Culture will 'chair' meetings of the Project Reference Group(s).

4.8. Facilities & Resources

Adequate human and financial resources shall be provided to ensure the effective operation of the Project Reference Group.

5. QUALITY RECORDS

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

Record	Retention/Disposal Responsibility	Retention Period	Location
Meeting Minutes	Corporate Records	Permanent	Corporate Records

6. ATTACHMENTS

Nil

8. REVIEW OF AGREEMENT TO CONTINUE GEELONG REGIONAL LIBRARY CORPORATION

Portfolio:	Arts & Culture - Cr Richards
Source:	Community Services
A/General Manager:	Linda Quinn
Index Reference:	Subject: Arts & Culture - Libraries
	Customer: Geelong Regional Library Corporation

Purpose

The purpose of this report is to provide Council with information about the recently completed review of the Current Agreement to form Geelong Regional Library Corporation (2009).

Summary

- The Geelong Regional Library Corporation (GRLC) provides library services to the residents of the City of Greater Geelong (COGG), Surf Coast Shire (SCS), Borough of Queenscliffe (BOQ) and Golden Plains Shire (GPS).
- The GRLC operated a total of 16 branches in the region, 13 in COGG, 2 mobile libraries, 1 of which operates in COGG, library website providing remote access to the catalogue and e-collections, as well as a Community Library Service meeting the needs of homebound members.
- The Agreement to form the GRLC was first executed as an agreement on 4th March 1997.
- Clause 15 of the Agreement requires that “The parties shall, together with the Board, review the operation of this agreement at least once every five years.”
- In March 2009, following an extensive review, the Current Agreement to Continue the GRLC (replacing the Original Agreement) was entered into by COGG Council, SCS Council, BOQ and GPS Council.
- A review of the Current Agreement (Appendix 1) has been undertaken by the GRLC Board in conjunction with officers of COGG, SCS Council, BOQ and GPS Council.
- A Supplement Agreement (Appendix 2) to the Current Agreement was drafted by Maddocks Lawyers (Appendix 2) which includes amendments to address a previous inconsistency relating to responsibility for maintenance of particular assets and specifically buildings. Amendments to recognise the transition of the Geelong Heritage Centre (GHC) operation from COGG to GRLC, the transfer of the GHC collection, the origins of the ownership of the GHC collection and the process to be applied for the disposal of any part of the GHC collection in the event of a member Council withdrawing from the Agreement, have also been included.
- The draft Supplement Agreement was endorsed by the Board of the GRLC at its meeting held Monday 10th August 2015.

Cr Richards moved, Cr Ellis seconded -

That Council:

- 1) endorse the “Supplement Agreement: (Appendix 2) to the 2009 Agreement to Continue the Geelong Regional Library Corporation” (Appendix 1);**
- 2) give public notice of its intention to enter into the “Agreement to Continue Geelong Regional Library Corporation” and that submissions be invited in accordance with the Local Government Act 1989;**
- 3) affix the Common seal to the final form of the “Agreement to Continue the Geelong Regional Library Corporation if no submissions are received in response to the public notice”.**

Carried.

Background

COGG in partnership with the SCS, GPS and BOQ established the Geelong Regional Library Corporation (GRLC) to operate library services in the region.

The Agreement between the COGG Council, GPS, SCS Council and the BOQ to form GRLC was executed as an agreement on 4th March 1997. It was constructed using the template developed for all Regional Library Corporations post local government amalgamations in 1996.

Clause 15 of the Agreement requires that *“The parties shall, together with the Board, review the operation of this agreement at least once every five years.”* The Agreement was first reviewed in August 2001. At this time the Board resolved to make no changes. The Board reviewed the Agreement considering voting, chairmanship, community representation, and duration of appointment in early 2002. At this time Clause 4.5 was amended altering the term of a member or deputy's office from “no more than 5 years” to “a Board member shall hold office until the appointment expires”. The amendment was approved by the Minister for Local Government and the approval appeared in the Government Gazette of 15th May 2003.

The Agreement was again due for renewal in 2008 as per Clause 16. The GRLC Board resolved to conduct a comprehensive review in 2007/2008. Practico Consulting was contracted to conduct the review of all parts of the agreement in consultation with member Councils, the GRLC Board and Officers from Local Government Victoria, Department of Planning and Community Development.

An Agreement to Continue the GRLC was prepared by Maddocks Lawyers which incorporated recommendations from the review. The new Agreement was endorsed by COGG Council in September 2009.

Discussion

A review of the Current Agreement to Continue the GRLC (2009) has been undertaken by GRLC Board members together with relevant Senior Officers of COGG, SCS Council, BOQ, GPS Council and GRLC Executive Management.

Maddocks Lawyers were engaged as part of the review process and they noted that the Library Agreement seemed to be in a form which is typical of many agreements establishing or continuing regional library corporations and recommended that the review focus on clarifying any inconsistencies or queries. A Supplement Agreement to continue the GRLC was prepared by Maddocks Lawyers which incorporated recommendations arising from the review process.

The Supplement Agreement was endorsed by the GRLC Board at its meeting of 10th August 2015 and the document is intended to amend the Current Agreement (2009) endorsed in full by COGG Council at its meeting held 9th September 2009.

Improvements in the Supplement Agreement include:

- *The Regional Library must, unless otherwise agreed by the member Councils, be responsible for the maintenance, repair, replacement and operating costs of the assets:*
 - *Transferred to the Regional Library; or*
 - *Made available for the use of the Regional Library.*
 - *Provided that if the asset is in the nature of a building or other structure or plant or equipment (including but not limited to a vehicle) nothing in this clause 7 relieves a member Council of its obligation to contribute to the funding of such maintenance repair or replacement or for funding the operating cost of the asset.*
- In clause 5 headed Proceedings inserting text establishing a Heritage Centre Advisory Committee to advise the Board on the heritage collection (to be Clause 5.9).
- Insert new Clause 13A dealing specifically with the Heritage Collection being transferred to the GRLC that includes text acknowledging the integration of all operations of the Geelong Heritage Centre (GHC) into the operations of the Geelong Regional Library Corporation, a little history of the establishment of the GHC, a description of the heritage collection and origins of ownership, annual budget allocation information, disposal information should any member Council cease to be a member of GRLC and a section referring to an inventory attached of the GHC collection transferred to the Regional Library.

Environmental Implications

Clause 13A was inserted at the request of CoGG following advice by Maddocks Lawyers to ensure individual Council ownership of Heritage Centre items was protected in the event of a change in GRLC Membership.

Financial Implications

The new Agreement has no additional financial implications. It provides greater clarity about member Councils responsibilities regarding operating costs. It also provides clarity regarding the transfer of the Geelong Heritage Centre operation and physical transfer of the GHC collection with a focus of the transfer of this asset and equity for Member Councils.

Policy/Legal/Statutory Implications

As part of the approval process GRLC must advertise a notice of proposed amendment. GRLC advertised this notice on 29th August 2015 in the Geelong Advertiser and in the Victorian Government Gazette with a closing date of Friday 2nd October. In order for the Agreement to be executed all Member Councils must endorse the Supplement Agreement, advertise the intention to enter into the *Agreement to Continue Geelong Regional Library Corporation* and invite submissions in accordance with the Local Government Act.

The common Seal of each Member Council must then be affixed to the final document. The new Agreement is then to be sent to the Minister for Local Government with a covering letter indicating the changes that have been made. The Agreement will be examined by the Local Government Victoria legal team and then gazetted.

Alignment to City Plan

The provision of library services and the programs offered by GRLC in COGG aligns directly to City Plan's Strategic Directions 'Community Wellbeing' (Priority Areas: Connected, Creative and Strong communities) and 'Growing our Economy' (Priority Areas: A prosperous and innovative Geelong, a successful vibrant city centre, and Greater Geelong is a leading city of tourism, arts culture and events).

Officer Direct or Indirect Interest

There is no direct or indirect interest by Council Officers involved in the preparation of this report.

Section 196(7A) of the Local Government Act exempts a member of the governing body of a regional library from having a conflict of interest if their only interest is as a Councillor or member of Council staff, who was appointed to the board by Council.

Risk Assessment

The Agreement to continue GRLC has been comprehensively reviewed by Maddocks Lawyers. The GRLC Board has carefully considered all aspects of the Supplement Agreement. Council is represented on the GRLC Board by four Councillors, namely Cr Andy Richards (Chair), Cr Lindsay Ellis, Cr John Irvine and Cr Rod Macdonald. Maddocks Lawyers, who are recognised Local Government specialists, have provided advice and prepared the Supplement Agreement. Regional Library Agreements are carefully examined by Local Government Victoria's legal team prior to being gazetted.

Social Considerations

Public Libraries contribute significantly to community and the Agreement to:

- Continue Geelong Regional Library Corporation brings significant benefit to the Geelong Region.

Human Rights Charter

The Library services and programs offered by GRLC have a number of positive impacts upon human rights.

Consultation and Communication

Arts and Culture in consultation with Marketing and Administration will be responsible for communicating this report.

GREATER GEELONG CITY COUNCIL
and
GOLDEN PLAINS SHIRE COUNCIL
and
SURF COAST SHIRE COUNCIL
and
BOROUGH OF QUEENSLIFFE

**AGREEMENT TO CONTINUE GEELONG
REGIONAL LIBRARY CORPORATION**



**AGREEMENT TO CONTINUE GEELONG REGIONAL LIBRARY CORPORATION
AGREEMENT dated 19 March 2009.**

BETWEEN	GREATER GEELONG CITY COUNCIL of City Hall, 30 Gheringhap Street, Geelong ('Greater Geelong')
AND	GOLDEN PLAINS SHIRE COUNCIL of 2 Pope Street, Bannockburn ('Golden Plains')
AND	SURF COAST SHIRE COUNCIL of 25 Grossman's Road, Torquay ('Surf Coast')
AND	BOROUGH OF QUEENSCLIFFE of 50 Learmonth Street, Queenscliffe ('Queenscliffe')

RECITALS

- A. The Geelong Regional Library Corporation (**the Regional Library**) was established by Greater Geelong, Golden Plains, Surf Coast and Queenscliffe on or about 27 March 1997, by agreement made under section 196 of the Act (**the Original Agreement**).
- B. Greater Geelong, Golden Plains, Surf Coast and Queenscliffe have decided to substitute this Agreement for the Original Agreement.
- C. The Regional Library will continue to service the area comprising the member Councils' municipal districts.
- D. The Regional Library will operate in accordance with the requirements of section 196 of the Act.

AGREEMENT

1 DEFINITIONS

In this agreement:

'Act' means the *Local Government Act 1989* (Vic);

'Asset' means a resource made available by a member Council to the Regional Library to assist in the latter's provision of library services, and includes real property and any item of machinery, plant, equipment, furniture or fitting;

'Board' means the governing body of the Regional Library established under clause 4.1;

'Budget' has the same meaning as in section 127 of the Act;

'Chairperson' means the chairperson of the Board;

'Chief Executive Officer' means the person appointed in accordance with the Act, who should have:

- (a) an appropriate academic library qualification; or
- (b) such other relevant qualifications as determined by the Board;

'Deputy Chairperson' means the deputy chairperson of the Board;

'General Election' means a general election held in accordance with section 31(1) of the Act;

'Library Plan' means the statement of the corporate direction of the Regional Library which includes objectives, strategies, performance indicators and any other information in compliance with section 125 of the Act;

'Local Law' means a local law made in accordance with Part 5 of the Act;

'Member Council' means a council which is a member of the Regional Library;

'Minister' means the Victorian Government Minister responsible for administering the Act;

'Original Agreement' means the agreement described in Recital A of this agreement;

'Regional Library' means the Geelong Regional Library Corporation established under the Original Agreement and continued by this agreement;

'Register of Council Assets' means the register maintained by the Regional Library of non-current or fixed assets made available for the use of the Regional Library by the member Councils;

'Senior Officer' has the same meaning as in section 3(1) of the Act; and

2. CONDITION PRECEDENT, COMMENCEMENT AND EFFECT

2.1 This agreement has no effect unless it is approved by the Minister in accordance with section 196(2) of the Act.

2.2 This agreement commences operation on the date on which the notice in accordance with section 196(2) of the Act is published in the *Victoria Government Gazette*.

2.3 Subject to clause 2.4, the Original Agreement ends on the day on which this agreement commences operation.

2.4 Any:

- (a) right accrued; or
- (b) obligation incurred

by reason of the Original Agreement will continue to exist notwithstanding the cessation of the Original Agreement.

3. CONTINUATION OF THE REGIONAL LIBRARY

There will continue to be constituted a regional library corporation for the purposes of section 196 of the Act by the name of Geelong Regional Library to:

- (a) provide, subject to any conditions attached to any State government library subsidies and grants to the Regional Library or the member Councils, a regional library service for part or all of the member Councils' municipal districts as determined by the Board;
- (b) make Local Laws relating to the Regional Library;
- (c) perform any other functions which are conferred on the Regional Library under this agreement or the Act, including defining overall

- policy objectives, developing strategic policy and approving a Corporate Plan and an Annual Operating Plan; and
- (d) to do all things necessary or expedient in accordance with this agreement and the Act for the carrying out of its functions.

4. THE BOARD

- 4.1 There will be a Board of the Regional Library which, among other things, will be responsible for:
 - (a) compliance with the provisions of the Act; and
 - (b) the implementation of this agreement.
- 4.2 The Board must consist only of the following members:
 - (a) four members appointed by Greater Geelong;
 - (b) one member appointed by Golden Plains;
 - (c) one member appointed by Surf Coast; and
 - (d) one member appointed by Queenscliffe.
- 4.3 A member Council may appoint a person to act as the deputy of a member.
- 4.4 Each member or deputy appointed by Golden Plains, Surf Coast and Queenscliffe must be a councillor of that member Council. Each member or deputy appointed by Greater Geelong must be a councillor or employee of Greater Geelong, provided that not less than two members and the deputies of those members appointed by Greater Geelong must be councillors of Greater Geelong.
- 4.5 A member and deputy will hold office until:
 - (a) the term of the member or deputy's appointment expires;
 - (b) the member or deputy is removed; or
 - (c) the member or deputy resigns or ceases to be a councillor or employee of a member Council.
- 4.6 A member Council may remove from office its appointed member or deputy.
- 4.7 A member Council must fill any vacancy of a member or deputy as soon as possible and notify the Board in writing of the new member or deputy.
- 4.8 The office of a member automatically becomes vacant if the member is absent for three consecutive meetings without the leave of the Board.

5. PROCEEDINGS OF THE BOARD

- 5.1 The Board must hold an ordinary meeting at least once every three months.
- 5.2 If a special meeting is called, it must be called by the Chief Executive Officer on the request of the Chairperson or any three members of the Board.
- 5.3 The Board must elect a member to be Chairperson and a member to be Deputy Chairperson of the Board, provided that only a member who is a councillor of a member Council will be eligible to be elected as Chairperson and Deputy Chairperson.

- 5.4 The election for the Chairperson and Deputy Chairperson of the Board must be held by the Board as soon as is practicable after a general election and by no later than the following 1 March. The Chairperson and the Deputy Chairperson will hold office for 12 months, unless the term of their office as a member of the Board is determined in accordance with clause 4.5 of the agreement.
- 5.5 The Chairperson or, in the absence of the Chairperson, the Deputy Chairperson must preside at a meeting of the Board.
- 5.6 In the absence of the Chairperson and the Deputy Chairperson from a Board meeting, the remaining members of the Board may elect one of their number to preside at that meeting.
- 5.7 Notice of motion to recommend amendment of this agreement and notice of motion for the adoption or amendment of Local Laws by the Board must be given in writing to the member Councils at least one month before the meeting of the Board at which the motion is to be discussed.
- 5.8 In all its deliberations, the Board must have paramount regard to the interests of the community, and have regard to all other interests which are relevant (including the financial consequences for the member Councils arising from its deliberations). The Board must use reasonable efforts to do all things necessary to:
- (a) identify the economic and financial consequences for the Regional Library of its deliberations;
 - (b) advise the member Councils in writing of:
 - (i) the economic and financial consequences referred to in clause 5.8(a); and
 - (ii) the manner in which the economic and financial consequences referred to in clause 5.8(a) have been identified and assessed;
 - (c) obtain advice from the member Councils as to the manner in which the economic and financial consequences referred to in clause 5.8(a) may impact upon the member Councils;
 - (d) obtain advice from the member Councils as to the impact upon the member Councils of any economic and financial consequences other than those referred to in clause 5.8(a); and
 - (e) consider all the economic and financial consequences upon the member Councils.
- 5.9 Each member Council agrees to indemnify the Regional Library in respect of any liability incurred as a consequence of the operation of section 76 of the Act in relation to each of its appointed members.

6. CHIEF EXECUTIVE OFFICER

- 6.1 The Board must appoint a Chief Executive Officer of the Regional Library.
- 6.2 In addition to any responsibilities imposed on a Chief Executive Officer under the Act, the Chief Executive Officer will be responsible to the Board for the finances and administration of the Regional Library including:
- (a) the implementation of the Library Plan and Budget;
 - (b) delivery of the whole of the regional library service;

- (c) administrative support for the Board; and
- (d) any other duties specified by the Board.

7. EQUITY AND OPERATION COSTS

- 7.1 Each member Council agrees to make available to the Regional Library the assets set out in the Statement of Council Assets executed by the member Councils and the Chief Executive Officer. Such Statement of Council Assets must:
 - (a) identify which member Council has made available which asset;
 - (b) provide for the terms on which the asset has been made available; and
 - (c) be updated annually by 31 March.
- 7.2 Each member Council agrees that it has transferred to the Regional Library the assets set out in the Statement of Regional Library Assets in Schedule 1.
- 7.3 Each member Council agrees that:
 - (a) if during, the term of this agreement, a member Council wishes to transfer assets to the Regional Library the assets to be transferred must be set out in a Further Statement of Regional Library Assets executed by the member Councils; and
 - (b) once the Further Statement of Regional Library Assets has been executed by the member Councils and the Chief Executive Officer, the assets listed in the Statement are to be treated as though they were listed in Schedule 1, from the date of the that further Statement.
- 7.4 The Chief Executive Officer must maintain a register of the assets owned by the Regional Library.
- 7.5 A member Council must, unless otherwise agreed by the other member Councils or provided for in this agreement, give notice to every other member Council and the Chief Executive Officer of any intention to withdraw assets from the use of the Regional Library on a date which is:
 - (a) 30 June; and
 - (b) not less than 15 months from the date on which the notice of its intention is given.
- 7.6 The Regional Library must, unless otherwise agreed by the member Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by the Regional Library.
- 7.7 The Regional Library must, unless otherwise agreed by the member Councils, be responsible for the maintenance, repair, replacement and operating costs of the assets:
 - (a) transferred to the Regional Library; or
 - (b) made available for the use of the Regional Library.
- 7.8 The Regional Library must, unless otherwise agreed by the member Councils and subject to clauses 7.6 and 7.7. be responsible for its own operating costs.
- 7.9 The annual Budget must apportion the costs of operation of the Library Service as follows:

- (a) the direct costs incurred at each point of service and mobile libraries must be borne by the member Councils in whose municipal district the service is delivered;
- (b) costs other than those costs referred to in clause 7.9(a) and clause 7.9(c) must be apportioned such that each member Council is liable to pay the same percentage of these costs as usage of each member Council's points of service and mobile library (if any) bears to the usage of all points of service and mobile libraries operated by the Regional Library, such:
 - (i) usage being calculated by combining the number of loans made by and visits to the points of service and mobile libraries; and
 - (ii) formula and its rationale being set out in each draft Budget prepared in accordance with clause 9.1;
- (c) the cost of providing, maintaining and furnishing suitable static or mobile premises for the delivery of the service within the municipal district of each member Council must be borne by the member Council in whose municipal district the service is provided unless otherwise agreed by the Regional Library; and
- (d) in the event that any member Council objects to the sum assessed as its contribution under clause 7 then such objection will be a dispute to be determined in accordance with clause 14.

8. STRATEGIC PLANNING

- 8.1 The Chief Executive Officer must by 31 March following a general election provide each member Council with a copy of the Regional Library's proposed Library Plan prepared in accordance with section 125 of the Act.
- 8.2 The Regional Library must adopt a Library Plan by the date specified in the Act.

9. ANNUAL BUDGET

- 9.1 The Chief Executive Officer must by 1 March each year provide each member Council with a copy of the Regional Library's proposed annual Budget prepared in accordance with section 127 of the Act.
- 9.2 The proposed annual Budget must include:
 - (a) the amount of funds currently held by the Regional Library;
 - (b) the amount of each member Councils' proposed financial contribution to the Regional Library for the financial year commencing 1 July; and
 - (c) the amount of funds to be received from any other source by the Regional Library in the financial year commencing 1 July.
- 9.3 The Regional Library must adopt its annual Budget by the date specified in the Act.

10. ANNUAL FINANCIAL CONTRIBUTION

- 10.1 The amount to be contributed to the Regional Library by each member Council during each financial year will be the sum of:
- (a) the amount specified in the Regional Library's adopted annual Budget;
 - (b) all State Government library subsidies and grants received by the member Council for library services; and
 - (c) funds received by the member Council from any other source for library services.
- 10.2 Each member Council's financial contribution to the Regional Library must be paid in quarterly instalments on the first day of July, October, January and April each year.
- 10.3 The first instalment must be the same amount paid by the member Council in the previous quarter and the second installment will include any adjustment to ensure the two installments together equal half the amount to be paid by that member Council for that financial year.
- 10.4 All:
- (a) State Government library subsidies and grants must be paid to the Regional Library within one month of receipt of the monies by a member Council; and
 - (b) other contributions under clause 10.1 must be paid to the Regional Library within one month of receipt of the monies by the member Council.
- 10.5 In addition to the contributions payable under this clause, a member Council must be responsible for the Regional Library's costs in providing any additional service or resources requested by the member Council and such costs are to be paid within 30 days of the member Council receiving an invoice from the Regional Library.
- 10.6 Interest must be paid on any amount payable under clause 10.1 and 10.5 which is not received by the Chief Executive Officer within 30 days of the due date at the rate fixed by the Governor in Council for the purposes of section 172 of the Act and calculated monthly from the date the amount became due until the date it is received by the Chief Executive Officer.

