



MINUTES

ORDINARY MEETING OF COUNCIL

Tuesday, 23 May 2017

Held at the
Council Conference and Reception Centre
City Hall, Little Malop Street, Geelong
commencing at 6.30p.m.

ADMINISTRATORS:

Dr Kathy Alexander (Chair)
Laurinda Gardner
Peter Dorling

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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, 23 MAY 2017
COMMENCING AT 6.30P.M.**

PRESENT: L Gardner (Acting Chair), P Dorling

Also present: K Spiller (Chief Executive Officer), P Bettess (Director Planning and Development), B Luxford (Director Investment & Attraction), W Tieppo (Director City Services), L Quinn (Director Community Life), J Moloney (Director Finance & Strategy), A Keen (Executive Manager People and Organisational Development), G Russell (Manager Communication and Marketing), R Leonard (Snr Manager Legal Services & Governance)

OPENING: The Acting Chair declared the meeting open at 6.30pm

ACKNOWLEDGEMENTS:

- Council acknowledged Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.
- On behalf of the Greater Geelong City Council and the Geelong Community, Acting Chair, Laurinda Gardner, sent a message of support to the City of Manchester, its people and all those affected by today's tragic events. Our thoughts are with them.

APOLOGIES: Dr K Alexander (Chair)

CONFIRMATION OF MINUTES:

P Dorling moved, L Gardner seconded -

That the Minutes of the Ordinary Meeting held on 26 April 2017 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

NOTICE OF MOTION:

L Gardner moved, P Dorling seconded –

That Council consider a Notice of Motion in relation to the Review of the Library Network at the conclusion of Question Time.

Carried.

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, the Interim Administrator 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.

The Chair indicated that Council had received a large number of questions prior to this evening's meeting, including sixteen relating to the Review of the Library Network. As a result, it is unlikely that there will be time to receive further questions from the floor.

John Orchard asked:

- 1) How does Council reconcile the proposed amendment with the clear strategic objectives for the renewal and intensification of development in Central Geelong?
- 2) What consideration has Council given to the implications of the proposed amendment for the future use and development of the land?
- 3) What has occurred since 1991 to warrant upgrading the land from the "C" grading in the Geelong urban Conservation Study?

Laurinda Gardner responded the question will be addressed during debate of Agenda Item 2.

Markus Tschech asked the following in relation to Amendment C359:

- 1) Council is currently working on new planning initiatives, including the Revitalising Central Geelong Partnership and Enterprise Geelong, to encourage economic investment in the Geelong CBD. Does the proposed heritage protection assess the impact on how strategic development will be delivered within the Geelong CBD area?
- 2) As part of the heritage review, how does Council see heritage protection being balanced against the Activity Centre Zone and strategic development potential of the Geelong CBD?
- 3) How does Council reconcile heritage protection to the land at 44 Ryrie Street, when there is an existing planning permit for a 12 storey office building?

Laurinda Gardner responded the question will be addressed during debate of Agenda Item 2.

The following questions were asked in relation to the Review of the Library Network and will be responded to in writing. Council's Question Time document containing both questions and responses will also be available via Council's website on: www.geelongaustralia.com.au

Hilary Hoevenaars asked :

- Given the lack of consultation with the communities directly affected by your decision, and your apparent lack of understanding of the true value of our library to our community;
- Given the decision has been based on flawed reviews and mis-represented viability figures which do not use the current Australian Guidelines for Reviewing Public Libraries;

- Given Chilwell Library is among the most cost efficient in the region, using only 1% of the total GRCLC budget to service 5% of the community;
- Given that if Chilwell Library closes, the cost savings to GRCLC's budget will be minimal, but the cost to the community (as measured by the current Australian Guidelines for Libraries) will be incalculable;
- Given Chilwell Library beautifully supports the Council's own municipal Health and Wellbeing Plan's pillars of Social Connectedness and Physical Activity, social determinants of health easily measured in health dollars;
- Given that Newtown residents pay some of the highest rates of the region simply because of the high property values which are directly related to the suburb's amenity and close proximity to local services such as our much loved library;
- Given close proximity to services is in line with broader government initiatives to reduce reliance on transport, roads, energy consumption and carbon emissions;
- Given the reliance of 100+ pre schoolers and 700+ primary school students on Chilwell's librarian and resources within walking distance of their homes and schools;
- Given your interest in social equity and universally applied economic rationalisation and with Geelong West retaining its own library, which is closest to the new City library at only 1.5km and serves a population 2/3 that of Newtown, and
in light of both the support we have received from our local State member, Christine Couzens, and the enormous public outcry regarding your decision to close Chilwell Library, without any prior consultation with the community most affected, will you now rescind this motion and allow the newly elected Council to consider this issue, after appropriate community consultation, and if not, why not?