11. ANNUAL REPORTING AND ACCOUNTS

- 11.1 The Chief Executive Officer must, within three months of the end of each financial year, provide each member Council with a copy of the Regional Library's annual report prepared in accordance with section 126 of the Act.
- 11.2 The books of accounts and all other financial records of the Regional Library will be available for inspection at all reasonable times by any councillor of, or person authorised by, a member Council, or, by any person authorised by the Head of the Department responsible for administering State Government library subsidies and grants from which the Regional Library or the member Councils receive funds.
- 11.3 The Regional Library must provide the Chief Executive Officer of each member Council with quarterly financial reports which include an operating statement reporting the Regional Library's performance to budget and other performance indicators, within one month of the end of the quarter.

12. ENTRY AND EXIT OF MEMBER COUNCILS

- 12.1 A Council which is not a member Council to this agreement may, by supplementary agreement with the member Councils, be admitted as a party to this agreement and, subject to the provisions of the supplementary agreement, will have the same rights, duties and obligations of the member Councils under this agreement.
- 12.2 A member Council must, unless otherwise agreed by the other member Councils or provided for in this agreement, give to the other member Councils and the Chief Executive Officer notice of any intention to withdraw from this agreement on a date which is:
- (a) 30 June; and
 - (b) not less than 15 months from the date on which the notice is given.
- 12.3 A member Council which withdraws from this agreement will be entitled to a portion of the net assets of the Regional Library as at the date of its withdrawal from the agreement, less an amount which the Board agrees represents the costs to the Regional Library of the withdrawal.
- 12.4 The portion of net assets to which a member Council is entitled under clause 12.3:
- (a) must be calculated according to the greater of:
 - (i) the value of the assets as disclosed by the relevant audited financial statements; or
 - (ii) the market value of the assets, as determined by an independent valuer;
 - (b) must be in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of the Original Agreement and this agreement; and
 - (c) may be taken in such combination of property and cash as agreed between a member Council and the Board, and, if it is agreed that a member Council is entitled to library materials, the cost of removing them must be paid for by the member Council.
- 12.5 A member Council which withdraws from this agreement will be liable for a portion of the liabilities, including contingent liabilities, of the Regional Library as at the date of its withdrawal from the agreement.
- 12.6 The portion of the liabilities and contingent liabilities to which a member Council is liable under clause 12.5:
- (a) must be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them; and
 - (b) must be in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of the Original Agreement and this agreement.

13. DISSOLUTION OF REGIONAL LIBRARY

- 13.1 Subject to section 197G of the Act, the Regional Library may be dissolved by agreement of at least two thirds of the member Councils to this agreement including those admitted as a member Council by supplementary agreement.
- 13.2 If the Regional Library is dissolved under this clause:
- (a) each member Council will be entitled to a portion of the Regional Library's assets in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of the Original Agreement and this agreement; and
 - (b) each member Council will be liable for a portion of the liabilities and contingent liabilities of the Regional Library in the same proportion as its financial contribution to the Regional library bears to all the member Councils' financial contributions to the Regional Library over the duration of the Original Agreement and this agreement.

14. DISPUTE RESOLUTION

- 14.1 If any dispute arises in relation to the Regional Library or this agreement:
- (a) the dispute will be determined as a dispute under the *Commercial Arbitration Act 1984* (Vic); and
 - (b) the arbitrator's decision will be final and binding on the member Councils.
- 14.2 The member Councils to the arbitration will:
- (a) be responsible for their own arbitration costs; and
 - (b) unless otherwise determined by the arbitrator, share the arbitrator's costs equally.

15. REVIEW

The member Councils will, together with the Board, review the operation of this agreement at least once in every five years.

16. FURTHER ACTION

Each member Council must:

- (a) use reasonable efforts to do all things necessary or desirable to give full effect to this agreement; and
- (b) refrain from doing anything that might hinder performance of this agreement.

17. ASSIGNMENT

A member Council must not assign this agreement or any right under this agreement.

18. ENTIRE AGREEMENT

Subject to clause 2.4, this agreement:

- (a) constitutes the entire agreement between the member Council as to its subject matter; and
- (b) in relation to that subject matter, supersedes any prior understanding or agreement between the member Councils and any prior condition, warranty, indemnity or representation imposed, given or made by a member Council.

19. WAIVER

The failure of a member Council at any time to require performance of any obligation under this agreement is not a waiver of that member Council's right:

- (a) to insist on performance of, or claim damages for breach of, that obligation unless that member Council acknowledges in writing that the failure is a waiver; and
- (b) at any other time to require performance of that or any other obligation under this agreement.

20. GOVERNING LAW AND JURISDICTION

- 20.1 This agreement is governed by the law applicable in Victoria.
- 20.2 Each member Council submits to the exclusive jurisdiction of the courts of Victoria.

21. NOTICE

- 21.1 A member Council giving notice or notifying under this agreement must do so in writing:
 - (a) directed to the recipient's address specified in this clause, as varied by any notice; and
 - (b) hand delivered or sent by prepaid post or facsimile to that address.

The member Councils' addresses and facsimile numbers are:

Greater Geelong City Council:

Address City Hall, 30 Gheringhap Street, Geelong Victoria 3220
Facsimile no 03 5227 0258

Golden Plains Shire Council:

Address 2 Pope Street, Bannockburn Victoria 3331
Facsimile no 03 5281 1208

Surf Coast Shire Council:

Address: 25 Grossman's Road, Torquay Victoria 3228
Facsimile no 03 526 4527

Borough of Queenscliffe:

Address 50 Learmonth Street, Queenscliffe Victoria 3225

Facsimile no 03 528 3115

- 21.2 A notice given in accordance with clause 21.1 is taken to be received:
- (a) if hand delivered, on delivery;
 - (b) if sent by prepaid post, 3 days after the date of posting; and
 - (c) if sent by facsimile, when the sender's facsimile system generates a message confirming successful transmission of the total number of pages of the notice unless, within eight Business Hours after that transmission, the recipient informs the sender that it has not received the entire notice.
- 21.3 A member Council must give notice in writing of any changes to its address or facsimile number recorded in clause 21.1.

22. SEVERABILITY

- 22.1 The member Councils agree that a construction of this agreement that results in all provisions being enforceable is to be preferred to a construction that does not so result.
- 22.2 If, despite the application of clause 22.1, a provision of this agreement is illegal or unenforceable:
- (a) if the provision would not be illegal or unenforceable if a word or words were omitted, that word or those words are severed; and
 - (b) in any other case, the whole provision is severed,
- and the remainder of this agreement continues in force.

23. MODIFICATIONS

- 23.1 This agreement may only be altered or modified:
- (a) in writing signed by all the member Councils;
 - (b) if the alteration or modification is approved by the Minister by a notice published in the Victoria Government Gazette.
- 23.2 The transfer of assets to or the making available of additional assets for the use of the Regional Library pursuant to clause 7.3 (a) will not constitute an amendment to this agreement.

24. INTERPRETATION

In this agreement, unless the contrary intention appears:

- (a) headings are for ease of reference only and do not affect the meaning of this agreement;
- (b) the singular includes the plural and vice versa and words importing a gender include other genders;

- (c) other grammatical forms of defined words or expressions have corresponding meanings;
- (d) a reference to a clause, paragraph, schedule or annexure is a reference to a clause or paragraph of or schedule or annexure to this agreement and a reference to this agreement includes any schedules and annexure;
- (e) a reference to a document or agreement, including this agreement, includes a reference to that document or agreement as novated, altered or replaced from time to time;
- (f) a reference to a member Council includes its administrators and successors;
- (g) words and expressions importing natural persons include partnerships, bodies corporate, associations, governments and governmental and local authorities and agencies; and
- (h) a reference to any legislation or statutory instrument or regulation is construed in accordance with the Interpretation of Legislation Act 1984 (Vic).

EXECUTED as an agreement

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

)
)
)



.....
Mayor (signature)

.....
Mayor (name)

.....
Chief Executive Officer (signature)

.....
Chief Executive Officer (name)

**THE COMMON SEAL of GOLDEN
PLAINS SHIRE COUNCIL** was affixed
hereto in the presence of:

)
)
)



.....
Chief Executive Officer (signature)

.....
Chief Executive Officer (name)

.....
Witness (signature)

.....
Witness (name)

THE COMMON SEAL of **SURF COAST SHIRE COUNCIL** was hereunto affixed in accordance with instrument of delegation dated 4 July 2006 in the presence of:

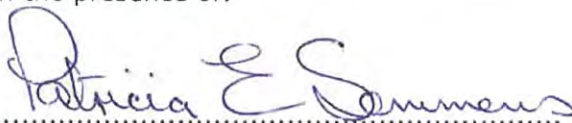



.....
Chief Executive Officer (signature)

MARK DAVIES
.....
Chief Executive Officer (name)

THE COMMON SEAL of the **BOROUGH OF QUEENSCLIFFE** was hereto affixed in the presence of:

)
)
)


.....
Mayor (signature)

PATRICIA E SEMMENS
.....
Mayor (name)


.....
Councillor (signature)

STEPHEN LEE
.....
Councillor (name)


.....
Chief Executive Officer (signature)

LEONARD JENNER
.....
Chief Executive Officer (name)





Maddocks

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DX 259 Melbourne

Appendix 2

Supplemental Agreement

Greater Geelong City Council
and

Golden Plains Shire Council
and

Surf Coast Shire Council
and

Borough of Queenscliffe

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Dated

Parties

Name	Greater Geelong City Council
Address	having its Municipal Office at 30 Gheringhap Street, Geelong, Victoria 3220
Facsimile	03 5272 4277
Email	contactus@geelongcity.vic.gov.au
Contact	###
Short name	Greater Geelong

Name	Golden Plains Shire Council
Address	having its Municipal Office at 2 Pope Street, Bannockburn, Victoria 3331
Facsimile	03 5220 7100
Email	###
Contact	###
Short name	Golden Plains

Name	Surf Coast Shire Council
Address	having its Municipal Office at 1 Merrijig Drive, Torquay, Victoria 3228
Facsimile	03 5261 05025
Email	info@surfcoast.vic.gov.au
Contact	###
Short name	Surf Coast

Name	Borough of Queenscliffe
Address	having its Municipal Office at 50 Learmonth Street, Queenscliffe, Victoria, 3225
Facsimile	03 5258 3315
Email	info@queenscliffe.vic.gov.au
Contact	###
Short name	Queenscliffe

Background

- A. The Geelong Regional Library Corporation (**the Regional Library**) was established by Greater Geelong, Golden Plains, Surf Coast and Queenscliffe on or about 27 March 1997, by agreement made under section 196 of the Act (**the Original Agreement**).
- B. On 19 March 2009, Greater Geelong, Golden Plains, Surf Coast and Queenscliffe entered into an agreement which, following approval by the Minister for Local Government and the publication of a notice in the *Victoria Government Gazette* under section 196(2) of the *Local Government Act* 1989, had the effect of replacing the Original Agreement (**the Current Agreement**).
- C. Following a review of the Current Agreement by the Board of the Regional Library and Greater Geelong, Golden Plains, Surf Coast and Queenscliffe, it has been decided to amend the Current Agreement.
- D. This Agreement records the terms on which Greater Geelong, Golden Plains, Surf Coast and Queenscliffe have agreed to amend the Current Agreement.

The Parties Agree

1. Definitions

In this Agreement:

Act means the *Local Government Act* 1989;

Current Agreement has the meaning as in Recital B;

member Council means a council which is member of the Regional Library; and

Minister means the Victorian Government Minister responsible for administering the Act.

2. Condition Precedent, Commencement and Effect

- 2.1 This Agreement has no effect unless it is approved by the Minister in accordance with clause 23.1 of the Current Agreement and section 196(8) of the Act.
- 2.2 This Agreement commences operation on the date on which the notice in accordance with section 196(8) of the Act is published in the *Victoria Government Gazette*.
-

3. Amendments

In the Current Agreement:

- 3.1 immediately after clause 5.8 but before what presently appears as clause 5.9 of the Current Agreement, insert:

5.9 The Board must establish and retain a Heritage Centre Collections Subcommittee as an Advisory Committee to advise the Board on Heritage Centre collection matters

- 3.2 Renumber clause 5.9 of the Current Agreement as clause 5.10

- 3.3 delete clause 7.7 and substitute:

The Regional Library must, unless otherwise agreed by the member Councils, be responsible for the maintenance, repair, replacement and operating costs of the assets:

(a) transferred to the Regional Library; or

(b) made available for the use of the Regional Library

provided that if the asset is in the nature of a building or other structure or plant or equipment (including but not limited to a vehicle) nothing in this clause 7 relieves a member Council of its obligation to contribute to the funding of such maintenance, repair or replacement or for funding the operating costs of the assets.

4. Insertion of New Clause 13A

4.1 Immediately after clause 13 but before clause 14 of the Current Agreement, insert:

13A HERITAGE COLLECTION

13A.1 The member Councils acknowledge that:

- (a) All operations of the Geelong Heritage Centre have been or are being integrated into the operations of the Regional Library Corporation from Greater Geelong;
- (b) the operation of the Geelong Heritage Centre was established and managed by the Greater Geelong under direction of a Scheme approved by an Order of the Supreme Court of Victoria on 29 September 1970 (which Scheme was altered by a further Order of the Supreme Court of Victoria made on 16 April 2012), with general strategic and collection planning advice provided by the Geelong Heritage Centre Committee of Management;
- (c) the collection is diverse, and includes items:
 - (i) owned by one or more of the member Councils;
 - (ii) which were originally owned by persons who and/or organisations which have donated such items to one or more of the member Councils; and
 - (iv) which are owned by persons who and/or organisations which have temporarily deposited such items to one or more of the member Councils or to the Geelong Heritage Centre as custodian of the items; or
 - (v) which are owned by the Geelong Historical Society and have been deposited with the Geelong Heritage Centre as custodian of the items.
 - (vi) the items in the collection are, by definition, described as Public Records under the *Public Records Act* 1993 and are retained in the Geelong Heritage Centre collection in its capacity as an approved Public Records Office Victoria - Place of Deposit; and
 - (vii) the items in the collection have been transferred to the Regional Library Corporation.

13A.2 Notwithstanding anything else contained in this Agreement, the member Councils agree that:



- (a) for the purposes of clauses 7.7 and 10.1(a) of this Agreement, no amount specified in the Regional Library's annual Budget must allocate to any Council that was not a member of the Geelong Heritage Centre (such as Queenscliffe) any revenue derived or expenditure incurred in connection with the Geelong Heritage Centre collection;
- (b) for the purposes of clause 12 of this Agreement, the net assets, liabilities and contingent liabilities of a member Council will not include any thing or amount in connection with any item in the collection of the Geelong Heritage Centre;
- (c) if a member Council ceases to be a member of the Regional Library, it will be entitled to the return of any item in the collection of the Geelong Heritage Centre which it owns or which it has been donated to or deposited with the member Council by the item's owner at the time of the item's deposit into the Geelong Heritage Centre collection; and
- (e) The inventory attached to this agreement is an accurate a statement of the items in the Geelong Heritage Centre collection at the time of its physical transfer to the Regional Library, and an accurate statement of which items are owned by or have been donated to or deposited with a member Council.

4.2 The Annexure annexed to this Agreement is to be annexed to, and constitute the Annexure to, the Current Agreement.

5. Confirmation of Current Agreement

In all other respects, the member Councils confirm the provisions of the Current Agreement.

6. Governing Law and Jurisdiction

- 6.1 This Agreement is governed by the law applicable in Victoria.
- 6.2 Each member Council submits to the exclusive jurisdiction of the courts of Victoria.

7. Interpretation

In this Agreement, unless the contrary intention appears:

- 7.1 headings are for ease of reference only and do not affect the meaning of this agreement;
- 7.2 the singular includes the plural and vice versa and words importing a gender include other genders;



- 7.3 other grammatical forms of defined words or expressions have corresponding meanings;
- 7.4 a reference to a clause, paragraph, schedule or annexure is a reference to a clause or paragraph of or schedule or annexure to this agreement and a reference to this agreement includes any schedules and annexure;
- 7.5 a reference to a document or agreement, including this agreement, includes a reference to that document or agreement as novated, altered or replaced from time to time;
- 7.6 a reference to a member Council includes its administrators and successors;
- 7.7 words and expressions importing natural persons include partnerships, bodies corporate, associations, governments and governmental and local authorities and agencies; and
- 7.8 a reference to any legislation or statutory instrument or regulation is construed in accordance with the *Interpretation of Legislation Act 1984*.



Signing Page

Executed by the Parties

THE COMMON SEAL of **GREATER**)
GEELONG CITY COUNCIL was affixed this)
day of 2015 in)
the presence of:)

.....
Mayor (signature)

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Mayor (name)

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Chief Executive Officer (signature)

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Chief Executive Officer (name)

THE COMMON SEAL of **GOLDEN PLAINS**)
SHIRE COUNCIL was affixed this day)
of 2015 in the presence of:)

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Chief Executive Officer (signature)

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Chief Executive Officer (name)

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Witness (signature)

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Witness (name)

9. CITY OF GREATER GEELONG FOOD POLICY ENDORSEMENT

Portfolio: Community Development – Cr Fisher
Source: Community Services - Aged and Disability Services
A/General Manager: Linda Quinn
Index Reference: Subject: General Health Promotion

Purpose

To note comments received about the draft City of Greater Geelong Food Policy during the public exhibition period and endorse the policy.

To adopt the City of Greater Geelong Food Policy.

Summary

- At Council's direction the draft Food Policy was placed on public exhibition for a period of 28 days. No request for change were received therefore the Food Policy presented to Council tonight remains unchanged.
- The purpose of the City of Greater Geelong Food Policy is to set out a long-term vision and guide action that will strengthen the region's food system to ensure it is resilient into the future.
- The development of a food policy is a major action of the Geelong Public Health and Wellbeing Plan 2013-2017.
- The City of Greater Geelong's Food Policy identifies five distinct themes that need to be addressed to foster a food system that is healthy, sustainable, prosperous and fair. Council will work towards the following:
 - Strengthen our regional food economy;
 - Improve health and wellbeing;
 - Foster a fair food system;
 - Celebrate our diverse food culture;
 - Build a secure and resilient food system.

Cr Fisher moved, Cr Harwood seconded -

That Council endorse the City of Greater Geelong Food Policy.

Carried.

Background

In October 2012 Council resolved to develop a food policy as an action of the Geelong Public Health and Wellbeing Plan 2013-2017. The development of the draft Food Policy is listed as Action 2.3 in Action Guide 2: Accessible and Nutritious Food.

In August 2014 Council was briefed on the process for developing the policy. This included the distribution of a discussion paper, followed by broad and targeted consultation with the community from September 2014.

At the Council meeting in mid August, the draft Food Policy was approved for public exhibition and comment for a period of four weeks.

Discussion

The draft Food Policy was placed on public exhibition for a period of 28 days. No request for change were received therefore the Food Policy presented to Council tonight remains unchanged. A letter of support was received from the Food Systems Alliance.

The purpose of the City of Greater Geelong Food Policy is to set out a long-term vision and guide that will strengthen the region's food system to ensure it is resilient into the future.

Cities around the world are beginning to develop broad food policies that link together relevant policy areas across councils (such as health, economic development and environmental sustainability) into one 'integrated' food policy. Broad food policies enable local governments to more effectively address emerging food system challenges and grasp opportunities to strengthen their local food economies.

During the public exhibition phase, Council received one submission from the Regional Food System Alliance.

Feedback from the Alliance included the following:

"...we commend council for having a strong and clear vision for our food system. The development of this Food Policy is both progressive and necessary to address the global and local challenges our food system is facing."

The Alliance also expressed its commitment to supporting Council in the next phase of implementation.

There were no changes to the Food Policy requested as a result of this submission.

Environmental Implications

This food policy has no immediate impacts on the environment beyond setting in place a long-term vision for our food system that acknowledges the growing environmental challenges facing food production, such as climate change.

Financial Implications

The food policy has no immediate financial implications.

No impact to budget.

Policy/Legal/Statutory Implications

There are no legal or statutory implications for the approval of the Food Policy. Development of a Food Policy is a major action of the Geelong Public Health and Wellbeing Plan 2013-2017.

Alignment to City Plan

The City of Greater Geelong Food Policy aligns across the three strategic directions of 'Community Wellbeing', 'Growing the Economy', 'Sustainable Built and Natural Environment'.

Officer Direct or Indirect Interest

No officer involved in the preparation of this food policy and report has any direct or indirect interest other than their role as an officer of Council and member of the local community.

Risk Assessment

There are no notable risks associated with implementing the recommendations contained in this report.

Social Considerations

Food plays an important role in the way that we interact and express ourselves within families and communities. Communities and regions can develop their own distinct 'food cultures'.

This has been considered in the development of the food policy.

Human Rights Charter

The recommendation in this report has no impact on human rights.

Consultation and Communication

The draft Food Policy was placed on public exhibition for a period of 28 days. No changes were requested therefore the Food Policy presented to Council tonight remains unchanged. A letter of support was received from the Food Systems Alliance.

The engagement process to develop the food policy involved online and face to face components. Over 100 community members attended one of seven community food workshops.

The online component occurred through the City of Greater Geelong's website, Facebook and Twitter pages. The online component included a survey for those who wanted to comment on all or specific themes – 25 surveys were completed online.