Lyn Dowling asked:

- 1) The community has been told that the Chilwell Library is not economic or cost effective and yet the Council's own figure show that the Chilwell Library serves nearly 5% or (9682 residents, of the whole population of the City of Greater Geelong with (210,000 residents), yet operates with less than 1% or \$109,748 of the Geelong Regional Library budget of approximately \$10million. Further, the three libraries set to be closed serve close to 14% of the whole population of the City of Greater Geelong, yet only cost 3% or \$299,673 of the library budget. The relatively "minor savings" achieved by the City of Greater Geelong in closing the Chilwell Library will not compensate the Chilwell/Newtown community for the hurt and damage to our current and future communities and it will not help all the residents and the many thousands of children at the five kindergartens, 7 primary schools and three very large secondary schools in Chilwell/Newtown to fully participate in their education and being part of a "Clever and Creative" city.
- 2) Given the very low operating cost of the Chilwell Library at \$109,748 why does the City of Greater Geelong refer to the Chilwell Library (and two others) as being uneconomic and not cost effective?
- 3) If the Geelong Regional Library Corporation were to apply universal economic rationalisation in this area, why has it not recommended that the Queenscliff library serving 3069 residents be closed? I submit that the Administrators have been significantly mislead by inadequate financial advice from the Geelong Regional Library Corporation and, as such, the basis for this recommendation was seriously flawed.

Tracey Stone asked that the GRCLC, in their recommendations to COGG, failed to evaluate the Chilwell library against current national guidelines for reviewing Australian Public Libraries, which emphasises measuring outcomes and impacts on people's lives, rather than merely outputs (loans, visits).

Why have these evidence-based standards been ignored? The Chilwell library delivers direct outcomes for our children: 1) Early childhood literacy foundations are built in this library for: • Newborns: Group sessions for “New mothers” held by the librarian promoting vital reading to babies • Story time every Tuesday to 25-30 preschool children • Convenient access for my family to read together, in line with the “1000 books before school” campaign Accessing other libraries is NOT always possible with small children particularly for grandparents. Chilwell library provides a hub, close to home, to interact with our community. It’s free, kid friendly, safe and next door to the park. Where else in Chilwell meets these needs and delivers these outcomes? 2) Libraries are increasingly developing partnerships with education organisations to leverage resources and broaden accessibility again highlighted in these standards. Chilwell library has a long-standing partnership with Chilwell Primary School. How will students continue with their regular class excursions, access to resources in line with The Premiers’ Reading Challenge and ensure Chilwell Primary continues to deliver good quality educational outcomes?

Pati Seiler asked the following questions in relation to the Library closures.

- 1) Newtown is a growing, high-density residential area which attracts premium property prices, because of the suburb’s amenity and proximity to local services, such as our much loved Chilwell Library. Residents pay some of the highest rates in the region due to this amenity. More high density development is slated for the area. Why would residents continue to pay these higher rates if you remove facilities such as their only remaining community hub and library?
- 2) Planning for development in Newtown is consistent with broader government initiatives to encourage higher density living close to urban centres to reduce reliance on transport, roads, energy consumption and carbon emissions. It defeats the purpose (and reduces the attractiveness of this type of living) if inner urban residents are forced to hop on a bus or in their car to use a library. (300m walk from two primary schools to library, 200m from Bond Street Kindergarten). How is your proposed closure of Chilwell Library in line with best practice urban planning?

Jan Laidlaw asked the following in relation to the Library closures:

On the ‘Your Say’ section on the Council website, there is a survey about the Domestic Animal Management Plan. Time for responses to this survey has been extended to a four week period, due to strong community interest. Given the huge community interest in the close of the Chilwell, Highton and Barwon Heads Libraries, why hasn’t the closing date for Council’s current library survey been extended?

Fifteen of the twenty-three questions on the Domestic Animal survey are along the lines of how can we encourage people, do you have feedback, any ideas that can help, what can we do. Previous library surveys carried out by the Geelong Regional Library Corporation have been totally lacking in any questions genuinely seeking community input. Why is the current Council Library Survey so lacking in any questions that genuinely seek community input?

No genuine community consultation was done prior to Council making the decision to close the three libraries. Why was it decided to have totally inadequate community consultation after Council made the decision, rather than before?

Dorothy Trezise asked :

- 1) How will the closure of the Chilwell Library support the first choice of the assembly – a vision for a clever, creative city and region – when the local means for this are taken away?
- 2) In what way does the closure of the Chilwell Library support the vision of a caring city and a lifestyle city and region for the next 30 years?

Jacqui Bennett asked how can you propose to close the viable Highton Library when it is used by so many, including the five local primary schools and three kindergartens, who walk their students to it in order to gain an appreciation of books, the values of a library and library membership?