The face to face component comprised of seven food workshops:

- Two public workshops covered the themes, including food and health, safety, environment and culture.
- Two stakeholder workshops covered the theme of food and the local economy, one with tourism stakeholders and the other with G21 Agribusiness stakeholders.
- Two stakeholder workshops covered the theme food security - one with the Geelong Food Relief Network and the second with the Food System Alliance.
- One stakeholder workshop with Diversitat covered the theme food and culture.

COUNCIL POLICY

Food Policy	Document No:	CPL310.3
	Approval Date:	11 August 2015
	Approved By:	Council
	Review Date:	11 August 2018
Responsible Officer: General Manager Community Services	Version No	00
Authorising Officer: Chief Executive Officer		

1. PURPOSE

To affirm Councils' vision for the City of Greater Geelong's food system and provide direction for Council's role in strengthening and making the region's food system more accessible and resilient.

2. SCOPE

All employees and Councillors of the City of Greater Geelong.

3. REFERENCES

- City of Greater Geelong (2014) Food Policy Discussion Paper. Available from: <http://www.geelongaustralia.com.au/yoursay/item/8d18aa9e8af0f69.aspx>.
- Department of Health, Victoria (2014) Healthy Together Victoria. Available from: <http://www.health.vic.gov.au/prevention/healthytogether.htm>.
- Campbell CC: Food Insecurity: A Nutritional Outcome or Predictor Variable. J. Nutrition 121; 408-415, 1991.
- Food and Agriculture Organisation: World Summit, Food Security 2009.
- National Health and Medical Research Council (2013) Australian Dietary Guidelines. Canberra: National Health and Medical Research Council.
- City of Melbourne (2012) Food City: City of Melbourne Food Policy. Melbourne, City of Melbourne.
- De Schutter, O (2014) Right to Food. www.srfood.org.

4. DEFINITIONS

Adequate Food

- Enough food that meets a person's need for optimal growth, development and health throughout life and contributes to physical vitality, mental health and social wellbeing.

Community Food Production

- Community food production and/or projects have a focus on production; such as community gardens, school food gardens and others on distribution; such as farmers' markets and food hubs.

Fair Food system

- A food system that supports access to healthy food for all, in which food is adequately priced for farmers and consumers and provided through a supply chain that has fair working conditions and high standards of animal welfare¹.

Food Access

- Having sufficient access to physical and economic resources to obtain appropriate food for a nutritious diet. Resources include physical ability, money, transport opportunities and geographical location of food outlets.

Food Availability

- Availability of sufficient quantities of nutritious food on a regular basis, similar to food supply.

Food Insecurity

- Food insecurity exists whenever the availability of nutritionally, safe foods or the ability to acquire personally acceptable foods in socially acceptable ways is limited or uncertain².

Food Security

- Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life.

Food System

- Our food system is made up of all the activities that happen 'from paddock to plate' before our food reaches us. These activities include farming, food processing, transportation, the selling and eating of food and the disposal of food waste³.

Food Use

- Appropriate knowledge and skills in basic nutrition, budgeting, shopping and cooking; including access to adequate water and sanitation, food storage and cooking facilities.

Nutritious Food

- Refers to a wide variety of food in accordance with the Australian Dietary Guidelines, which is balanced against the body's requirements for growth, metabolism and physical activity across the life stages and is consumed regularly and consistently; without periods of over consumption or severe restriction⁴.

Resilience

- The resilience of a system refers to how effectively it can respond to shock and adapt to change while still continuing to provide food⁵.

Right to Food

- The right to food is a basic human right recognised under international law. It describes the right to feed oneself with dignity, either by producing food or buying it⁶.

¹ Adapted from a definition in City of Melbourne (2012) Food City: City of Melbourne Food Policy. Melbourne, City of Melbourne

² Campbell CC: Food Insecurity: A Nutritional Outcome or Predictor Variable? J. Nutrition 121; 408-415, 1991.

³ Food and Agriculture Organisation: World Summit, Food Security 2009.

⁴ National Health and Medical Research Council (2013) Australian Dietary Guidelines. Canberra: National Health and Medical Research Council.

⁵ City of Melbourne (2012) Food City: City of Melbourne Food Policy. Melbourne, City of Melbourne

⁶ De Schutter, O (2014) Right to Food. www.srfood.org

Safe Food

- The expectation that food for sale is safe and suitable for human consumption, free of misleading labelling or conduct and that it is sold in conformance with the provisions of the Food Standards Code.

Sustainable food

- Sustainable food is produced in a way that regenerates or improves the natural environment. It comes to our plates through short, efficient and fair supply chains which make healthy food affordable for all people and provides fair returns to farmers⁷.

5. COUNCIL POLICY

Introduction

Council's Food Policy aims to address the challenges facing our food system and leverage opportunities to 'strengthen the food system' and make it healthy, sustainable, prosperous and fair. The food policy considers all aspects of the food system⁸ that Council can influence, from 'paddock to plate' and brings together areas of council policy and operations that are usually considered separately, such as food safety and food waste. The policy will be accompanied by an action plan that sets out the work that the Council will undertake independently and with community partners. The action plan will be developed in consultation in 2015.

Vision

Council acknowledges that access to sufficient safe, nutritious and culturally appropriate food is a fundamental human right, as recognised under international law.⁹ It also recognises that the food system is significant and complex, impacting on the environment, industry, transport and the economy.

Councils' vision is for a healthy, sustainable, prosperous, and fair food system where:

- all members of our community have access to sufficient, safe and nutritious food to meet their cultural and dietary needs
- food is produced and consumed in ways that protect our natural resources and increase the resilience of Geelong's food system
- food growers and other food businesses in the Geelong region thrive
- we celebrate our cultural and culinary diversity
- people have the knowledge and skills to participate actively in shaping the region's food system.

Aims

City of Greater Geelong's role

The City of Greater Geelong recognises that it has an important leadership role in strengthening the resilience of the region's food system. We also recognise that food system change cannot be achieved by any one organisation working in isolation. Everyone has a part to play in creating a healthy, sustainable, prosperous and fair food system.

⁷ City of Melbourne (2012) As above

⁸ Our food system is made up of all the activities that happen 'from paddock to plate' before our food reaches us. These activities include farming, food processing, transportation, the selling and eating of food and the disposal of food waste.

⁹ The Right to Food is a basic human right, as recognised in a number of international declarations and covenants, including article 25 of the United Nations Declaration of Human Rights. For more information, see the 'Voluntary guidelines to support the progressive realization of the right to adequate food'. United Nations Food and Agriculture Organization. Rome, UN FAO. 2005.

Although many, if not most aspects of the food system are not Council's core business, Council is involved in the development, management, implementation and regulatory oversight of health and local laws, early years education and services, municipal planning and policy, economic development and facilitation, aged care services, procurement, environment and waste services, events, leisure services and sport and recreation facilities.

The City of Greater Geelong's roles in delivering the food policy include:

Land Use Planning – using measures in the Local Planning Policy Framework to protect farmland and support community food production¹⁰, and advocating to State Government for additional measures to assist farmland protection and increase water security; advocating for the establishment of intensive farming options (land and water based) that are identified as appropriate and sustainable for the region.

Licensing and Regulation – using our regulatory powers and/or policy position to create an environment that supports a safe, healthy, sustainable, prosperous and fair food system and where possible reduce the regulatory burden in order to improve access to nutritious food.

Facilitation, Advocacy and Leadership – leading by example with the food that we purchase and make available, for sale or otherwise, through council services, events and facilities that council manage or leases.

Partnerships and Civic Engagement – working in partnership with the community and other levels of government to deliver the food policy, and empowering local residents to participate actively in shaping the region's food system.

Information – building an evidence base about the City of Greater Geelong's food system to guide action, and evaluating policy outcomes.

Workforce Development – ensuring staff are well trained to deliver the food policy, and fostering an organisational environment that encourages continuous innovation to support implementation of the policy.

6. Related documents and Associations

The food policy aligns with a number of existing policies, plans, initiatives and legislative requirements in the City of Greater Geelong, including:

- The City Plan 2013-2017
- The Geelong Public Health and Wellbeing Plan 2013-2017
- Greater Geelong Planning Scheme 2014
- Geelong Port City 2050
- Rural land use strategy 2007
- The City of Greater Geelong's Environment Management Strategy 2013-2017
- Regional Food System Alliance, established in 2009
- Geelong Food Assistance Network
- The Food Act 1984, where the City of Greater Geelong continues to maintain its legislative requirements to monitor and ensure food that is sold is safe.

¹⁰ Food Alliance (2014) Community Food Projects. Available from: <http://www.foodalliance.org.au/article/community-food-projects/>

7. QUALITY RECORDS

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

Record	Retention/Disposal Responsibility	Retention Period	Location

8. ATTACHMENTS

- N/A

Cr E Kontelj declared an Indirect Interest by Close Association in Agenda Item 10 – 2016-17 Community Sports Infrastructure Fund Submissions in that the President of Geelong Soccer Club is assisting him with a development. Geelong Soccer Club is being considered in the report and left the meeting room prior to discussion at 9.12pm

10. 2016-17 COMMUNITY SPORTS INFRASTRUCTURE FUND SUBMISSIONS

Portfolio: Sport and Recreation - Cr Irvine
Source: Projects, Recreation and Central Geelong – Sport and Recreation
A/General Manager: Paul Jane
Index Reference: Subject: Sport and Recreation Grants & Funding

Purpose

To seek Council endorsement to submit projects to Sport Recreation Victoria's Community Sports Infrastructure Fund (CSIF).

Summary

- Sport and Recreation Victoria's (SRV) funding program provides an important opportunity for Council to secure funding for sport and recreation projects in the municipality.
- SRV recently opened their Community Sports Infrastructure Fund (CSIF) for submissions. This report relates to the Minor Facilities, Female Friendly Facilities, Cricket Facilities and Planning funding categories (*excluding Major Facilities and Better Pool Categories, which were documented in a previous report*)
- Council ran an expression of interest process, calling for applications from active sport and recreation clubs across the municipality. This process was open for submissions over a four week period.
- This report outlines the projects recommended for submission to the CSIF within the Minor Facilities (one project), Female Friendly Facilities (two projects) and Planning (two projects) funding categories.
- Full applications are due to SRV on 29 October 2015.

Cr Irvine moved, Cr Ansett seconded -

That Council:

- 1) **endorse the development of submissions for Sport and Recreation Victoria's Community Sports Infrastructure Fund (CSIF) as follows:**
 - Gateway Sanctuary Playground – Minor Facilities category
 - North Geelong Football Netball Club – Female Friendly Facilities category
 - Geelong Soccer Club – Female Friendly Facilities category
 - Northern ARC Feasibility and Business Case – Planning category (facility feasibility)
 - G21 Regional Netball Strategy – Planning category (regional planning)
- 2) **pending the outcome of each application, refer the projected Council contribution for any successful projects to the 2016-17 Budget as a mandatory project.**

Carried.

Background

Each year, the Victorian Government make funds available for planning, building new, and improving existing facilities where communities conduct, organise and participate in sport and recreation.

- Increased sport and recreation participation for all Victorians
- Increased female and junior participation
- Increased access to sport and recreation opportunities
- Better planning of sport and recreation facilities
- Innovative sport and recreation facilities
- Environmentally sustainable facilities
- Universally designed facilities

The Community Sports Infrastructure Fund (CSIF) provides grants for planning, building new, and improving existing facilities where communities conduct, organise and participate in sport and recreation.

The full 2016-17 Community Sports Infrastructure Fund Application Guidelines can be found at Attachment 1.

Funding is available under the categories described below.

CSIF category	Who can apply	No. of applications per Council	Max. amount per Grant	Max. total project cost (excl. GST)	Funding ratio*
Minor Facilities category	Council OR Sporting clubs and community groups via Council EOI process	Up to two (2) – seeking a maximum total of \$100,000 per grant	\$100,000	\$1,000,000	\$1.5 State : \$1 Local
Female Friendly Facilities category	Council OR Sporting clubs and community groups via Council EOI process	Up to two (2) – seeking a maximum total of \$100,000 per grant	\$100,000	No limit	\$1.5 State : \$1 Local
Cricket Facilities category	Council OR Sporting clubs and community groups via Council EOI process	Up to two (2) – seeking a maximum total of \$100,000 per grant	\$100,000	No limit	\$1.5 State : \$1 Local
Planning category (recreation planning or facility feasibility)	Council	One (1)	Up to \$30,000	No limit	\$1.5 State: \$1 Local
Planning category (regional planning)	Council	One (1)	Up to \$50,000	No limit	\$2 State : \$1 Local

* Funding ratio is specific regional cities such as the City of Greater Geelong.

Councils may apply for the maximum grant amount for up to three (3) projects from the Minor Facilities, Cricket Facilities and Female Friendly Facilities categories with a maximum of two (2) applications from any single category.

In addition, Councils may apply for one (1) planning project (recreation planning or facility feasibility) under the planning category. A second planning project may be submitted under Regional Planning where the scope and funding contributions extend beyond one municipality.

Note: Council may apply for the maximum grant amount for up to three (3) projects from the below categories, with a maximum of two (2) for any single category.	
Minor Facilities	Maximum two (2) applications per single category
Cricket Facilities	Maximum two (2) applications per single category
Female Friendly	Maximum two (2) applications per single category
In addition:	
Planning Category	Councils may apply for one (1) planning project (recreation planning or facility feasibility)
Regional Planning	A secondary application where the scope and funding contributions extend beyond one municipality.

Community organisations can access funds from the Minor Facilities, Cricket Facilities and Female Friendly Facilities categories by submitting an Expression of Interest Form for Community Organisations directly to their local Council.

Sporting clubs and community groups in Greater Geelong were invited to submit projects via an expression of interest process through the Geelong Australia website from 24 July to 21 August 2015. A total of 31 expressions of interest were received across the Minor Facilities, Cricket Facilities and Female Friendly Facilities categories.

Full applications for the above CSIF categories must be developed and submitted to SRV by 29 October 2015. Funding announcements and notification of outcomes is expected from March 2016 onwards. Successful applications will be eligible for funding in the 2016-17 financial year.

Discussion

In assessing the 31 expressions of interest submitted by sporting clubs and community groups through Geelong Australia between 24 July and 21 August 2015, Council officers have used the assessment criteria for each category in the application guidelines (Attachment 1) and discussions with a local SRV representative.

Applications for the planning categories have been selected by Council officers based on local and regional (G21) planning priorities and alignment to the SRV grant assessment criteria.

This report outlines not only Council's recommended projects for submission to SRV, but other highly-rated projects considered during the evaluation. The high calibre of many applications made for a extremely competitive assessment process.

The guidelines state that Councils may apply for the maximum grant amount for up to three (3) projects from the Minor Facilities, Cricket Facilities and Female Friendly Facilities categories, with a maximum of two (2) applications from any single category.

Council officers have recommended two (2) club-initiated applications from the Female Friendly Facilities category and one (1) Council-initiated application from the Minor Facilities category for submission.

In evaluating the expressions of interest, consideration was given to projects that provide the greatest benefit to the community and met the assessment criteria for the funding program. Availability of funding contributions from local sources was also taken into consideration.

Council staff held discussions with the SRV regional office to gain feedback on the proposed projects. In total, 31 projects in the CSIF over the different categories were received.

After this assessment the highest-rated projects under each category are as below. Projects recommended for submission are highlighted.

Community Sports Infrastructure Fund – Minor, Female Friendly, Cricket Facilities and Planning Categories

The Minor, Female Friendly and Cricket Facilities Categories provide funding opportunities for locally significant projects that increase participation in sport and recreation, increase access and opportunity for female participants and improve cricket facilities. The Planning category allows Councils to apply for funding for regional plans and/or facility feasibility projects.

The projects that were assessed as the highest priority in these categories were:

INFRASTRUCTURE APPLICATIONS (3 max)		PROJECT ASSESSMENT				
Project	Total project cost:	Category:	Grant amount requested:	Council contribution required in 2016-17:	Local Funding Sources:	Recommended for Submission
Gateway Sanctuary Playground	\$250,000	Minor	\$100,000	\$150,000	-	Yes
St Albans Football and Netball Club Courts	\$328,400	Minor	\$100,000	\$173,665	\$54,735 (Club in-kind contribution)	No
North Shore Recreation Club Floodlights	\$240,000	Minor	\$100,000	\$140,000	\$0	No
North Geelong Football Netball Club Change and Social Rooms Upgrade	\$486,000	Female Friendly	\$100,000	\$0	\$20,000 (Club in-kind contribution)	Yes
Geelong Soccer Club Female Change Rooms	\$750,000	Female Friendly	\$100,000	\$0	\$50,000 (club capital contribution) \$250,000 (Club in-kind contribution) \$100,000 (Existing Election Commitment)	Yes

Infrastructure applications - continued from previous page.

INFRASTRUCTURE APPLICATIONS (3 max)		PROJECT ASSESSMENT				
Project	Total project cost:	Category:	Grant amount requested:	Council contribution required in 2016-17:	Local Funding Sources:	Recommended for Submission
Grovedale Sporting Club Visitor Change Rooms	\$350,000	Female Friendly	\$100,000	\$200,000	\$50,000 (Club capital contribution)	No
Bell Park Sports Club Female Change Rooms	\$550,000	Female Friendly	\$100,000	\$350,000	\$50,000 (Club capital contribution) \$50,000 (Club in-kind contribution)	No
Expressions of Interest for the Cricket Facilities category was not as closely aligned to the selection criteria as other applications. Therefore no application has been selected for submission	-	Cricket Facilities	-	-	-	No
PLANNING APPLICATIONS						
Northern ARC Feasibility and Business Case	\$280,000	Facility Feasibility Planning	\$30,000	\$0	-	Yes
G21 Regional Netball Strategy	\$65,000	Regional Planning	\$30,000	\$15,106	Netball Victoria: \$15,000 Other G21 LGA's: \$4,894	Yes

Preferred applications

A summary of the recommended projects is provided below:

PREFERRED APPLICATIONS			
Project	Total project cost:	Category:	Comments:
Gateway Sanctuary Playground	\$250,000	Minor	Upgrade to Gateway Sanctuary Playground - this project is strategically supported by Council's Play Strategy
North Geelong Football Netball Club Change and Social Room Upgrade	\$486,000	Female	Upgrade to female change facilities and social rooms, allowing club to accommodate for existing and future female players. Project has existing Council contribution and does not require any further financial commitment. Supported strategically by the G21 AFL Barwon Football Strategy.

Preferred applications - continued from previous page.

PREFERRED APPLICATIONS			
Project	Total project cost:	Category:	Comments:
Geelong Soccer Club Female Change Rooms	\$750,000	Female	Construction of female change rooms that will provide an environment that is inclusive, safe and comfortable for current and future female participants. Project has existing Council contribution and Election Commitment. No further financial commitment required from Council.
Northern ARC Feasibility and Business Case	\$280,000	Facility Feasibility Planning	The project will explore in more detail the bold Master Plan vision for the site, assess the investment logic and clearly define the community benefit outcomes. This includes a feasibility assessment of each facility's capital replacement costs and ongoing operation models.
G21 Regional Netball Strategy	\$65,000	Regional Planning	A regional strategy to guide the development of Netball within the G21 region. The plan will address infrastructure and sports development requirements.

Environmental Implications

There are no foreseeable environmental implications associated with this report. Should the application be successful, Council will develop project designs that include environmentally sustainable design initiatives.

Financial Implications

There are no immediate financial implications associated with adopting the recommendations of this report.

If funding applications to SRV are successful for the proposed projects, these will be referred to the 2016/17 budgetary process. The amounts for consideration will be as follows:

PROJECT	2016/17 BUDGET CONTRIBUTION	2015/16 EXISTING BUDGET CONTRIBUTION
North Geelong Football Netball Club	\$0	\$366,000
Geelong Soccer Club	\$0	\$250,000
Northern ARC Feasibility and Business Case	\$0	\$250,000
Gateway Sanctuary Sub-Regional Playground	\$150,000 (not listed in Council's strategic resource plan)	\$0
G21 Regional Netball Strategy	\$15,106 (not listed in Council's strategic resource plan)	\$0
Total amount for consideration within 2016/2017 Budget:	\$165,106 (not listed in Council's strategic resource plan)	

North Geelong Football Netball Club, Geelong Soccer Club and the Northern ARC Feasibility projects all have existing budgetary contributions from Council that require no further financial commitment in 2016/17.

Projects that will be referred to Council's budgetary process should the applications be successful are the Gateway Sanctuary Sub-Regional Playground and the G21 Regional Netball Strategy.

Any ongoing operational costs for these projects will be as per Council's recurrent maintenance budget.

Policy/Legal/Statutory Implications

There are no legislative or legal ramifications associated with the adoption of this report.

Alignment to City Plan

The recommended project will align to the City Plan's priority of Community Wellbeing, encouraging healthy lifestyles and connected communities through active recreation and participation in sport.

Officer Direct or Indirect Interest

There are no officer conflicts of interest relating to the project being proposed for submission or this report.

Risk Assessment

There are no immediate risks associated with this report.

Social Considerations

The expected population growth within the municipality necessitates the increased and improved provision of community sport facilities that provide a social outlet for the local community.

Participation in sport and recreational activities has long been recognised as an important contributor to community health and well being. Benefits of physical activity are well documented and include improved health, development of social skills, increased community connectedness and enhanced self-esteem. The SEIFA index indicates that Norlane, Corio and Bell Park have a low to relatively low rating. These northern suburbs will benefit from increased access to sporting facilities such as the North Geelong Football Netball Club and Geelong Soccer Club projects

Human Rights Charter

This report has no impact on human rights.

Consultation and Communication

The expression of interest process for the Minor, Female Friendly and Cricket Facilities categories was run by Council over a four week period. Applications were invited by all active sport and recreation clubs across the municipality. The advertisement for applications appeared via Council's Facebook and website, as well as City News and the Sport and Recreation department's e-newsletters and email database.

Cr E Kontelj re-entered the meeting room at 9.23pm

11. MINERAL SPA AND WELLNESS CENTRE - COMPLETION OF FEASIBILITY STUDY- UPDATE

Portfolio:	Major Projects - Cr Macdonald
Source:	Projects, Recreation & Central Geelong : Strategic Projects / Urban Design
A/General Manager:	Paul Jane
Index Reference:	Mineral Springs Eastern Beach

Purpose

The purpose of this report is to provide Council with the outcome of the Mineral Spa and Wellness Centre Feasibility Study Update. It recommends that Council notes the report and directs officers to continue to prepare the project for an Expression of Interest process to find an appropriate developer and operator of the facility.

Summary

- In May 2014, the Strategic Projects / Urban Design Department undertook a select quotation process to appoint a consultant to review, validate and consolidate the findings from previous investigations and reports on the proposed Mineral Spa & Wellness Centre (MSWC) on Corio Bay. In July 2014 consultants were appointed to prepare the Feasibility Study Update 2014.
- The consultant was required to update the project feasibility including detailed financial modelling, identify funding strategies, determine return on investment (ROI) and undertake demand analysis and market sounding. The report also identified project risks and mitigation strategies, stakeholders and their roles, and recommended a statutory planning approach to progress the project to the private development market.
- In the first anticipated year of operation, 2019, the business is predicted to create 84 new FTE jobs and contribute \$13.0m in Gross State Product. By 2037 these figures will have increased to 99 and \$24.1m respectively.
- The total end cost based on the feasibility report is \$17,878,000 ex. gst and enabling works. Enabling works include car parking at \$1,226,000 and public walkways at \$953,000 making the total project cost \$20,057,000.
- The feasibility report recommends that the financed procurement option, Build, Own, Operate, and Transfer (BOOT), is explored through market engagement. This procurement approach could provide to Council effective commercial risk management, optimised life-cycle cost and would reduce the demand on internal resources.
- A statutory planning consultant is currently preparing a planning scheme amendment to the Greater Geelong Planning Scheme (GGPS). The amendment will include an incorporated plan that will enable the development and operation of a MSWC and associated infrastructure. The subject site is currently zoned Public Park and Recreation (PPRZ) in the GGPS.
- Council engaged a leading financial analysis firm to carry out a peer review of the Feasibility Study Update 2014. They made two minor recommendations relating to undertaking additional sensitivity analysis on demand and cost of funding. This work has been completed.

Cr Harwood moved, Cr Richards seconded -

That Council:

- 1) note the Feasibility Study Update 2014;**
- 2) directs officers to continue preparing the project for an Expression of Interest process to select a preferred private developer for a mineral spa and wellness centre;**
- 3) directs officers to enter into negotiations with the Department of Environment, Land, Water and Planning to determine lease conditions and gain full approval to lease the required land on Hearne Parade Geelong.**
- 4) direct officers to engage with the Geelong Authority, the State Minister for Planning and the Minister for Environment and Water to streamline and expedite the process.**

Carried.

The Mayor resumed the Chair at 9.22pm.

Background

The global spa and wellness industry is estimated to be worth \$3.4 trillion¹, making it one of the world's largest and fastest growing industries.

Council previously commissioned a report in 2006, generally known as the 'Cox Report' which scoped a mineral spa facility, proposed a location and presented a business case for its implementation. This report was authored by a consortium covering the disciplines of architecture, tourism, business development, finance, town planning, spa operations and quantity surveying. At the time considerable government investment was required to ensure feasibility so the project was placed on hold. Since that time the market has matured and the case for private investment is more attractive.

This project was included in the Eastern Park Masterplan of 2010 and also listed in the Central Geelong Waterfront Masterplan of 2011. It is supported by Victoria's Spa and Wellbeing Tourism Action Plan, state and regional tourism strategies and the Victorian Mineral Water Committee Strategic Masterplan (Draft 2015). Until 2013 the Mineral Spa and Wellness Centre was a priority project of Council and was removed from the list at that time due to the overwhelming proportion of private investment and comparatively small Government financial support needed.

Discussion

In 2014, Council joined with Regional Development Victoria (RDV) and Tourism Victoria to appoint a consultant to update to the Cox Report. The purpose of the engagement was to prepare a Feasibility Study that consolidated, reviewed and validated findings from not only the Cox Report, but all previous investigations.

The consultant would also be required to update/refresh the project feasibility and return on investment, identify any gaps, and recommend the process required to implement the project. The consultant was also required to undertake market sounding to determine private sector interest, determine appropriate project stakeholders and their roles, delivery and funding strategies as well as collate the business investment review and due diligence information.

The final feasibility report shows a well-researched business case that demonstrates a viable business opportunity for private investment.

¹ Global Spa & Wellness Economy Monitor 2014.

A peer review process was also undertaken to ensure the accuracy of the report.

It recommended extra sensitivity analysis to be undertaken on the estimated demand for the proposed business and also on the cost of obtaining finance to build the facility. This work has been completed and the feasibility report updated.

The construction period has been forecasted over three years (2015-2018), with a predicted expenditure of \$19.4m. 90 per cent of the capital investment for the facility is expected to occur in the Geelong LGA and the remaining 10 per cent elsewhere in Victoria. The combined direct and flow-on economic impact on the State under Preferred Option during its operational phase will:

- Create 84 new FTE jobs in 2019, increasing to 99 in 2037;
- Contribute \$13.0m in Gross State Product in 2019, increasing to \$24.1m in 2037.

The feasibility study spent considerable effort determining the product offering and business mix for the facility. It concluded a mix of private and public offerings, with a strong community focus. The positioning statement is:

“The Geelong Mineral Spa and Wellness Centre will be a purpose built leisure facility designed to assist in the re-positioning of the Council to a dedicated tourism destination.

The state-of-the-art facility will boast an impressive 2,000m² of bathing, spa and wellness services.

An innovative and engaging design will take advantage of its prime position on the stunning north-facing shore of Corio Bay, providing 180 degree water views.

Guests will enjoy a superb vista whilst enjoying therapeutic bathing experiences, delightful culinary specialties, and an extensive array of relaxing spa and massage experiences, combined with serious results-driven skincare.

At the Geelong Mineral Spa and Wellness Centre, guests will have the freedom to explore, the luxury to relax, the atmosphere to socialise and all of the therapeutic benefits to reinvigorate mind, body and soul.”

This statement takes into account current market trends, aspects of profitability and the clientele demographic.

Cultural heritage due diligence has just been completed. A Cultural Heritage Management Plan will not be required for the site due to previous significant ground disturbance. The Wathaurong Co-operative and the Wathaurong Corporation were involved in this process and supportive of the project. Native title has been extinguished on the site.

The project will address some key challenges and opportunities facing the Geelong region, identified as follows.

- Current lack of ‘high-quality destination’ offerings in Geelong limiting tourism development generally;
- Low tourism activity restricts the potential of local businesses to generate new and flexible employment opportunities;
- Neglected sections of the waterfront restrict its use by the community;
- Provides additional waterfront offering ; for visitors and the local community;
- Supports the enhancement of a currently neglected and degraded area of the waterfront;

- Contributes to Tourism Victoria's strategy to support and increase spa facilities throughout the state;
- Aligned to the Victorian Mineral Water Committee's draft Strategic Masterplan 2015;
- Provides an impetus for enhanced public waterfront paths and linkages to Limeburners Point and the Eastern Gardens.
- Complementary to other strategic projects including the Yarra Street Pier and Convention Centre.

Whilst Geelong receives a significant number of visitors, there is currently a gap in the high-quality tourism offering. This is particularly important in the context of recent downturn in the regional manufacturing sector and Geelong's efforts to re-focus and diversity its economic base by tapping into growing industry sectors. The global spa and wellness industry alone is estimated to be worth \$3.4 trillion, making it one of the world's largest and fastest growing industries². Domestic growth in this market is in line with global patterns.

Current and Future Steps

In conjunction with Regional Development Victoria and Tourism Victoria, we plan to prepare the Project for an Expression of Interest (EOI) process aimed at private investors/developers/operators.

A Historical Heritage Assessment has also recently been being completed removing uncertainties from the proposal and preparing for the planning processes.

Council officers have been undertaking due diligence in preparation for the EOI to provide a degree of certainty to the market, mitigate development risk and improve the attractiveness of the project. As part of this process, it is important that a robust planning framework is developed to encourage private sector investment. This is currently being undertaken by the preparation of a planning scheme amendment and incorporated plan to the GGPS.

Council officers have appointed consultants for preparation of the planning scheme amendment and incorporated plan. It is anticipated the planning scheme amendment will take 12-18 months. Substantial consultation will take place with various stakeholders, including state and local government. Completion of the amendment will remove a perceived complexity.

Running concurrent to the amendment process, officers will continue discussions with the Department of Environment, Land, Water and Planning to negotiate lease conditions and prepare the application for use of Crown Land.

Environmental Implications

- The requirements for an Environmental Effects Study are currently being assessed. Previous studies which will be used as a basis for environmental considerations throughout the project are;
- Assessments of impacts of a proposed mineral spa development on the intertidal zone near Eastern Beach, Geelong, Marine Ecology Solutions October 2011
- Eastern Beach Geelong Mineral Water Bore Assessment of Mineral Water Aquifer Capacity, Sinclair Knight Mertz July 2005
- Coastal Hazard Vulnerability Assessment, Cardino November 2010
- Geotechnical investigations, P.J.Yttrup & Associates April 2010
- Eastern Beach Flora and Flora Assessment, Brett Lane & Associates November 2010

² Global Spa & Wellness Economy Monitor 2014

Any development in this location will require high environmental performance characteristics. This will be mandated through the EOI process. It is also recognised that this industry sees environmental responsibility as an essential element of their business model.

Financial Implications

An allocation has been included in the 2015/16 and 2016/17 budget process to progress the project to the next stage. This money allows for the project to be put to the market and all the necessary legal and other fees that are necessary to negotiate the final development conditions.

The feasibility report recommends an allocation from Council and the State Government through RDV of \$2m to carry out enabling works including a public walkway and car parking. These works would be carried out in conjunction with the construction of the facility. An allocation for this money is included in the 4 year financial plan.

A rental of the site will give a financial return to Council over time and the rental amount will be negotiated as part of the market testing process.

Policy/Legal/Statutory Implications

A Planning Scheme Amendment to the GGPS; consent under the Coastal Management Act 1995; Planning Permit under the Planning & Environment Act 1987; heritage permit under the Heritage Act 1995 (Vic) and a lease agreement with DEPI under the Crown Land (Reserves) Act 1978.

Alignment to City Plan

The Mineral Spa and Wellness Centre is a strategic project included in City Plan.

Officer Direct or Indirect Interest

There are no direct or indirect conflicts for officers in compiling this report.

Risk Assessment

A thorough risk assessment was carried out as part of Mineral Spa and Wellness Centre Feasibility Report, listed in Appendix H of the report. This risk assessment will be incorporated into all work undertaken.

In relation to the Feasibility Study Update Report, this has been peer reviewed to ensure integrity of assumptions and accuracy of content.

Social Considerations

It is imperative that there are social outcomes from this project, in line with government policies for the use of Crown Land for commercial purposes.

These social benefits will arise in the continuation of the Baywalk from Eastern Beach to Limeburners Point and the requirement of the developer to incorporate a lower-cost public bathing area in the facility for broader community use. Mineral water will continue to be available for free collection by the public.

Human Rights Charter

This report has no impact on compliance with the Human Rights Charter.

Consultation and Communication

This report was produced in conjunction with the State Government and Council.

A public engagement strategy will be produced in conjunction with the Planning Scheme Amendment application. This will provide opportunities for stakeholders and interested parties to contribute to the project outcome.

12. ANNUAL REPORT 2014-2015

Portfolio:	Finance - Cr Lyons (Mayor), Cr Farrell, Cr E Kontelj
Source:	Strategy & Performance - Strategy & Program Delivery
General Manager:	Dean Frost
Index Reference:	Corporate Strategy Annual Report

Purpose

The Annual Report 2014-2015 was submitted to the Minister for Local Government as per the requirement of the Local Government Act 1989, Section 131.

As per the Local Government Act 1989, the purpose of this report is for the Council to receive the Annual Report 2014-2015 (*previously provided with Briefing papers*).

Summary

- Section 133(1) of the Local Government Act 1989 requires that the Council submit its Annual Report to the Minister for Local Government within three months of the end of the financial year.
- The Annual Report for 2014-2015 has been prepared and a copy was provided to the Minister on 24 September 2015.
- The Annual Report has been prepared to comply with Section 131 of the Local Government Act 1989 that requires it to contain the following, in respect of the financial year reported on:
 - a) a report of operations of the Council;
 - b) an audited performance statement;
 - c) audited Financial Statements;
 - d) a copy of the auditor's report on the performance statement, prepared under section 132;
 - e) a copy of the auditor's report on the financial statements under Part 3 of the Audit Act 1994; and
 - f) any other matter required by the regulations.
- In accordance with the requirements of Section 132 of the Local Government Act 1989 the nominated Principal Accounting Officer of Council, two Councillors and the Chief Executive Officer have signed the Performance Statement, Financial and Standard statements.
- The Performance Statement and Financial Statements have been finalised and the Auditor General's Report on these has been received.
- After the Annual Report has been submitted to the Minister, Council is required [(under Section 133(2))] to give public notice that the Annual Report has been prepared and can be inspected at Council Offices.
- Section 134 of the Local Government Act 1989 also requires the Council to consider the Annual Report at a meeting of Council and that 14 days public notice must be given of this meeting.
- On 26 September 2015 a public notice was published in local newspapers advising of the availability of the Annual Report for viewing and the intention to discuss the Annual Report at the Council meeting on 20 October 2015.

Cr E Kontelj moved, Cr Farrell seconded -

That Council receives the 2014-2015 Annual Report in accordance with Section 134 of the Local Government Act 1989.

Cr Nelson left the meeting room at 9.24pm

Carried.

Background

Council approved “in principle” the Financial Statement of Accounts, Standard Statements and Performance Statement and authorised the signing of the Accounts subject to Auditor General requirements on 25 August 2015.

The Auditor-General has signed the accounts and issued his report stating that the accounts fairly present the financial position of the Council and comply with accounting requirements and the Local Government Act 1989.

A copy of the Annual Report together with the Report of Operations, Audited Performance Statement and Financial Statements was provided to the Minister for Local Government on 24 September 2015.

Under Section 134 of the Local Government Act 1989, the Council must consider the annual report at a meeting of Council as soon as practicable after the Annual Report has been sent to the Minister.

Discussion

The Annual Report is a comprehensive review of highlights and achievements for 2014-2015 financial year.

Under the Local Government Act the Council is required to give public notice when the Annual Report is available for public inspection and is also required to provide 14 days notice of when it will be considered at a Council Meeting.

On Saturday, 26 September 2015 Council gave public notice that:

- a) Council had prepared the Annual Report for the financial year to 30 June 2015 and that copies containing the following information contained within the Annual Report were available from the Council’s website and Customer Service Centres:
 - A report on Council’s operations during the year;
 - Audited Financial Statements for the financial year; and
 - Audited Performance Statement for the year.
- b) The Annual Report, including the Performance and the Financial Statements, is to be received at the Council meeting to be held on Tuesday, 20 October 2015 commencing at 7.00 p.m.

It is important to note that recent changes to the Local Government Act 1989 (18 April 2014) in regard to the introduction of the Local Government Performance Reporting Framework indicators (sections 131(3) and 131(4)) have been complied with in the 2014-2015 Annual Report.

Environmental Implications

The Annual Report addresses the City’s achievements in the Sustainable Built and Natural Environment strategic direction and reports on actions undertaken in 2014-2015 and progress indicators.

Financial Implications

The Annual Report includes a copy of the City's Audited "Financial Statements" that have been the subject of a previous report to Council.

Policy/Legal/Statutory Implications

The recommendation and procedures outlined in this report conform to the requirements of the Local Government Act and Regulations.

Council has given public notice that the Annual Report 2014-2015 is available for public inspection and provided 14 days notice of a meeting to consider the report.

Alignment to City Plan

City Plan 2013-2017 is the guiding document for the 2014-2015 Annual Report. The Annual Report provides an update on the achievements under the Community Wellbeing, Growing Our Economy, Sustainable Built and Natural Environment and How We Do Business strategic directions.

Officer Direct or Indirect Interest

There are no direct or indirect interests.

Risk Assessment

There are no identified risks arising from this report.

Social Considerations

The Annual Report provides a report to the community on the Actions and Initiatives undertaken during the reporting period.

In addition to the Statutory Financial Reporting, the Annual Report provides information to the community on how the resources of the City have been allocated between the Social, Environmental and Economic needs of the community.

This information is presented in the City's adopted Planning Framework of the four strategic directions being:

1. Community Wellbeing
2. Growing Our Economy
3. Sustainable Built and Natural Environment
4. How We Do Business

Human Rights Charter

The 2014-2015 Annual Report will be made available to the community in a number of formats satisfying accessibility requirements:

- Hard copies will be available for viewing at all Customer Service Centres
- Electronic versions in MS Word, MS Excel, PDF and eText (for the visually impaired) will be available on Council's website (www.geelongaustralia.com.au)
- Hard copies can be requested and mailed out on request

All images in the final design version that feature staff or members of the community have had photo releases signed.

Consultation and Communication

The Council's Annual Report 2014-2015 is a primary communication document that has been made available for public inspection in draft form.

A printed publication is currently being prepared and will be distributed to leaders within the community.

A copy of the report will also be accessible via the City's internet site and at Council's Customer Service Centres.

13. FINANCIAL ASSISTANCE GRANTS – INDEXATION FREEZE

Portfolio: Finance - Cr Lyons (Mayor), Cr E Kontelj & Cr J Farrell
Source: Strategy & Performance - Financial Services
General Manager: Dean Frost
Index Reference: Financial Management / Reporting

Purpose

To advise Council of the impact of the Federal Government's decision to freeze indexation of the Local Government Financial Assistance Grants and seek approval from Council to support the Australian Local Government Association's campaign to reverse this decision, by writing letters to Minister's of Parliament.

Summary

- The Federal Budget released on 13 May 2014, announced that Financial Assistance Grants (FAG) will not be increased in line with CPI or population increases until 2017-2018.
- FAG are an important source of income for Council, including a general purpose grant of \$16.1M, Natural Disaster Assistance of \$35K and local roads funding of \$3.1M, totalling \$19.2M.
- Council has recently received its allocation and payment schedule for 2015-16, the second year of the indexation freeze.
- The cumulative cost to the City of Greater Geelong will be \$3.1M relative to Strategic Resource Plan assumptions for the three years 2014-15 to 2016-17.
- The freeze on indexation along with Rate Capping from 2016-17 adds an additional burden on Council's ability to maintain services.
- The Australian Local Government Association (ALGA) is pursuing the matter directly with Federal Government Ministers, but have also written to all councils across Australia seeking support for their campaign to have the indexation restored.

Cr Farrell moved, Cr E Kontelj seconded -

That Council:

- 1) **note the impact of the Government's decision to freeze the indexation of the Local Government Financial Assistance Grants for three years until 2017-2018, estimated to cost the City of Greater Geelong \$3.1M.**
- 2) **support the Australian Local Government Association's campaign requesting the Government reverse its decision to freeze the indexation of the Local Government Financial Assistance Grants, by writing to Federal Members of Parliament:**
 - **Hon Scott Morrison MP, Treasurer.**
 - **The Hon Paul Fletcher MP, Minister for Territories, Local Government and Major Projects, and**
 - **Senator the Hon Mathias Cormann, Minister for Finance advising of the impact of the proposed freeze.**

Carried.

Background

The Federal Budget was released on 13 May 2014, announcing that Financial Assistance Grants (FAG) will not be increased in line with CPI or population increases for the next three years until 2017-2018.

The FAG are a vital part of the revenue base of all councils. Smaller rural and remote councils will be hit the hardest by the reduction in grants since the majority of their revenue is sourced from grants. FAG allow local communities across Australia to provide a reasonable level of service and infrastructure to local residents. These grants are used to maintain a range of infrastructure including local roads, bridges, parks, swimming pools libraries and community halls as well as services to the young, the elderly and community groups of all kinds.

The decision announced in the Budget on 13 May 2014, will cost councils an estimated \$925M in FAG by 2017-2018. The impact will continue beyond that date because the base level of FAG will be permanently reduced by over 12%. In 2017-2018 the estimated reduction in FAG will be \$321M. Even if indexation is restored in 2017-2018 (at an estimated 4.2%, which reflects CPI and population movements), the gap will continue to widen and FAG will be about \$334M less in 2018-2019 and almost \$350M less in 2019-2020.

Delegates of the National General Assembly for Local Government resolved on 16 June 2014 to call on the Commonwealth Government to restore indexation of FAG in line with CPI and population growth immediately. The Australian Local Government Association (ALGA) will pursue this matter directly with Federal Government Ministers.

The ALGA has been fighting to have the value of the FAG restored to a level equivalent to 1% of tax revenue, the level they were when John Howard came to power in 1996. In recent years they slipped to 0.7%, but will now decline to just 0.53% by 2017-2018.

Discussion

Council has recently received its Grants Commission allocation and payment schedule for 2015-16. As this is the second of three year indexation freeze it is prudent to review the impact on Council.

The table below shows the impact on the Long Term Plan based on the budgeted 2.5% which would have been in line with CPI for the three years 2014-2015, 2015-2016 and 2016-2017:

	General Purpose Grants	Natural Disaster Assistance	Local Road Funding	Total	Estimated Total including 2.5% CPI	Variance
Actual 2013-2014	16,199,878	0	2,994,930	19,194,808		
Plus adjustment*	90,124	0	16,310	106,434		
Total 2013-2014	16,290,002	0	3,011,240	19,301,242	19,301,242	
Actual 2014-2015	16,222,066	35,000	3,078,097	19,335,163		
Plus adjustment*	(18,149)	0	(53)	(18,202)		
Total 2014-2015	16,203,917	35,000	3,078,044	19,316,961	19,783,773	(466,812)
Actual 2015-2016	16,112,226	25,940	3,063,916	19,202,082	20,278,367	(1,076,285)
Estimated 2016-2017	16,112,226	25,940	3,063,916	19,202,082	20,785,327	(1,583,245)
Total 3 years 2014-2015 to 2016-2017				57,721,125	60,847,467	(3,126,342)

*Adjustments relate to timing difference

Council will be approximately \$3.1M unfavourable in grant income over the three years of the strategic plan.

The cumulative impact of the decision the Federal Government along with Rate Capping by the State Government from 2016-17 may force Council to consider cutting services in order to maintain services. Local residents have already paid taxes to the Federal Government and expect an adequate level of that revenue to be returned to councils to provide local services and infrastructure.

It is recommended that Council writes to local Federal Members of Parliament highlighting the impact this decision will have and request they restore indexation of FAG in line with CPI and population growth immediately.

Environmental Implications

There are no environmental implications for Council in this report.

Financial Implications

The 2015-2016 Grants Commission allocation is \$19.2M without an adjust for CPI the real value is approximately \$1M less to be spend on services within the municipality.

Policy/Legal/Statutory Implications

The impact of Federal and State Budgets are be included in Council's budget process.

Alignment to City Plan

This report contributes to responsible and sustainable financial management as aligned in Council's City Plan objective on How We Do Business.

Officer Direct or Indirect Interest

There is no Council Officer direct or indirect interest involved with this report.

Risk Assessment

There are no notable risks identified with this report.

Social Considerations

There is considerable social implication associated with the Federal's Government's decision to freeze indexation of the Local Government FAG, which are outside the scope of this report.

Human Rights Charter

There are no known positive or negative effects.

Consultation and Communication

If the recommendation of this report is adopted by Council, letters will be sent to Federal Members of Parliament advising of the impact of the proposed freeze and seeking a reversal of the Government's decision.

14. MAYOR AND COUNCILLORS' MEDIA ENGAGEMENT

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

Purpose

The purpose of this report is to have Councillors adopt the *Mayor and Councillors' Media Engagement* policy.

Summary

- The *Mayor and Councillors Media Engagement* policy will provide practical framework to better guide officers in their management of all media, event and spokesperson opportunities.
- Provide guidance on correct issuing of media responses and media statements, involving the Mayor, Deputy Mayor, and all Portfolio and Ward Councillors.

Cr Heagney moved, Cr Richards seconded -

That Council adopt the Mayor and Councillors' Media Engagement Council Policy.

Cr Nelson re-entered the meeting room at 9.32pm.

Carried.

Background

Council officers involved in the management of media, event and spokesperson activities for the Mayor and Councillors are currently guided by two Council produced documents:

- Protocol supporting roles and responsibilities of Mayor and Councillors, 2012;
- Councillor Induction Manual, November 2013

Council officers, the Mayor and Councillors rely on local 'custom and practice', which extends to before the term of the current Council and its predecessor.

Discussion

Council has not formally endorsed either of the above documents. Further, the wording in both documents regarding the management of media, event and spokesperson activities is generally scant, vague and open to differing interpretation.

The 'custom and practice' information is also, by its nature, un-documented, not universally understood (particularly by new officers, and possibly some early-term Councillors), and not formally endorsed by Council.

Given the importance to Council of sound, coordinated media engagement, it is crucial that all Council officers, and all Councillors, have a clear and consistent understanding of the protocols that should guide these activities.

To achieve this, Council must first agree on the contents and wording of a suitable policy, then formally adopt it for practical, day-to-day use and reference.

Environmental Implications

This policy has no environmental implications.

Financial Implications

This policy has no financial implications.

Policy/Legal/Statutory Implications

Once formally adopted by Council, a *Mayor and Councillors' Media Engagement* policy could have legal and statutory implications, governing the policy correct use and proper observance by Councillors and Council officers.

Alignment to City Plan

Once formally adopted by Council, a *Mayor and Councillors' Media Engagement* policy would contribute to the *How We Do Business* pillar of City Plan, by helping Councillors and Council officers adopt and follow the agreed policy that guides an essential and crucial area of organisational activity: Council's engagement with the public via the media.

Officer Direct or Indirect Interest

Council Officer's involved in the preparation of the *Mayor and Councillors' Media Engagement* policy (September 2015) do not have a direct or indirect interest in this project.

Risk Assessment

There is no foreseeable risk in eventually adopting a new *Mayor and Councillors' Media Engagement* policy; conversely, there remains a high risk of reputational damage (through the media) to Councillors, Council officers and Council generally if the organisation does not agree on a policy to guide media engagement.

Social Considerations

This report does not have any external social implications.

Human Rights Charter

A formally adopted *Mayor and Councillors' Media Engagement* policy would further enhance the human rights of the Mayor and Councillors, and those they represent, by strengthening local democracy through assured freedom of speech and representation.

Consultation and Communication

In drafting the *Mayor and Councillors' Media Engagement* policy, the authoring officer has consulted relevant protocols and/or media officers from the City of Melbourne, Sydney City Council, the City of Brisbane, Cardinia Shire Council, City of Whitehouse, and the two *Acts* governing the City of Greater Geelong.

COUNCIL POLICY

Mayor and Councillors' Media Engagement Policy	Document No:	CPL60.7
	Approval Date:	20 October 2015
	Approved By:	Council
	Review Date:	20 October 2017
Responsible Officer: General Manager Strategy & Performance	Version No:	00
Authorising Officer:	Chief Executive Officer	

1. PURPOSE

The purpose of this policy is to stipulate the management and allocation process for the Mayor, Deputy Mayor and Councillors as they represent the City of Greater Geelong in media engagement activities such as:

- photo, video and other organised media opportunities
- attendance at events and launches; and
- contribution to internal and external publications (including proactive media releases, and reactive media responses/statements).

2. SCOPE

This policy applies to the Mayor and Councillors; the Communications and Marketing Services Unit; Mayor and Councillor Support; and any other officers involved in the management of the City's official media engagement.

The policy includes an arbitration and dispute-resolution role for Council's General Manager Strategy & Performance, with the Chief Executive Officer having ultimate decision-making jurisdiction.

Council officers seeking clarity re this policy should first consult their manager, who can in turn consult the Manager Communications and Marketing Services.

This policy should be read in conjunction with other relevant Council policies and procedures (listed next).

3. REFERENCES

The City's Mayor, Councillors, CEO and officers are expected to demonstrate standards of professional conduct and behaviour that are consistent with relevant legislation, regulations and policies.

The following City policies and guidelines must be adhered to regarding the management of media engagement:

- Code of Conduct – Councillors
- Councillors Expenses and Facilities Policy
- Community Engagement Policy
- Media Liaison Procedure
- Media Issues Management Procedure
- Disciplinary Policy
- Plaques and Memorials Procedure

4. DEFINITIONS

Major issues* will generally meet one or more of the following criteria:

- announcements or commentary relating to premier events, major projects or key community infrastructure being undertaken by the City;
- key announcements regarding City Plan, City Plan update, annual budget, and key strategic plans setting the long-term vision for the City;
- matters, including those considered by the City (or one of its Committees) that are likely to involve dialogue at a state, national or international level;
- an event or activity involving the Prime Minister or Premier
- controversial matters that are likely to impact on the City's reputation;
- matters involving a natural or human induced emergency or crisis; and
- where the community would reasonably expect to hear from the primary spokesperson or leader of an organisation on an issue.

Media engagement: how the City, Mayor and Councillors connect with media – local and beyond – to disseminate views, ideas and information regarding their responsibility to develop, implement and deliver strategy, policies, programs and services.

Stakeholder: someone who may be affected by, have a specific interest in, or influence over, a decision or issue under consideration.

Media response: information the City provides reactively to media, in response to a specific media request or inquiry.

Media release: information the City provides proactively to media, including the City's own media channels (i.e. website, social media channels, etc).

Issue: activities, policies or decisions generated by the City that could create public controversy, debate or dissent – generally via the media.

Media: refers to any print, electronic or online media outlet/organisation.

City Plan: the key document that sets out the City's vision and identifies the strategic directions, priorities, and strategies that will guide the City's activities during the term of Council.

5. MANAGEMENT POLICY

The Mayor as spokesperson

The Mayor is the *primary* spokesperson for the City and will speak on major issues involving the City of Greater Geelong.

The Mayor will be the primary spokesperson quoted in reactive media responses or proactive media releases, again relating to major issues.

The Communications (and Marketing Services) Unit – and, if necessary, the General Manager Strategy and Performance – will use professional judgement to determine what constitutes a major issue. The CEO will be the final arbiter.

Councillors as spokespeople

Where a Portfolio and/or Ward Councillor have played a key role in developing a City position or initiative – including major issues – and there is an opportunity to engage with media, then the Communications Unit, Mayor and Councillor Support, and/or relevant City area/department will advise the Councillor(s) of this opportunity.

This engagement could include:

- a public/media/event spokesperson role
- participation in a media/photo opportunity or event
- being quoted in a media statement / media release.

Any Councillor representing the City in an event will receive support from the Communications Unit to prepare speaking notes, media statements, etc.

Assigning order of representation

If a Portfolio and/or Ward Councillor joins the Mayor (or Deputy Mayor) in a Council organised representational role, the Mayor (or Deputy Mayor) will generally:

- speak first at an event, and
- be first quoted in any media release or media statement.

Relevant Portfolio and/or Ward Councillors will be welcome to attend any Council organised photo or other media opportunities (with the media determining their ultimate inclusion).

Councillors are welcome to attend and be included in any Council organised photo/media opportunities for the City's social media channels.

The Communications Unit will ensure relevant Councillors are kept informed when advancing media opportunities – and assign these according to the following table:

Type of media request	Spokesperson – priority order				
	Mayor	Deputy Mayor	Portfolio Councillor	Ward Councillor	CEO, GM or authorised Officer
Media has asked the City for an interview or comment on an issue that meets the criteria for major issue .	1	2	3	4	5
Media has asked the City for an interview or comment on an issue other than a major issue – that clearly relates to a Portfolio issue.			1	2	3
Media has asked the City for an interview or comment on an issue other than a major issue – that clearly relates to a Ward issue.			2	1	3
Media has asked the City for information or comment on an administrative, operational or regulatory nature.					1

As a general rule, when assigning a media opportunity, the key messages or subject matter associated with that opportunity will dictate which Portfolio or Ward it sits within.

Where there is potential portfolio overlap, a representation or media opportunity will be referred to the relevant Portfolio and/or Ward Councillors for a decision.

If no agreement can be reached, the General Manager Strategy and Performance will use professional judgement to determine the allocation.

Statement guidelines

Official City statements made by Mayor and/or Councillors – including those prepared and/or issued by the Communications Unit – must:

1. reflect the City's current policy and position (if the City has a policy or position)
2. portray the City (and its Council) in a positive way
3. not cast aspersions on any individual – including the Mayor, Councillors, CEO or officers
4. not commit the City or its resources to a course of action, without prior Council discussion and/or resolution, and

5. avoid any admission of legal liability.

All Councillors quoted in a media statement or media release will have the opportunity to approve their comments (within a reasonable timeframe), prior to issue.

If a Councillor chooses to express a personal opinion or view that differs from the City's adopted position, the Councillor is obliged to identify the opinion or view as their own.

6. QUALITY RECORDS

Relevant officers will retain relevant Quality Records for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Media inquiries Media statements Media responses Official invitations Official speeches and other event-related information	Corporate Records	Permanent – as required by law	Communications and marketing Services Unit and/or Mayor and Councillor Support

7. ATTACHMENTS

Nil

15. VARIATION TO COUNCIL MEETING TIMETABLE

Portfolio:	Governance - Cr Lyons (Mayor)
Source:	Strategy & Performance - Customer Service and Council Business
General Manager:	Dean Frost
Index Reference:	Council Governance

Purpose

The purpose of this report is to address a varied Council Meeting timetable over the Christmas & New Year period.

Summary

- Council has previously determined that it will hold Strategic Workshops on the second and fourth Tuesday of each month, with Councillor Briefings held on the first Tuesday and Council Meetings held on the third Tuesday of each month.
- This report addresses variances due to public holidays over the Christmas period.

Cr Heagney moved, Cr Farrell seconded -

That Council resolves for the months of December 2015 and January 2016 the Council Meeting timetable be varied as follows:

- a) the final Ordinary Council Meeting in 2015 be held on Tuesday 8 December;**
- b) the first Councillor Briefing in 2016 be held on Tuesday 19 January followed by an Ordinary Council Meeting on Wednesday 27 January (due to the fact that Australia Day falls on Tuesday 26 January 2016);**
- c) no Strategic Workshops be conducted during December 2015 and January 2016.**

Carried.

Background

In accordance with the current meeting cycle, Council Meetings are scheduled to be held on 15 December 2015 and 19 January 2016, with Councillor Briefings scheduled on 1 December 2015 and 5 January 2016. Strategic Workshops are scheduled for the remaining Tuesdays.

Discussion

During and prior to the current term of Council, the Meeting schedule has been varied during December and January to recognise the Christmas/New Year holiday period.

Due to the demands placed on Council business at this time of year, it is proposed that the final Council Meeting for 2015 be held on 8 December to enable the Minutes and relevant decisions to be implemented prior to Christmas.

Past experience indicates that January is the quietest month in terms of general Council activities. It is therefore proposed that the first Meeting in the New Year be held on Wednesday 27 January 2016.

If necessary to deal with urgent business there is the provision under the Local Government Act to call a Special Meeting of Council.

Over the past ten years, a similar schedule has been approved and the need to call a Special Meeting has not arisen.

Environmental Implications

There are no environmental implications associated with this report.

Financial Implications

There are no financial implications associated with this report.

Policy/Legal/Statutory Implications

The Local Government Act 1989 allows Council to determine Council Meeting dates, as appropriate. Council has authorised the Chief Executive Officer (in consultation with the Mayor) to vary meetings around public holidays.

Alignment to City Plan

In accordance with our strategic objective 'How We Do Business', we have provided a transparent process for the review and variation of Council's Meeting schedule during the Christmas and New Year period.

Officer Direct or Indirect Interest

No officer involved in the preparation of this report has an interest in relation to the information provided.

Risk Assessment

Variations to suit needs can be implemented by the Chief Executive Officer in consultation with the Mayor of the day.

Social Considerations

There are no social considerations likely to arise from this report.

Human Rights Charter

We have taken into consideration all Human Rights as part of the drafting process of this report, none of which apply.

Consultation and Communication

The variation in the Meeting schedule will be advertised through *City News* and on Council's website. The media will also be informed of the variation.

16. 2016-2017 BUDGET AND 2013-2017 CITY PLAN (2016-2017 UPDATE) TIMETABLE

Portfolio: Finance - Cr Lyons (Mayor), Cr E Kontelj, Cr J Farrell
Source: Strategy and Performance - Financial Services
General Manager: Dean Frost
Index Reference: Financial Management \ Budget 2016-2017

Purpose

To confirm an Annual Budget and City Plan timetable which provides for stakeholder input whilst ensuring compliance with statutory obligations.

Summary

- A timetable of activities to complete the 2016-2017 Budget / City Plan 2013-2017 (2016-2017 Update) by 28 June 2015 has been prepared.
- The timetable includes two Strategic Briefings with Council and provision of four separate budget briefing sessions through February, March and April 2016.
- The Council meeting, scheduled for 19 April 2016, will give public notice of the Proposed Budget.
- The timetable provides for a 28 day period for submissions followed by a submissions panel hearing on 20 May 2016.
- Council will consider the Budget Submissions panel report on 24 May 2016 and final adoption of the 2016-2017 Budget / City Plan 2013-2017 (2016-2017 Update) is scheduled for 21 June 2016.
- Any delays in the target dates are likely to have the impact of extending beyond the statutory compliance date of 30 June 2016.

Cr Farrell moved, Cr E Kontelj seconded -

That Council endorses the proposed timetable for the development of the 2016-2017 Annual Budget and City Plan (2016-2017 Update) as detailed in Appendix 1.

Carried.

Background

The Local Government Act 1989 requires Council to adopt a budget by 30 June each year.

Council is guided by the priorities and strategies included as part of the Council plan (City Plan – 4 Year Corporate Plan of Council objectives, strategies and actions – short and long term) together with revenue assumptions when considering the annual budget. The 2016-2017 Budget represents the final year of 2013-2017 City Plan.

The 2015-2016 Budget included a four year Strategic Resource Plan which includes assumptions for 2016-2017 extending through to 2018-2019. The Strategic Resource Plan provides a basis to commence 2016-2017 budget discussions with a focus on Capital Works, Operational cost changes, Rating Strategy (including the impact of Rate Capping) and Fees and Charges.

A budget timetable is prepared each year as part of a detailed project plan to ensure statutory compliance with the Local Government Act.

The timetable provides for completion of the budget development, detailed briefings with Councillors, completion of the Section 223 public submission process, with final adoption by Council prior to 30 June.

Failure to achieve this statutory compliance creates other financial implications including:

- A lack of internal control to monitor and manage the financial position of the Council, i.e. actual versus budget.
- The possibility of having to delay the first rate instalment if the rate notices cannot be issued by early September due to late adoption of the budget which includes the designated property differential rates.
- Implementing any Fees & Charges pricing changes and the associated implications of achieving the budgeted income levels.

Discussion

A budget timetable is prepared each year as part of a detailed project plan to ensure statutory compliance with the Local Government Act.

The timetable includes a number of key features:

- Two strategic briefing sessions have been scheduled commencing on Tuesday, 24 November 2015 and a further briefing on Tuesday, 9 February 2016. These strategic briefings will review the impact of Rate Capping and set Strategic Resource Plan assumptions as part of the Long Term Financial plan.
- Provision has been made for earlier commencement of Project Concept Development to allow time for review and development of detailed project proposals. This has been provided with the aim of allowing for engagement with all stakeholders.
- Councillor Briefing sessions have been scheduled to review specific components of the draft budget commencing on Tuesday, 23 February 2016. Further briefings follow on 7 & 21 March, and provision for a final briefing session on 11 April 2016. These briefing dates have been brought forward to provide additional time for review.
- The Council meeting, scheduled for 19 April 2016, will give public notice of the Proposed Budget and a public submission process will be advertised. The timetable provides for a 28 day period for submissions followed by a submissions panel hearing on 20 May 2016.
- Council will consider the Budget Submissions panel report on 24 May 2016 and an extra time has been provided prior to final adoption of the 2016-2017 Budget / City Plan 2013-2017 (2016-2017 Update) on 21 June 2016.

The summary timetable (Appendix 1) identifies the main responsibilities, functions and timeframes to complete a review of all matters relating to the 2016-2017 Budget / City Plan 2013-2017 (2016-2017 Update). A more detailed timetable is prepared for internal purposes as part of the overall project plan.

The Annual Budget is an important document that supports the strategic directions of Council for the next twelve months and beyond.

The scheduled Council Briefing sessions will be incorporated in Councillors diaries once dates are adopted.

Environmental Implications

There are no environmental considerations associated with this report.

Financial Implications

There are possible financial implications if the Annual Budget is not adopted by 30 June 2016. These include:

- A lack of internal control to monitor and manage the financial position of the Council, i.e. actual versus budget.
- The possibility of having to delay the first rate instalment notice if the rate notices cannot be issued by early September due to the late adoption of the Budget which includes the designated property differential rates.
- Implementing any Fees & Charges pricing changes and the associated implications of achieving the budgeted income levels

Policy/Legal/Statutory Implications

The timetable complies with the requirements of the Local Government Act 1989 for the budget to be adopted by 30 June each year.

Alignment to City Plan

This report ensures the City Plan and Budget are completed according to a timetable and contributes to responsible and sustainable financial management as aligned in Council's City Plan objective on How We Do Business.

Officer Direct or Indirect Interest

There is no direct or indirect interest by Council Officers involved in the preparation of this report.

Risk Assessment

The Annual Budget is required to be adopted by 30 June, there are adverse implications if the process is delayed. These include Non compliance with the Local Government Act 1989 and financial risks to revenue and management of costs according to adopted budget levels.

Social Considerations

There are no social considerations associated with this recommendation.

Human Rights Charter

There are no known positive or negative effects.

Consultation and Communication

The Budget / City Plan timetable provides for community consultation once the draft budget is published inviting budget submissions.

APPENDIX 1

2016-2017 Budget Timetable Summary

Activity	Management	Executive Management	Councillors
Budget Timetable Report		Wed, 7 Oct 2015	Tue, 20 Oct 2015
Project Concepts (C, R & D) (launch of new Project management framework guidelines & parameters) (Community, Councillors, Officers)	Wed, 28 Oct 2015 to Friday 20 Nov 2015		
Councillor Nominated funding requests			Tue, 10 Nov 2015
Financial Results to 30 Sept 2015			Tue, 17 Nov 2015
Councillor Finance Briefing			Tue, 24 Nov 2015
Review of Project concepts for progression to Project Proposal stage	Thur, 26 Nov 2015 to Fri, 11 Dec 2015		
Development of Project Proposals	Mon, 14 Dec 2015 to Fri, 15 Jan 2016		
ELT to be provided first draft Capital & Non Capital Recurrent & Disbursements in Agenda Package		Thur, 28 Jan 2016	
ELT Review (preliminary capital, non-capital & recurrent program)		Wed, 3 Feb 2016	
Council Strategic Briefing long term Plan Assumptions			Tue, 9 Feb 2016
ELT Review (finalise draft budget inclusions and Budget Guidelines)		Wed, 10 Feb 2016	
Divisional Briefing Session (assumptions, guidelines and budget model)	Mon, 22 Feb 2016		
Council Discussion Budget Briefing #1 • Draft Capital / Non Capital / Disbursements / Recurrent Increments			Tue, 23 Feb 2016
Council Briefing – Budget Review Session #2 • Rating Strategy including 2016 Revaluation impact • Other			Mon, 7 Mar 2016
Operating Budget input to be completed by Units	Mon, 22 Feb 2016 To Wed, 9 Mar 2016		
Public Holiday: Labour Day		Mon, 14 March 2016	
Review of Draft Budget		Wed, 16 March 2016	
Council Briefing – Budget Review Session #3 • Draft Financial Statements • Fees & Charges • Other			Mon, 21 Mar 2016
School Holidays		25 March – 8 April 2016	
Public Holidays: Easter Break		25 Mar – 28 Mar 2016	
ELT Budget Review Session (review completion of budget input)		Wed, 30 Mar 2016	
Council Briefing – Budget Review Session #4			Mon, 11 Apr 2016
Council Meeting to adopt Proposed 2016-2017 Budget, City Plan and Fees and Charges (28 day period)			Council Meeting Tue, 19 Apr 2016
Budget / City Plan Submissions Panel			Fri, 20 May 2016
Council Briefing – Budget Submissions			Tue, 24 May 2016
Council Meeting to formally adopt Final 2016-2017 Budget / City Plan			Council Meeting Tue, 21 Jun 2016
Budget Submitted to the Minister			Thur, 30 Jun 2016

17. CENTRAL GEELONG - INTENTION TO DECLARE A SPECIAL RATE

Portfolio:	Central Geelong - Cr Heagney
Source:	Projects, Central Geelong & Waterfront - Events, Central Geelong & Waterfront
A/General Manager:	Paul Jane
Index Reference:	Central Geelong General, Special Rates and Charges

Purpose

This report seeks a resolution by Council to consider an intention to declare a Special Rate Scheme for Central Geelong Marketing effective from 1 July 2016.

The purpose is to begin the process of a new five (5) year term of the Central Geelong Marketing Special Rate effective from 1 July 2016 to enable the continuation of the current marketing program for business promotion.

Summary

- A fourth round of the Special Rate Scheme is proposed along with a Committee constituted under Section 86 of the Local Government Act. It proposes to enable the Central Geelong Marketing (CGM) Committee to continue to operate with the funds contributing to the major beneficiaries, the Central Geelong business community. The CGM Committee, made up of 13 business and stakeholder representatives, fully supports the continuation of the rate and the additional programs to be delivered in addition to the core program and recommends the continuation of the Special rate program in Central Geelong to Council.
- Funds are applied to marketing and promotional activities, business development, training, evaluation, administration and miscellaneous activities delivering significant benefits to Central Geelong commercial property owners and businesses.
- Between 2011 and 2015, the CGMC program delivered 2046 activities to over 328,000 people.
- When analysed with REMPLAN (the agreed economic modelling tool of G21 and COGG), flagship activities between 2011-15 delivered \$53.45M of Total Economic Output (TEO) within the Geelong region, an average of \$13.36M per annum. The projected TEO for 2011-2016 is \$65M and demonstrates a \$1:\$19 return on investment.
- The rate will lapse if not re-initiated by Council and all the programs, benefits and activities will cease.
- The proposed Special Rate would raise \$845,122 in 2016/17 for delivery of base program) with the four additional projects to encourage increased spend from outside the Greater Geelong region delivered with an additional \$200,000 investment. These amounts would be increased by the Consumer Price Index each year over the life of the Special Rate.
- The delivery of the four additional activities to be in Year 1 would continue throughout the lifespan of the special rate. These include a Professional Service Campaign (Metropolitan Melbourne West); TV campaign (Metropolitan Melbourne West); Signage - Banners, Bus, Train, Tram advertising (Metropolitan Melbourne); and a Central Geelong Workers Engagement Program.

- These activities will promote and market Central Geelong to Metropolitan Melbourne and regional Victoria with a particular focus on encouraging increased visitation from the Melbourne Metropolitan West area residents resulting in increased business activity in Central Geelong.
- The area to be rated is bounded by McKillop Street, Bellerine Street, the Waterfront, Cavendish Street and Fenwick Street. This is unchanged from the previous special rate programs.
- There are 1492 properties in the area proposed to be rated and the rate proposed for year one (1) (2016/2017) of the five (5) year scheme is 0.0006640 cents of the Capital Improved Value for the delivery of the base program. Non rateable properties and properties used exclusively for residential purposes have been excluded from the rate. An additional amount of \$200,000 is proposed to deliver four additional projects in year one (1) (2016/2017) of the five (5) year scheme is 0.0001571 cents of the Capital Improved Value.
- This report seeks a resolution by Council of its *"Intention to Declare"* a special rate for the establishment and administration of Central Geelong Marketing Committee and its associated activities.

Cr Heagney moved, Cr E Kontelj seconded -

That Council:

1) Resolves to declare the Special Rate as follows:

- a. **A special rate be declared for the period commencing on 1 July 2016 and concluding on 30 June 2021.**
- b. **The special rate be declared for the purpose of defraying any expenses incurred by Council in relation to developing and promoting businesses within the Central Activities Area, Geelong, which project:**
 - i. **will help finance the operation and administration of the Central Geelong City Marketing office, marketing, promotion and advertising initiatives, the provision of business information, business training and networking, the provision of Events and Activities and the associated encouragement and development of commerce and trade within the Geelong Central Business Precinct;**
 - ii. **Council considers is or will be a special benefit to those persons required to pay the special rate (and who are described in succeeding Parts of this Resolution); and**
 - iii. **arises out of Council's function of planning for and providing services and facilities for the local community.**
- c. **The:**
 - i. **total cost of performing the function described in Part 1(b) of this Resolution between 1 July 2016 and 30 June 2017 be recorded as \$845,122 for core activities and \$200,000 for four new projects (listed in Appendix 2);**

- ii. total cost of performing the function described in Part 1(b) of this Resolution in each successive 12 month period after 30 June 2017 be recorded as the total cost in the immediately preceding 12 month period plus an amount representing any increase in the Consumer Price Index (Capital Cities Weighted Average – All Groups) during the preceding 12 month period (Appendix 1);
- d. It be recorded that, for purposes of Section 163(2A) of the Act, the special rate proceeds will not exceed the amount calculated in accordance with the prescribed formula ($R \times C = S$), the:
 - i. 'benefit ratio' (R) being calculated at 100%, and representing the special benefits to all persons liable to pay the special rate; and
 - ii. 'total cost' (C) of performing the function described in part 1(b) of this resolution be recorded as per part 1(c) of this resolution.
 - iii. 'maximum levy' (S) be recorded as per part 1(c) of this resolution
- e. The following be specified as the area for which the special rate is so declared:
 - i. The area within the municipal district of Council highlighted in the plan (Appendix 3) attached to this Resolution ("the area").
- f. The following be specified as the land in relation to which the special rate so declared:
 - i. All land within the area other than land used exclusively for residential purposes.
- g. The following be specified as the criteria which form the basis of the special rate so declared:
 - i. Ownership of any land described in Part e of this Resolution.
- h. The following be specified as the manner in which the special rate so declared will be assessed and levied:
 - i. an amount calculated by applying 0.0008211 cents in the dollar of the Capital Improved Value to each parcel of rateable land together with such further amount as represents any increase in the Consumer Price Index (Capital Cities Weighted Average – All Groups) during the immediately preceding 12 month period, in respect of each 12 month period from 1 July 2017 onwards
 - j. For the purposes of Part 1(h) of the Resolution, the Capital Improved Value of each parcel of land is the Capital Improved Value of that parcel of land at the time of levying the special rate (so that the Capital Improved Value may alter during the period in which the special rate is in force, reflecting any revaluations and supplementary valuations which take place).
- k. Having regard to the preceding parts of this Resolution but subject to section 166(1) of the Act, it be recorded that, subject to any further Resolution of Council, the special rate will be due and payable on the date(s) fixed under section 167 of the Act as the date or dates on or by which Council's general rates are due.

- 2) **Consider any submissions made under section 223 of the Act and the proposed declaration via a Submissions Review Panel, and then at a subsequent meeting, at which time Council will consider whether to make a declaration in the form proposed.**
- 3) **Authorise the Chief Executive Officer to give public notice of the proposed declaration in accordance with sections 163(1A) and (1B) of the Act and send a copy of the public notice to each person who is liable to pay the special rate in accordance with section 163(1C) of the Act.**

Carried.

Background

In 2001 Council declared a Special Rate which collected funds from all commercial properties in a defined area of Central Geelong on a yearly basis over five (5) years to fund a consolidated marketing program for the benefit of Central Geelong property owners and business operators.

A second round of the Special Rate was declared for a further five (5) year period from 1 July 2006 to 30 June 2011 with Council at this time committed to maintaining Central Geelong as the commercial centre for the Geelong Region.

A third round of the Special Rate was established for the period 1 July 2011 to 30 June 2016 and additional projects delivered extended promotion into regional and metropolitan areas.

Council established the Central Geelong Marketing Committee (CGMC) in 2001 as the key city centre marketing body charged with developing and implementing programs within Central Geelong with the special rate funds. The CGMC plays a major role in achieving a collaborative partnership for businesses and helps shape and promote the business environment.

CGM has been recognised for excellence in city/ place marketing with multiple national awards.

The life of the current rate was set at five (5) years and is due to expire at the end of the 2015/2016 financial year. The rate will lapse if not re-initiated by Council and all the programs, benefits and activities will cease.

Discussion

The Central Geelong Marketing Committee (CGMC) has overseen this project and expenditure of funds over the previous three rounds of the Special Rate. The CGMC is made up of 13 business and stakeholder representatives including the Geelong Chamber of Commerce, VECCI, REIV, Tourism Greater Geelong and the Bellarine, Market Square Shopping Centre, Westfield Geelong, one elected arts sector representative and four elected strip retail/ business representatives.

The Committee supports the continuation of the Rate and considers it to be an important component in maintaining the viability of Central Geelong. It is proposed the Committee continue in its current form as a minimum and introduces 4 additional projects to generate greater benefits to property and business owners.

The Committee delivers core activities including marketing, promotions, events, and communications; business presentation and capability programs, networking and new business support activities. Attachment 4 provides an overview of core activities delivered to date in the 2011-2016 special rate period with over 2046 activities

delivered with 328,025 participants bringing an estimated \$58.45M of Total Economic Output.

The Committee has identified a series of additional projects to be delivered in addition to the core projects - Attachment 2. These new initiatives – targeted to bring additional spend and visitation to Central Geelong - will be implemented via a specified increase in the rate amount in year one providing additional special benefits to businesses and property owners throughout the life of the special rate.

Should Council subsequently declare the rate, a resolution to re-constitute the Committee, in its current form, will also be presented for consideration.

Special Benefit

In proposing any Special Rate or Charge, Council must be satisfied that special benefit applies to each property and owner being requested to pay the Rate or Charge.

In relation to this proposed rate, special benefit can be established in the following manner;

- Expenditure of funds is designed to increase business activity in the Central Geelong Area. This has potential for higher level of turnover and business growth. A copy of the CGMC Strategic Framework and 2015-16 Annual Activities Plan is in Attachment 5.
- The Committee has delivered 2046 activities between 2011-2015 with over 328,000 participants.
- The CGMC regularly reviews and evaluates activities delivered to ensure benefits delivered to property and business operators. This includes participant surveys, participating business surveys and stakeholder feedback. Stakeholder surveys conducted throughout the life of the special rate consistently show 79% of stakeholders believe there is benefit in having a collective/ group approach to marketing and promoting Central Geelong and 68% think businesses working within a defined precinct can achieve more by working together than as individuals.
- The use of REMPLAN to determine Total Economic Output for events and activities has been accepted by the City of Greater Geelong and G21. Using REMPLAN provides the ability to compare economic output with other activities of Council including Tourism and Events. Survey data from CGM's five flagship activities, when analysed using REMPLAN shows a total economic output of \$15.874M for the 2014-15 financial year with 101 jobs created.
- The Total Economic Output for CGMC flagships activities 2011-2015 is calculated at \$53.45M. an average of \$13.36M per annum. The projected TEO for 2011-2016 is \$65M and demonstrates a \$1:\$19 return on investment.

2011-2015 evaluation figures:

Year	Special Rate Income	Base Economic Value of Key Flagship Activities (no multipliers)	REMPAN Total Economic Output	Number of Attendees of Key Flagship Activities	Long Term Employment (jobs)	Return on Investment
2011-12	\$602,000	\$3.691M	\$13.517M	84,451	70	
2012-13	\$671,000	\$4.019M	\$13.461M	87,986	70	
2013-14	\$736,000	\$3.203M	\$10.606M	57,761	68	
2014-15	\$802,400	\$5.582M	\$15.874M	97,830	101	
TOTAL	\$2.811M	\$16.495M	\$53.458M	328,025		\$1= \$19.01

- Flagship activities are: School Holiday Fun Program, Sidewalk Sales, Christmas in Central Geelong, May Magic, Farmers Market (2011-2013 only), and Tastes of Central Geelong.
- Sponsorship and support of key events and exhibitions in Central Geelong including Night Markets at Johnstone Park (QVM & NightJar); Open House Geelong, Geelong Revival, Run Geelong and more. Economic Benefit from sponsorship activities is not included in the above calculations to ensure no double up with the reporting activities of COGG Tourism or Events units.
- Business development activities include quarterly networking events, training and development, quarterly newsletters and regular information updates provide stakeholders with key information about programs, activities and opportunities.
- The social media, internet and digital opportunities that CGM provides to businesses are extensive. The products developed include: www.centralgeelong.com.au, Central Geelong Smart Phone app, Love Central Geelong Facebook, Twitter, Instagram and YouTube.
- Promotion of on street and off street parking options through the Central Geelong Parking Map, financial sponsorship of the Park & Ride services, the smart phone app and the Magic Meter Elves.
- Possible increase in property value and rental return and occupancy brought about by maintaining and increasing business activity that would not have been the case without the activities of the Committee.

Cost to property/ business owners

- The average property/ business pays \$10.73 per week for the current Special Rate in 2015-16. The proposed average amount per property/ business for the core activities within the proposed rate period would be \$10.89 per week.
- The additional investment to deliver the four additional projects would equate to approximately \$2.57 cents per week per property/ business. The current return on investment to Central Geelong businesses from the five flagship activities is **\$19 for every dollar raised**. The estimated Total Economic Output of the extra four initiatives is \$3.8 million per annum.
- The proposed average cost per property/ business of both core and additional new projects in 2016-17 would be \$13.46 per property/ business equating to \$699.92 per year.

- This proposed average amount to be contributed towards the special rate is less than the purchase of one Mx3 (284x262mm) weekday colour advertisement in the Geelong Advertiser once a year priced at \$711.00 as at 28/7/15.

The apportionment of the rate amongst property owners in the Central Geelong Area has been based on the Capital Improved Value of each property. This approach is relatively common practice for marketing and promotion schemes of this type in Victoria and provides a fair distribution of the cost between property owners with the owners of large properties and complexes paying a higher a rate, as they have the potential to benefit to a greater degree. There were over 70 special rate schemes for marketing and promotion within Victoria in 2014-15.

It is necessary to ensure the funds collected each year over the five (5) year period keeps pace with inflation. It is proposed to increase the rate, hence budget in accordance with the Consumer Price Index in order to accommodate any adjustments of costs. For the purposes of the calculation, the Consumer Price Index (CPI) will be considered as the Consumer Price Index for Australia (weighted average of 8 capital cities – all groups' percentage change from previous financial year).

The Special Rate Scheme proposes the annual budgets be fixed (subject to CPI & proposed increases in years 1) over the five (5) year period, therefore the rate in the dollar will need to be adjusted when a re-valuation takes place.

The relative capital improved values between properties may also be varied at this time.

Exemption from Special Rate

There are two classes of properties in the Central Geelong Area which are proposed to be exempted from the Special Rate. These include:

- Non rateable properties – schools, churches, hospitals, parklands, Crown Land etc.
- Properties used strictly for residential purposes. In this case the zoning will not be Residential but Business as there are no residential zones in the City.

Non – rateable property owners may be approached to contribute to specific projects and activities of the Centre Management body via sponsorship and partnership arrangements or other schemes of mutual benefit to the parties involved.

The Special Rate process is familiar to Councillors and provides for a Submissions Review Panel process prior to Council determining its position on the Scheme. Should Council proceed with the Scheme, a further right of review is available on application to VCAT.

Environmental Implications

Focus on ensuring the programs and activities of the CGMC have the least impact on the environment as possible.

Financial Implications

Should Council proceed with the special rate for Central Geelong, the process will be self funding. The cost of administration of the scheme and any preparation and presentation at VCAT is able to be accommodated in this year's budget. Costs are being met by CoGG - Projects, Recreation & Central Geelong for this.

The CGMC activities and programs and the CGM unit is fully funded through the Special rate.

Policy/Legal/Statutory Implications

The recommendation in this report is consistent with the priorities of City Plan, the adopted Central Geelong Action Plan, the Central Geelong Structure Plan, the Central Geelong Place Management Plan, the City of Greater Geelong Retail Strategy and the Comprehensive Infrastructure Funding Policy and procedures adopted for the introduction of special rate schemes.

It has demonstrated consistent significant and measurable benefit to Central Geelong Stakeholders.

The Special Rate Scheme has been prepared in accordance with the Special Rate and Charges provision of the Local Government Act 1989 and Council's Special Rates and Charges Policy.

Alignment to City Plan

The Central Geelong Marketing program is a key deliverable in Growing the Economy. Despite retail challenges from suburban shopping centres, regional and metropolitan centres, Central Geelong rateable property numbers have grown 20% since the commencement of the Special Rate Program in 2001.

The Central Geelong Action Plan December 2013 (Page 30) states options to be considered include: 'increasing the special rate program to generate greater benefits to property and business owners.'

Officer Direct or Indirect Interest

CGM staff are funded via the Special Rate however there are no other officers involved in preparing this report who have a direct or indirect interest.

Risk Assessment

If the Special Rate Scheme is discontinued, then all programs, activities delivered by the Committee would cease, resulting in a measurable negative impact on the Central Geelong economy.

Social Considerations

The activities and programs that result from this levy add significantly to the vibrancy and exciting experience of Central Geelong. They provide a collaborative approach to marketing and promoting Central Geelong from the disparate business and property owners.

The ongoing success of Central Geelong as the "heart" of the region is an essential element of broader community benefit. The activities particularly support the four main objectives of the Central Geelong Structure Plan and the Central Geelong Action Plan: more workers; more students; more residents; more visitors.

Human Rights Charter

This report has no impact on human rights.

Consultation and Communication

The Central Geelong Marketing Committee, made up of 13 business and stakeholder representatives, have evaluated the activities delivered with the proceeds from the Special Rate via participant and business surveys and feedback and reported to Council on a yearly basis and the Committee has voted to request Council consider a further round of the Special Rate for Central Geelong from 1 July 2016 to 30 June 2021.

The Geelong Central Marketing Committee communicates regularly with business operators/ owners in the Central Geelong Area. This is done by means of newsletters, a dedicated website, digital communications and social media. In the lead up to Council advertising the scheme, information has been sent out particularly relating to the proposed continuation of the special rate and the activities delivered to date.

The intention to declare the special rate will be advertised in the local media.

Appendix 1
Page 1 of 1

All the goods and services necessary to fund the Central Geelong Marketing office and its programs , including salaries, office costs, advertising, printing, costs associated with staging events, consultants, advertising fees and charges, miscellaneous administration associated with the initiation and administration of the special rate scheme.

COST ESTIMATE
CENTRAL GEELONG MARKETING

Table 1
Core program
Proposed 5 year budget

Year 1	\$845,122
Year 2	Year 1 + CPI
Year 3	Year 2 + CPI
Year 4	Year 3 + CPI
Year 5	Year 4 + CPI

Table 2
Core program plus additional projects
Proposed 5 year budget

Year 1	\$1,045,122 (includes delivery of four additional projects in addition to core activities)
Year 2	Year 1 + CPI
Year 3	Year 2 + CPI
Year 4	Year 3 + CPI
Year 5	Year 4 + CPI

Appendix 2
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PROPOSED OPERATIONAL BUDGET

ITEM	Description of Core Activities – Option 1	Projected Budget Year 1 \$	
1	Marketing – including consolidated advertising and digital delivery	290,000	
2	Promotions & Events - Delivery of activities and events including project delivery and sponsorship	335,000	
3	Stakeholder development including business presentation, capability, information, training and networking and new business support	70,000	
4	Administration - including salaries and on-costs.	130,122	
5	Special rate process - administration	20,000	
		\$845,122	
	Note year 1 includes 2015-16 rate amount plus CPI plus costs of special rate process administration		
Description of Additional Activities – Option 2			
A Year 1	Metropolitan Melbourne Television Campaign Includes schedule of advertisements in metropolitan Melbourne (approximately \$43,000) plus project management and evaluation activities. Note that CGM would seek opportunities to work in partnership with other Geelong organisations (such as Regional Tourism Association) to further expand the reach and breadth of this campaign. This will complement the regional campaign delivered 2012-2016 which included regional TV and cinemas in Geelong and Werribee which will continue as core activities within option 1		\$50,000
B Year 1	Signage – Banners, Bus, Transit Advertising Expand the signage program commenced in 2015-16 with additional resources to allow for increased signage on transit within regional and metropolitan west areas.		\$50,000
Description of Additional Activities – Option 2			
C Year 1	Worker Engagement Campaign Targeted campaign to engage the 21,000 people who work in Central Geelong to actively engage with Central Geelong businesses on a more regular basis. Will include the development of a worker database to communicate directly with people working in Central Geelong, will include content development, engagement and communication. Will include focus on B2B elements.		\$50,000

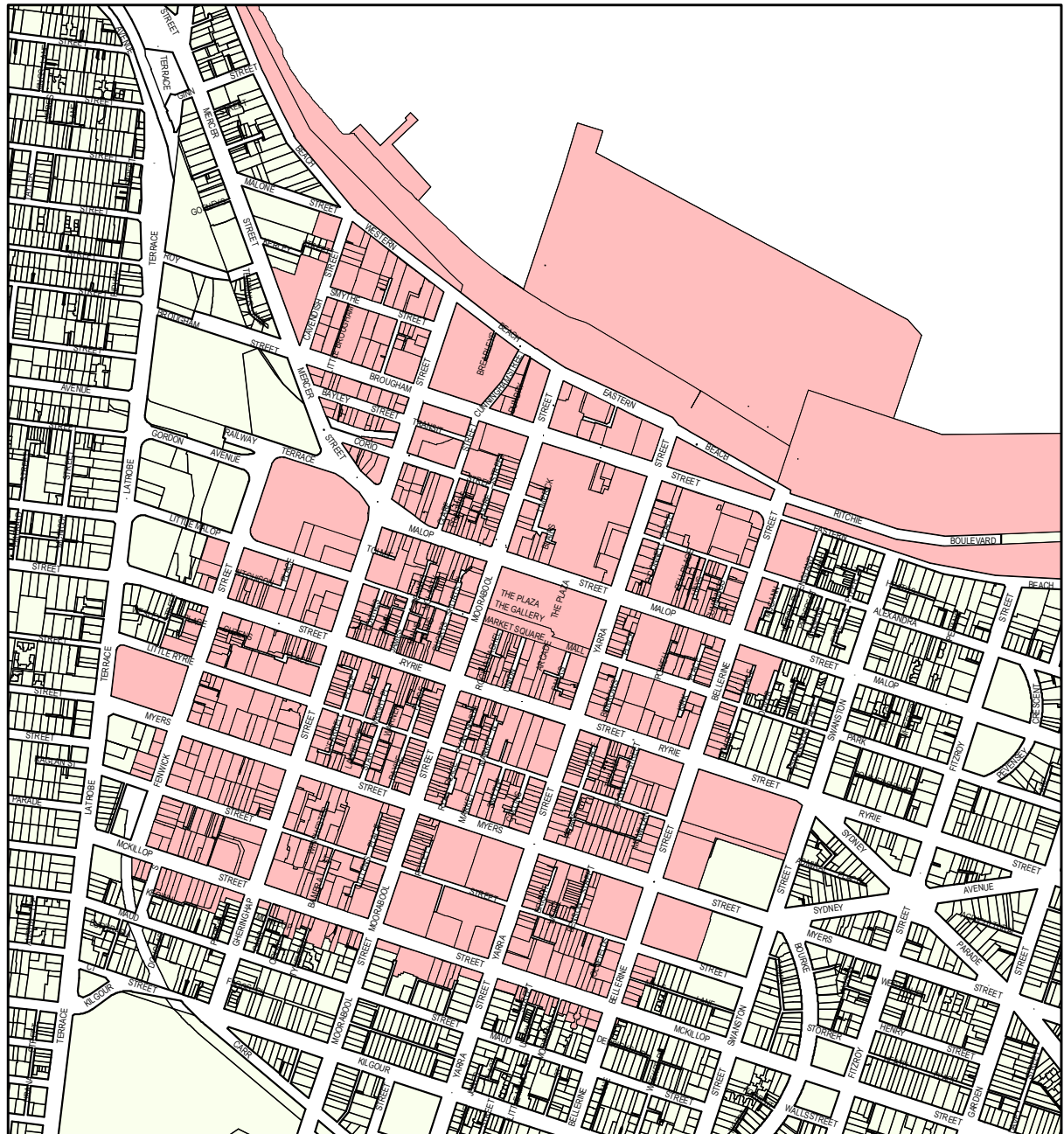
Appendix 2
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PROPOSED OPERATIONAL BUDGET (CONTINUED)

D Year 1	Professional Service Campaign – Metropolitan Melbourne Deliver a targeted campaign into Metropolitan Melbourne market to promote Central Geelong Professional services offering. Particular focus on ease of options for travel between Metro West and Geelong and range of businesses and experiences as alternative to Metropolitan Melbourne		\$50,000
Total core projects and additional projects – Option 1 & 2			\$1,045,122

Appendix 3
Page 1 of 1

PLAN
CENTRAL GEELONG MARKETING



All properties in Central
Activities Area Special Rate Scheme
(Plan includes residential properties in
area not subject to the rate)

Cr E Kontelj declared an Indirect Interest due to a Conflicting Duty in Agenda Item 18 – Consideration of Tender Submissions for Tender T1400001 – Corio Landfill Rehabilitation Stage Two Works in that the tender applicants are significant customers of the company Cr Kontelj is employed by and left the meeting prior to discussion at 9.41pm.

18. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO. T1400001 – CORIO LANDFILL REHABILITATION STAGE TWO WORKS

Portfolio:	Environment and Sustainability – Cr Richards
Source:	Projects, Recreation & Central Geelong/ Capital Projects
General Manager:	William Tieppo
Index Reference:	Project: C13857 – 2015/16 Corio Landfill Rehabilitation Stage Two Construction

Purpose

To provide Council with the requisite information to facilitate the approval of the Evaluation Panel's recommendation in relation to the Corio Landfill Rehabilitation Stage Two works.

Summary

- The Corio Landfill is owned and operated by the City of Greater Geelong Council and is regulated by Environment Protection Authority (EPA) Victoria through the City of Greater Geelong Council Corporate Licence No. 74222. It is located off Biddlecombe Avenue in Corio.
- The landfill has been used for the disposal of waste from November 1978 to its time of closure in December 2011.
- To satisfy licence conditions, Council must rehabilitate the landfill in accordance with EPA Victoria Publication 788.1 *Best Practice Environmental Management Siting, Design, Operation and Rehabilitation of Landfills*.
- The rehabilitation works are split into two stages. Stage one capping works are close to completion and stage two capping works have been tendered. The stage two rehabilitation works involve the construction of a cap over approximately 24 hectares of the site. The purpose of the cap is to contain the waste, limit the seepage of leachate into the local waterways and limit landfill gas emissions.
- The EPA Victoria has issued Council with an Environment Protection Act Section 31A Pollution Abatement Notice stipulating Council complete the rehabilitation of the site in accordance with the EPA approved rehabilitation plan. Contravention of the Notice may result in penalties.
- Council has sought public tenders from experienced Civil Works Contractors for the construction of stage two capping works which is funded from Council allocations of \$14,500,000 in the 2015/16 and 2016/17 financial years.
- Tenders resulted in a total of six companies providing tender submissions for the provision of the specified works.
- Extensive tender submission and task analysis due diligence was undertaken to ensure tendered bids satisfied our specification and project outputs. Panel members undertook a rigorous exercise of due diligence by assessing the various tenderer submissions, interviewing two (2) shortlisted tenderers, undertaking reference checks and analysing further written clarifications on aspects of tendered bids.

- Following a detailed evaluation of each of the submissions by the Evaluation Panel it is considered that the tender submission of Hoare Bros Pty Ltd is preferred.

Cr Richards moved, Cr Ellis seconded -

That Council:

- 1) **accept the tender submission from Hoare Bros Pty Ltd for Tender No. T1400001 – Corio Landfill Rehabilitation Stage Two Works for the lump sum of \$12,781,156.00 exclusive of GST, subject to the final form of Contract to the satisfaction of the General Manager City Services; and**
- 2) **sign and seal the contract documents.**

Carried.

Background

Tenders for the Corio Landfill Rehabilitation Stage 2 Works were invited via public advertisement in the Geelong Advertiser and Tenderlink on Saturday 28 February 2015.

At the close of tenders on 17 April 2015 the following tender submissions were received:

Tenderer
Max Bright & Sons Pty Ltd
Hoare Bros Pty Ltd
Envirocon Construction & Environmental Services Pty Ltd
Thompson Bros Earthmoving Pty Ltd
Ertech Pty Ltd
Goldsmith Civil & Environmental Pty Ltd

All tenders have been submitted exclusive of GST. Some construction materials need to be purchased from overseas and will therefore be subject to changes to units of foreign currency against the Australian dollar. Prices are based on an exchange rate of USD \$0.68 = AUD \$1.

Discussion

The tender submissions associated with this project were evaluated by a panel consisting of:

William Tieppo	General Manager City Services (voting member)
Scott Cavanagh	Manager Capital Projects (voting member)
Anthony Boseley	Senior Capital Projects Officer (voting member)
Shane Middleton	Co-ordinator Waste Management (voting member)
Peter Walker	Senior Contracts Officer – Property & Procurement (non voting)
Justin Zumpe	Zinc Cost Management (Quantity Surveyor) – (non voting)
Richard Wheeler	Independent Advisor – (non voting)

Stage One – Mandatory Criteria

Mandatory requirements apply to this Tender.

Each of the submissions responded to the mandatory requirements set down in the Tender documents. The mandatory requirements included attendance at a site inspection and the requirement of tenderers to demonstrate significant previous experience within the past four (4) years in landfill construction projects, designed and constructed in excess of \$2.5M in accordance with the Landfill BPEM and the Landfill Licensing Guidelines, and requiring construction phase environmental auditing.

Tenderers were also to have their own OH&S system certified as meeting the requirements of AS/NZS4801, Safety MAP, NSCA – 5 star, ISO 18001, or the CCF Civil Construction Management Code; audits own quality system certified as meeting the requirements of ISO9001 or certified as meeting the mandatory requirements of the CCF Civil Construction Management Code.

Council were satisfied that all tenderers should progress to the evaluation of comparative criteria.

Stage Two –Comparative Criteria

Tender submissions were assessed based on the respondent's performance or tender response in the following areas:

Criteria	Weighting
Price – total acquisition cost	50%
Capability & past performance	10%
Methodology & plan for performing contract	10%
Experience in Landfill Construction, proposed staffing & resources	15%
Economic Contribution to the Geelong Region	10%
Quality Management	5%
	100%

The Evaluation Panel determined that a key part of the evaluation process was to ensure that tenderers had the capability to meet the specification.

Due to the complexity of this tender a number of clarifications were sought from the tenderers.

During this phase Thompson Brothers Earthmoving informed Council of its decision to discontinue with its tender. As a result Thompson Brothers Earthmoving was not considered for further assessment.

The highest ranking tender at this stage had proposed the use of Melbourne Water Western Treatment Plant biosolids instead of using natural (EPA Category A) soils for the subsoil and topsoil layers of the cap.

The Evaluation Panel undertook an assessment to ascertain if the proposal was suitable for the site. In particular, officers required additional information on the potential impact on public safety, the local environment and site after use management. Further, officers required the proposal to be approved by the EPA.

As a result of further investigations, it was determined that the EPA could not support the use of biosolids as a capping material at this time. Without the support of the EPA, the Max Bright & Sons Pty Ltd tender was considered non- conforming and was therefore not considered further.

At the conclusion of the evaluation the tenderers were ranked in the following order in accordance with the above criteria:

Tenderer	Rank
Hoare Bros Pty Ltd	1
Envirocon Construction & Environmental Services Pty Ltd	2
Ertech Pty Ltd	3
Goldsmith Civil & Environmental Pty Ltd	4

The Evaluation Panel then further investigated the top two ranked tenderers, Hoare Bros Pty Ltd and Envirocon Construction & Environmental Services Pty Ltd, to determine if these tenderers could meet the specified requirements of this tender.

The Evaluation Panel was satisfied of the tenderers ability to meet the specification and will reduce the risks associated with this project through the contract conditions.

The Evaluation Panel interviewed the two shortlisted tenderers Hoare Bros Pty Ltd and Envirocon Construction & Environmental Services Pty Ltd.

Following the interviews and reference checks the Evaluation Panel concluded that Hoare Bros Pty Ltd was the preferred shortlisted tenderer. Extensive due diligence was undertaken to ensure that Hoare Bros Pty Ltd fully understood the specification, methodology and project outputs, including Audit reporting requirements. The shortlisted tenderer provided further written clarifications to ensure the panel were satisfied that the specification would be delivered.

The Evaluation Panel assessed that Hoare Bros Pty Ltd presented well at interview, displayed a thorough understanding of the requirements of the specification and provided satisfactory responses to questions tabled by the Evaluation Panel.

Hoare Bros Pty Ltd is therefore recommended by the Evaluation Panel to undertake the tendered works subject to agreement to the final form of Contract to the satisfaction of the General Manager City Services.

The Evaluation Panel determined that when both price and non price criteria were considered that Envirocon Construction & Environmental Services Pty Ltd did not represent best value to Council and therefore the Evaluation Panel ranked them below the recommended tenderer.

Environmental Implications

Capping of the closed Corio landfill will contain waste, limit the seepage of leachate into the local waterways and limit landfill gas emissions.

The stage two cap must be constructed according to the EPA endorsed Drawings, Technical Specification and Construction Quality Assurance Plan. A Construction Phase Audit report shall be prepared and submitted to the EPA through the Environmental Auditor process, in accordance with the EPA Publication '1323.2 Landfill Licensing Guidelines'.

The appointed Contractor is required to prepare and implement a Construction Environmental Management Plan (CEMP) and Erosion Sediment Control Plan (ESCP).

Financial Implications

The funding for this stage 2 cap will be drawn from C13857 budget allocations of \$14,500,000 in the 2015/16 and 2016/17 financial years.

Policy/Legal/Statutory Implications

The works must comply with performance requirements as prescribed in the City of Greater Geelong Council Corporate License No. 72444.

Against the above background and timeframe to assess tender submissions and appoint a contractor, there will no opportunity to report to Council in the normal manner and meet construction critical dates.

The requirements of Section 186 of the Local Government Act have been complied with for this tender.

Alignment to City Plan

The provision of this service has a positive impact on all key City Plan objectives.

Officer Direct or Indirect Interest

No officers or contractors involved in the preparation of this report have a direct or indirect interest in matters to which this report relates

Risk Assessment

The major work related risk is the construction of compliant works. It is considered that these risks can be managed through established construction processes, adequate supervision and standard testing

Social Considerations

here are no social implications that will arise from the acceptance of this tender

Human Rights Charter

It is not evident or likely that this report would negatively impact any of the rights contained in the Charter of Human Rights

Consultation and Communication

The recommended tenderer will be required to liaise closely with various stakeholders in conjunction with the Project Manager and any other Council appointed nominees, during the project.

A contract progress meeting shall be held fortnightly on site to facilitate project communication between the parties to the contract and the internal and external stakeholders.

ATTACHMENT A

Background – Summary of the Stage Two (2) Rehabilitation Works

The Corio Landfill, located off Biddlecombe Avenue in Corio, has been used for the disposal of putrescible, solid inert, asbestos, shredded tyres, prescribed industrial waste, animal residues, tannery and wool scouring waste and contaminated soils (Category C) wastes from November 1978 to the time of its closure in December 2011.

Further to the information detailed in the summary above, the capping works are split into two stages as depicted in Figure 1. Stage one and stage two are delineated by Bell Road, traversing the site approximately east to west.

Stage one covers an area of approximately 10 hectares. The construction of this stage is close to complete.

The stage two capping works involve the construction of a cap over approximately 24 hectares of the site.

The stage two works to be undertaken comprise, but are not limited to:

- Construction of erosion and sediment controls
- Stripping of temporary cap in areas where cut is required
- Separating suitable daily cover/earthen cover material from unsuitable material and stockpiling
- Site re-grading including site bound waste relocation and compaction
- Construction of compacted earthen cover
- Construction of new gas collection infrastructure
- Construction of a compacted clay liner or alternatively a geosynthetic clay liner
- Installation of linear low density polyethylene (LLDPE) liner
- Installation of a drainage geocomposite
- Key in of layers to existing exposed gas extraction infrastructure
- Construction of anchor trenches
- Construction of subsoil layer
- Construction of topsoil layer
- Seeding and fertilizing of topsoil
- Realignment of perimeter stormwater swale drains.
- Realignment of perimeter stormwater swale drains.

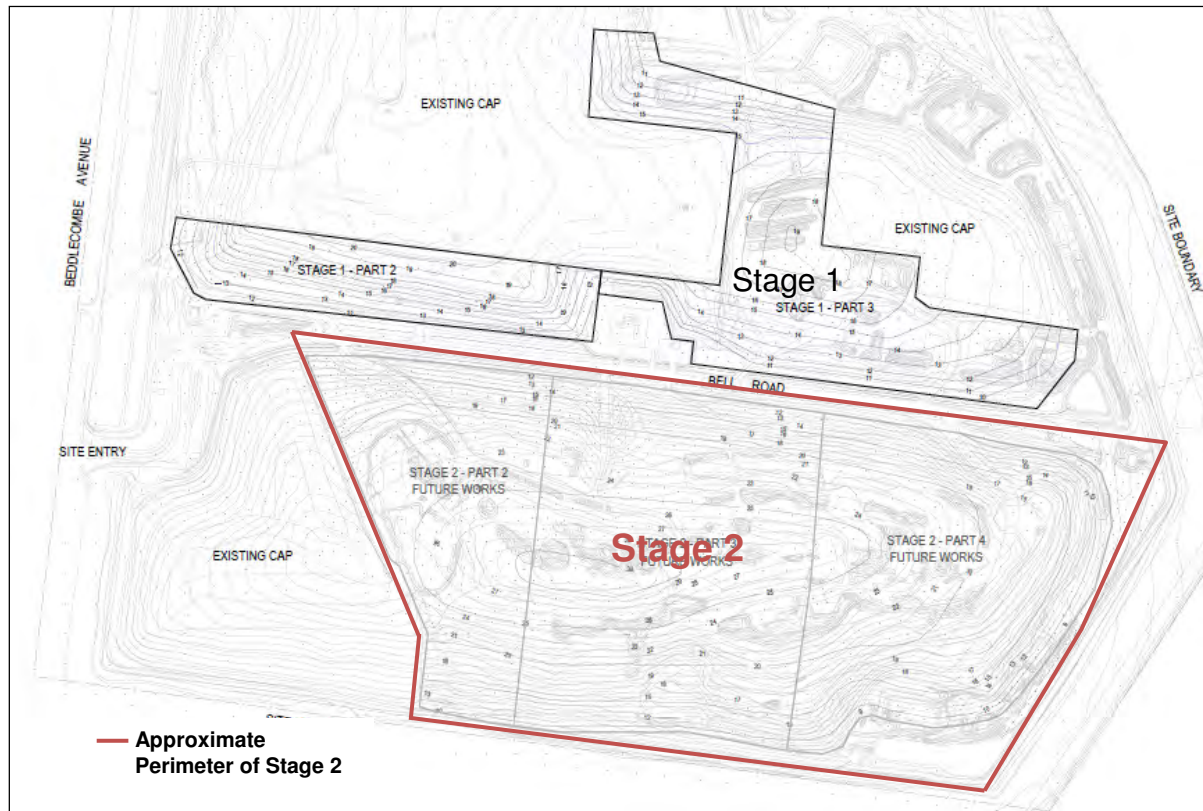


Figure 1: Corio Landfill Site Plan

The construction of the stage two cap is to be monitored, verified, tested and reported by an independent third party consultant in accordance with EPA guidelines.

The EPA has issued Council with a Environment Protection Act Section 31A Pollution Abatement Notice stipulating Council complete the rehabilitation of the site in accordance with the EPA approved rehabilitation plan.

Prior to commencing stage two capping works, EPA approval of the design documentation is required. This process involves an audit by an Environmental Auditor of the design documentation as issued by Council's designer and when satisfied that the design documentation is satisfactory, the Auditor issues a report endorsing the design to the EPA for their approval. The Auditor has issued such a report to the EPA for stage two works and it is expected that the EPA will grant its approval by the end of September 2015.

Cr E Kontelj re entered the meeting room at 9.43pm

Cr Heagney declared a Direct Interest in Agenda Item 19 – Consideration of Tender Submissions for Tender T1500004 – Electrical Services in that she is a shareholder of QA Electrical who tendered for the work, and left the meeting room prior to discussion at 9.43pm.

19. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO. T1500004 ELECTRICAL SERVICES

Portfolio:	Governance – Cr Lyons (Mayor)
Source:	Strategy & Performance - Property & Procurement
General Manager:	Dean Frost
Index Reference:	T1500004

Purpose

To provide Council with the requisite information to facilitate approval of the tender Evaluation Panel's recommendation in relation to the Provision of Electrical Services

Summary

- Council has sought tenders for the provision of Electrical Services associated with the maintenance of all existing facilities for Facilities Maintenance and also Leisure Centre's throughout the City of Greater Geelong.
- The successful tenderers will be appointed as preferred suppliers to a panel of providers for the provision of this service for a period of three years commencing 1 November 2015 and concluding 31 October 2018 with the option for a further two (2) one year extensions at the sole discretion of Council
- The estimated annual value of these services associated with this contract is \$2.3m annually.
- A total of twelve companies have provided tender submissions for the provision of these services.
- Following a detailed evaluation of each of the submissions it is considered that the tender submission/s of LGE Electrical Services Pty Ltd, Geelong Electrical Improvements Pty Ltd t/a Lifestyle Electrical Geelong, Gordon McKay Pty Ltd, Hi-Tech Electrical Services (Vic) Pty Ltd and QA Electrical Pty Ltd are preferred.

Cr Ellis moved, Cr Richards seconded -

That Council:

- 1) accept the tender submission/s from LGE Electrical Services Pty Ltd, Geelong Electrical Improvements Pty Ltd t/a Lifestyle Electrical Geelong, Gordon McKay Pty Ltd, Hi-Tech Electrical Services (Vic) Pty Ltd and QA Electrical Pty Ltd for Tender No T1500004 Provision of Electrical Services for the associated schedule of rates exclusive of GST**
- 2) sign and seal the contract documents**

Carried.

Background

Tenders for the provision of Electrical Services were invited via public advertisement in the Geelong Advertiser on Saturday 6 June 2015.

At the close of tenders on Wednesday 1 July 2015 the following tender submissions were received:

Tenderer
Appliance Tagging Services Pty Ltd
Collins Electrics P/L, trading as Laser Electrical, North Geelong
Gordon McKay Pty Ltd
The Trustee for the Robert & Leanne Nichols Family Trust
Hi-Tech Electrical Services (Vic) Pty Ltd
LGE Electrical Services Pty Ltd
Geelong Electrical Improvements Pty Ltd [t/a] Lifestyle Electrical Geelong
Albert Corn and Son Electrical Pty Ltd MA Corn family trust
QA Electrical Pty Ltd
The Trustee for CKA Holdings Trust TA Stack Electrical Data
Total Maintenance Solutions Pty Ltd
Werribee Electrical Contracting Service Pty Ltd

All tenders have been submitted exclusive of GST.

Discussion

The tender submissions associated with this service were evaluated by a panel consisting of:

Lindsay Allan	Manager Property & Procurement
Phil Pavey	Technical Officer Works
Tim Sheringham	Technical Officer Works
Graeme Kemp	Contract Officer Property & Procurement

Stage One – Mandatory Criteria

Mandatory requirements apply to this Tender.

Each of the submissions did respond to the mandatory requirements set down in the Tender documents.

Stage Two –Comparative Criteria

Tender submissions were assessed based on the respondent's performance or tender response in the following areas:

Criteria	Weighting
Economic Contribution to the Geelong Region	10%
Capability and experience, Past performance over last 3 years	30%
Proposed staffing levels, Proposed plant and equipment levels,	30%
Flexibility and Responsiveness	10%
Quality Management	10%
Customer Service	10%
	100%

Tenderers with an overall score of (insert percentage) or above were deemed to have the necessary skills, experience and resources to undertake the service.

The tenderers who achieved this score were then assessed on a best value basis and were ranked in the following order:

Tenderer	Ranking
LGE Electrical Services Pty Ltd	1
Gordon McKay Pty Ltd	2
QA Electrical Pty Ltd	3
Geelong Electrical Improvements Pty Ltd [t/a] Lifestyle Electrical Geelong	4
Hi-Tech Electrical Services (Vic) Pty Ltd	5
Collins Electrics P/L, trading as Laser Electrical, North Geelong	6
Total Maintenance Solutions Pty Ltd	7
The Trustee for CKA Holdings Trust TA Stack Electrical Data	8
The Trustee for the Robert & Leanne Nichols Family Trust	9
Albert Corn and Son Electrical Pty Ltd atf MA Corn family trust	10
Werribee Electrical Contracting Service Pty Ltd	11
Appliance Tagging Services Pty Ltd	12

The evaluation panel agreed that five (5) contractors is a satisfactory number of contractors to appoint to this panel taking into account the services required on an annual basis.

Appliance Tagging Services Pty Ltd tender submission related to the provision of appliance tagging and testing services only. The provision of this service will be subject to a separate quotation process and therefore was not considered part of this tender therefore the tender submission from Appliance Tagging Services Pty Ltd was considered non-conforming.

LGE Electrical Services Pty Ltd, Gordon McKay Pty Ltd, Geelong Electrical Improvements Pty Ltd [t/a] Lifestyle Electrical Geelong are all Geelong based companies, are the incumbent providers and of Electrical Services to Council and scored highly in terms of meeting the requirements of the tender specification.

Stowe Electrical, previously on the Panel, did not tender a submission. The Panel considered it appropriate to appoint five (5) electrical services companies to enable the services to be provided to Council in an efficient, effect and timely manner over the initial three year term of the contract.

QA Electrical Pty Ltd and Hi-Tech Electrical Services (Vic) Pty Ltd scored highly in terms of the non price evaluation criteria and offered competitive rates. The Panel interviewed representatives for both companies and undertook reference checks on behalf of Council. Both companies received positive feedback for their existing clients. QA Electrical Pty Ltd and Hi-Tech Electrical Services (Vic) Pty Ltd are Geelong based companies with sound experience in providing electrical services on a large scale. Both companies have experienced staff with appropriate skills and resources to participate on the Electrical Services panel. The top ranked five (5) contractors were deemed to be appropriate to appoint by the evaluation panel and their schedule of rates were assessed and considered market appropriate. The five (5) recommended contractors adhere to the OH&S requirements set out in the tender.

Environmental Implications

Any environmental implications associated with this contract will arise from the execution of these works. It is considered that these are the responsibility of the Contractor and will be managed through the contract documentation.

Financial Implications

This is a schedule of rates tender and will rely upon the amount of funds allocated in the Budget Code 004736 in the 2015/2016 financial year budget. The budget allocation for this service is approximately \$2,400,000 pa.

Policy/Legal/Statutory Implications

The requirements of Section 186 of the Local Government Act have been complied with for this tender. There are no other policy, legal or statutory implications associated with this tender process.

Alignment to City Plan

The provision of this service has a positive impact on all key City Plan objectives.

Officer Direct or Indirect Interest

No officers or contractors involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

Risk Assessment

There are not considered to be any risks associated with the acceptance of this tender that cannot be managed through the contract conditions.

Social Considerations

There are no social implications that will arise from the acceptance of this tender.

Human Rights Charter

There are no Human Rights Charter implications that will arise from the acceptance of this tender.

Consultation and Communication

There are no communication issues associated with the acceptance of this tender. Councils representative will liaise with affected community groups.

20. CONSIDERATION OF TENDER SUBMISSIONS FOR TENDER NO. T1500005 PLUMBING SERVICES

Portfolio:	Governance – Cr Lyons (Mayor)
Source:	Strategy & Performance - Property & Procurement
General Manager:	Dean Frost
Index Reference:	Tender Submission T1500005

Purpose

To provide Council with the requisite information to facilitate approval of the tender Evaluation Panel's recommendation in relation to the Provision of Plumbing Services

Summary

- Council has sought tenders for the provision of Plumbing Services associated with the maintenance of all existing facilities for Facilities Maintenance and also Leisure Centre's throughout the City of Greater Geelong.
- The successful tenderer's will be appointed as preferred suppliers to a panel of providers for the provision of this service for a period of three years commencing 1 December 2015 and concluding 30 November 2018 with the option for a further two (2) one year extensions at the sole discretion of Council
- The estimated annual value of these services associated with this contract is \$1.2m annually.
- It is Council's preference to appoint 2 panels, one for General Plumbing Services and the other specifically to Leisure Centres due to the specialist nature of these facilities.
- A total of nine (9) companies have provided tender submissions for the provision of these services.
- Following a detailed evaluation of each of the submissions it is considered that the tender submission/s of Chiara Pty Ltd, Nott & Drew Pty Ltd, Justin Drew Plumbing Services Pty Ltd and EDG Management Services Pty Ltd are preferred for the General Plumbing Panel and Roejen Service Pty Ltd and Mechanical Plumbing Services Pty Ltd are preferred for the Leisure Centre's.

Cr Ellis moved, Cr Richards seconded -

That Council:

- 1) accept the tender submission/s from Chiara Pty Ltd, Nott & Drew Pty Ltd, Justin Drew Plumbing Services Pty Ltd and EDG Management Services Pty Ltd for Tender No T150005 Provision of Plumbing Services for the associated schedule of rates exclusive of GST for the General Plumbing Panel;**
- 2) accept the tender submission/s from Roejen Service Pty Ltd and Mechanical Plumbing Services Pty Ltd for Tender No T150005 Provision of Plumbing Services for the associated schedule of rates exclusive of GST for the Leisure Centre Plumbing Services Panel;**
- 3) sign and seal the contract documents.**

Carried.

Background

Tenders for the provision of Plumbing Services were invited via public advertisement in the Geelong Advertiser on Saturday 13 June 2015.

At the close of tenders on Wednesday, 8 July 2015 the following tender submissions were received:

Tenderer
Chiara Pty Ltd
Nott & Drew Pty Ltd
Justin Drew Plumbing Services Pty Ltd
EDG Management Services Pty Ltd
Roejen Service Pty Ltd
Mechanical Plumbing Services Pty Ltd
Steve Toohey Plumbing Pty Ltd
Fortisky Roofing Plumbing Pty Ltd
Brian Gregson Management services Pty Ltd

All tenders have been submitted exclusive of GST.

Discussion

The tender submissions associated with this (project/service) were evaluated by a panel consisting of:

Lindsay Allan	Manager Property & Procurement
Phil Pavey	Technical Officer Works
David Wilmott	Technical Officer Works
Brian Happ	Facilities Maintenance Co-ordinator
Jeff McArthur	Contract Officer Property & Procurement

Stage One – Mandatory Criteria

Mandatory requirements apply to this Tender.

Each of the submissions did respond to the mandatory requirements set down in the Tender documents.

Stage Two –Comparative Criteria

Tender submissions were assessed based on the respondent's performance or tender response in the following areas:

Criteria	Weighting
Economic Contribution to the Geelong Region	10%
Customer Service	10%
Capability and experience, Past performance over last 3 years	50%
Proposed staffing levels, Proposed plant and equipment levels,	30%
	100%

Tenderers were assessed against the comparative Criteria and were ranked in the following order:

Tenderer	Ranking
Nott & Drew Pty Ltd	1
Justin Drew Plumbing Services Pty Ltd	2
Mechanical Plumbing Services Pty Ltd	3
Roejen Service Pty Ltd	4
Chiara Pty Ltd	5
EDG Management Services Pty Ltd	6
Steve Toohey Plumbing Pty Ltd	7
Fortisky Roofing Plumbing Pty Ltd	8
Brian Gregson Management services Pty Ltd	9

The evaluation panel agreed that 4 contractors is a satisfactory number of contractors to appoint to the General Plumbing Services panel and 2 contractors is a satisfactory number of contractors to appoint to the Leisure Centre Plumbing Services panel taking into account the services required on an annual basis.

One tenderer who ranked 6th overall (EDG Management Services Pty Ltd) was unknown to the evaluation panel and were interviewed by members of the panel. The panels assessment of EDG Management Services Pty Ltd at interview of their past experience, staffing levels, sub contractors, plant and equipment and their capability demonstrated their ability to successfully deliver the services as required by Council. Reference checks were undertaken on EDG Management Services Pty Ltd and were satisfactory.

EDG Management Services Pty Ltd were deemed appropriate to appoint to the General Plumbing Services Panel. Therefore the top ranked 6 contractors were deemed appropriate to appoint by the evaluation panel and their schedule of rates were assessed and deemed to be market appropriate.

Environmental Implications

Any environmental implications associated with this contract will arise from the execution of this service. It is considered that these are the responsibility of the Contractor and will be managed through the contract documentation.

Financial Implications

This is a schedule of rates tender and will rely upon the amount of recurrent funds allocated in the Budget Code 004736 in the 2015/2016 financial year budget. The budget allocation for this service is approximately \$1.2million per annum.

Policy/Legal/Statutory Implications

The requirements of Section 186 of the Local Government Act have been complied with for this tender. There are no other policy, legal or statutory implications associated with this tender process.)

Alignment to City Plan

The provision of this service has a positive impact on all key City Plan objectives.

Officer Direct or Indirect Interest

No officers or contractors involved in the preparation of this report have a direct or indirect interest in matters to which this report relates.

Risk Assessment

There are not considered to be any risks associated with the acceptance of this tender that cannot be managed through the contract conditions.

Social Considerations

There are no social implications that will arise from the acceptance of this tender.

Human Rights Charter

There are no Human Rights Charter implications that will arise from the acceptance of this tender.

Consultation and Communication

There is no communication issues associated with the acceptance of this tender. Council's representative will liaise with affected community groups.

Cr Heagney re-entered the meeting room at 9.45pm

NOTICE OF MOTION BY CR LYONS (MAYOR)

CONTRACT EXTENSION INTERIM CHIEF EXECUTIVE OFFICER

Background

Council appointed Mr Kelvin Spiller to the position of Interim Chief Executive Officer, on a short term contract, while the permanent recruitment process takes place.

The short term contract expires on 23 October 2015.

McArthur has been engaged to manage the recruitment process for the appointment of a permanent CEO. It is expected this process will be finalised in early November.

In the event that an external person is appointed as CEO it is likely that a notice period is required and commencement will not be until early 2016.

The Interim CEO Contract has an early termination notice period of two weeks.

Cr Richards moved, Cr Nelson seconded -

That Council extends the Contract of Kelvin Spiller in the position of Interim Chief Executive Officer until 8 January 2016, or until the position has been filled permanently and a new Chief Executive Officer commences.

Carried.

ASSEMBLY OF COUNCILLORS RECORD

Portfolio: Governance – Cr Lyons (Mayor)
Source: Strategy & Performance
General Manager: Dean Frost

Summary

- Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Councillors be reported to the next practicable Ordinary Meeting of Council.
- A record of Assembly of Councillors meeting(s) is attached as an Appendix to this report.

Cr Irvine moved, Cr Fisher seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCILLORS
(Council Meeting 20 October 2015)

Assembly Details	Councillor Attendees	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Strategic Workshop 8 September 2015	Crs Lyons, Ansett, Ellis, Farrell, Fisher, Harwood, Heagney, Irvine, Macdonald, Nelson, Richards	K Spiller (I/CEO) D Frost (GM) W Tieppo (GM) P Jane (A/GM) L Quinn (A/GM) P Bettess (GM) T McDonald (MGR) G Russell (MGR) A Paterson (EXEC OFF)	- Mayor & Councillors' Media Engagement Protocol - Christmas Tree Update (Confidential) - MAV State Motions	Nil.
Strategic Workshop 22 September 2015	Crs Ansett, Ellis, Farrell, Fisher, Harwood, Irvine, E Kontelj, Macdonald, Nelson, Richards	K Spiller (I/CEO) D Frost (GM) W Tieppo (GM) P Jane (A/GM) L Quinn (A/GM) P Bettess (GM) T McDonald (MGR) G Baverstock (MGR) A Keen (MGR) P Jamieson (MGE) T Osburn (OFF) M Kuhn (MGR) T Hellston (MGR) S Cavanagh (MGR) A Dawson (OFF) A Paterson (EXEC OFF)	- Leopold Bay Access Project - Social Infrastructure Plan 2014-2031 - Organisational Structure – Communication to Councillors - Golf Courses Review - Budget Review - Urban Forest Strategy	Nil
Community Arts & Festivals Grants Assessment Committee 22 September 2015	Crs Richards, E Kontelj, Farrell	K Paton (MGR) D Esler (CO ORD) J Rowe (OFF)	Funding recommendations for the 2015-16 round of the Community Arts and Festivals Grants Program	Cr Farrell declared her membership on the following: - Board Member Courthouse ARTS Inc - Chair of the Potato Shed Committee of Management - Committee Member Ocean Grove Pavilion

Assembly Details	Councillor Attendees	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Councillor Briefing 6 October 2015	Crs Ansett, Ellis, Farrell, Fisher, Heagney, Irvine, E Kontelj, Macdonald, Nelson, Richards	K Spiller (I/CEO) T McDonald (A/GM) W Tieppo (GM) P Jane (A/GM) L Quinn (A/GM) P Bettess (GM) R Bourke (CO ORD) M Kelly (MGR) T Hellsten (MGR) S Bentley (MGR) S Parker (A/MGR)	• 2016-17 Budget & 2013-17 City Plan (2016-17 Update) Timetable • Financial Assistance Grants – Indexation Freeze • Mineral Spa and Wellness Centre – Completion of Feasibility Study Update • Growth of the Cruise Market in Relation to Cruise Ship Destination – Yarra Street Pier • 2016-17 Community Sports Infrastructure Fund Submissions • Managing Future Growth – Further Investigation Areas • Managing Development in Rural Areas – Planning Policy Review • Consideration of Tender Submissions for Tender T1400001 – Corio Landfill Rehabilitation Stage 2 Works • Residential and Industrial Land Supply Monitoring Project 2015 • Amendment C333 – MSS Review Amendment • Central Geelong Proposed Continuation of Central Geelong Marketing Program – Intention to Declare a Special Rate • Establishment of the Karreenga Aboriginal Advisory Committee • Social Infrastructure Plan (SIP) 2014-2031 • Review of Agreement to Continue Geelong Regional Library Corporation • City of Greater Geelong Food Policy Endorsement • Geelong Gallery Project Governance • Council Priority Projects • Annual Report 2014-2015 • Consideration of Tender Submissions for Tender T1500005 – Plumbing Services • Consideration of Tender Submissions for Tender T1500005 – Plumbing Services • Mayor and Councillors’ Media Engagement Policy • Variation to Council Meeting Timetable 2015-2016	• Cr Heagney declared a Direct Interest in Consideration of Tender Submissions for Tender T1500004 - Electrical Services and left the room prior to discussion. • Cr Heagney declared an Indirect Interest in Managing Future Growth – Further Investigation Areas, however the report was deferred.

Assembly Details	Councillor Attendees	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Strategic Workshop 13 October 2015	Crs Lyons, Ansett, Ellis, Farrell, Fisher, Heagney, Irvine, E Kontelj, Macdonald, Nelson, Richards	K Spiller (I/CEO) D Frost (GM) W Tieppo (GM) P Jane (A/GM) L Quinn (A/GM) J Van Slageren (A/GM) T McDonald (MGR) S Cavanagh (MGR) B Storey (CO ORD) H Rutledge (MGR) A Paterson (EXEC OFF)	• Geelong Authority (Presentation) • Workplace Culture Review Briefing (Presentation) • 2016-2017 Budget and 2013-2017 City Plan (2015-2017 Update) Timetable (Presentation) • Budget Priority Criteria (Presentation)	• Nil
Graffiti Reference Group 13 October 2015	Cr Farrell	W Tieppo (GM) H Manzl (CO ORD) M McKenzie (OFF) T Brady (OFF) S Singline (OFF) G Chadwick (OFF)	• Audit Update • Budget • Police and Court Report • Graffiti Team Leader Report • Department of Corrections Report	• Nil

PLANNING DELEGATIONS – SEPTEMBER 2015

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

Summary

- Section 98 of the Local Government Act 1989 and section 188 of the Planning and Environment Act 1987 empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
- Council may also delegate to committees comprising Councillors and staff or a combination of both, pursuant to sections 86 and 87 of the Local Government Act and section 188 of the Planning and Environment Act.
- At its meeting on 13 March 2007 Council established a Planning Committee and a Development Hearings Panel with delegated powers to determine upon any development applications which have been the subject of an objection or in circumstances where officers have recommended refusal of the application.
- At its meeting on 23 September 2008 Council adopted a recommendation to allow Officers (restricted to Manager, Coordinator and Team Leader level) the ability to consider and approve applications with five or less objections.
- The appendix to this report contains a schedule of all applications determined under these delegations.

Cr Ellis moved, Cr Fisher seconded -

That the information be received.

Carried.

Planning Decisions Report - September 2015

App Number	Location	Application Type	Decision Date	Description	Authority Description
1089/2009	130 Barrands Lane, DRYSDALE VIC 3222	Construction of Six Dwellings and Six Lot Subdivision	1/9/2015	Extended Planning Permit	Delegated Authority
1512/2014	3-4 McKillop Place, GEELONG VIC 3220	Construct Two Dwellings	17/9/2015	No Appeal Lodged Permit Issued	Development Hearings Panel
	3-4 McKillop Place, GEELONG VIC 3220	Construct Two Dwellings	18/9/2015	Permit Issued - VCAT	VCAT
1518/2008	57 Horwood Drive, BREAMLEA VIC 3227	Construction of a Three Storey Dwelling and Removal of Native Vegetation.	1/9/2015	Extended Planning Permit	Delegated Authority
256/2015	32 Fenwick Street, PORTARLINGTON VIC 3223	Construction of Six Dwellings and Six Lot Subdivision	18/9/2015	NOD - DHP - Planning Permit	Development Hearings Panel
3/2013	2-20 Lings Road, WALLINGTON VIC 3222	Use and Development of a Single Dwelling	3/9/2015	Extended Planning Permit	Delegated Authority
451/2015	25 Avalon Road, AVALON VIC 3212	Retrospective Use of the land for the purpose of a Truck Contractors Depot and Shipping Container Storage	16/9/2015	NOD - PC/C Planning Permit	Planning Committee
	25 Avalon Road, AVALON VIC 3212	Retrospective Use of the land for the purpose of a Truck Contractors Depot and Shipping Container Storage	18/9/2015	Refusal to Grant a Planning Permit	Development Hearings Panel
461/2015	15 Carr Street, BARWON HEADS VIC 3227	Buildings and Works for the Construction of Two Dwellings and Two Lot Subdivision	16/9/2015	NOD - PC/C Planning Permit	Planning Committee
549/2015	106 Pakington Street, GEELONG WEST VIC 3218	Partial Demolition, Buildings and Works, Reduction in Car Parking and Waiver of Loading Bay	16/9/2015	No Appeal Lodged Permit Issued	Development Hearings Panel
922/2014	150-190 Corio Quay Road, NORTH GEELONG VIC 3215	Use and Development of a Store (Grain Storage Facility) and Reduce the Number of Car Parking Spaces Required Under Clause 52.06-5	16/9/2015	Permit Issued - VCAT	VCAT

CLOSE OF MEETING

As there was no further business the meeting closed at 9.48pm. Tuesday, 20 October 2015.

Signed: _____
Chairperson

Date of Confirmation: _____