Robert Hamilton-Jones asked:

Geelong is currently transitioning from a manufacturing hub to industries such as search and innovation. Indeed one of the five priorities of the City of Greater Geelong's current "City Plan" is to foster 'A prosperous and innovative Geelong'. How is this pivot towards the so-called knowledge economy compatible with the proposal to close the public library in Highton, especially when the suburb's population grew 11.5% in the five years to 2016. Surely instead of closing, the library needs modernising so it can provide a 21st century 'knowledge centre' for more than 18,000 residents, plus several local educational institutions?

Ray Box submitted two questions but was not present at the Meeting. *A written response will be forwarded.*

Brian McGlade as the area has been rezoned medium density and with major development in the Barrabool Hills, the library should be expanded, not closed. Your own figures show the need for a library and they meet the KPI. You are unelected officials making decisions without consulting the impacted community.

Yvonne Berry submitted two questions but was not present at the Meeting. *A written response will be forwarded.*

Ron Nelson asked:

- 1) Why did the Administrators decide to close the Highton Library by saying it does not meet 21st century needs when the recently published Highton urban Design Framework recommends upgrading the library to meet 21st century.
- 2) Why have the Administrator's chosen to close the Highton Library sighting poor figures when recent figures suggest that the Highton Library meets all KPI's set by the GRLC.
- 3) The GRLC has put out a leaflet suggesting people in the Highton community catch the number 16 bus to either Belmont or Waurin Ponds. Do the Administrator's know that bus 16 does not exist?
- 4) Highton Library is earmarked for closure on the basis that libraries are more needed in growth areas like Leopold and Armstrong Creek. Highton has a resident population of 16,000 and growing compared to 11,000. Council is even opening a new child care facility within 500 metres of the Highton Library. With hundreds of children to attend the new childcare centre, where will they go for their knowledge hub?

Sandra Gatehouse asked:

As you are aware the Barwon Heads community is a strong community. The process the Barwon Heads Library has strengthened us and given us an opportunity to meet and share the values we all have, and talk about why we have chosen to live in our coastal village. We note the amount of money being allocated to sporting clubs in the budget; and ask why there isn't any value given to the fact that young and old can walk/ride to our local library, and that the community obviously values having this resource. We have over 1,200 signatures on our petitions to keep the library open and this list is growing each day. We have not been involved in the decision making process to close the library; we have not been listened to and our contribution has not been taken into account. We are now being bombarded with conflicting messaging from the Council and the Library Corporation, and a useless survey, which is confusing to many.

Why is there a 5 page questionnaire on line with no opportunity to comment, and a 9 page version when we go into the library and ask them to print it? Coupled with the fact the library is actually closed for painting and refurbishment for a few weeks, our community has had enough. We request that all this messaging and patronising instruction now ceases until after the June 27th Council meeting so that we can have further constructive discussion about the future of library services in Barwon Heads.

Mandy Bridges asked:

Council's Community Engagement Policy in its City Plan states that Council recognizes "that effective community engagement enables Council to best meet the needs of the community by ensuring that planning and decision making is based on an understanding of the needs and aspirations of the community". It further states that the objectives of community engagement are to facilitate an exchange of ideas and information and that Council believes that those who are affected by a decision have a right to be involved in the decision making process. Why did the Council fail to follow its own policy when it decided to close the Barwon Heads, Chilwell and Highton libraries?

Phil Joyce – President Chilwell Primary School addressed Council as follows:

As highlighted on the City of Greater Geelong website, the Chilwell Library has a long and close history with Chilwell Primary School and other local primary schools. Chilwell Library provides support for class visits and events including book week events, library tours, study and free reading and access to an excellent collection focused on the educational need of primary school students. Chilwell primary School students use the library space for presentations, art exhibitions and club meetings. Indeed, with approximately 900 primary school students able to access the Chilwell Library within the area, the impact of student outcomes cannot be underestimated. Students at all levels of Chilwell Primary School undertake walking visits to the Chilwell Library during the year. This provides students with access to a resource that will underpin their education and learning for the rest of their lives. Moreover, teaching staff at Chilwell primary schools staff use the resources of the library to expand the educational horizons of the students and provide a culture of knowledge and community.

Therefore, as School President and on behalf of Chilwell Primary School, we respectfully ask:

Has the City of Greater Geelong proposed closure of the Chilwell Library taken into account the increased resources (financial, management and environmental) to Chilwell Primary School in transporting large groups of students, multiple times during the year to other libraries within the area? If so, can the City of Greater Geelong provide details of their plans and strategies to tackle this issue by providing resources to Chilwell Primary School?

Has the City of Greater Geelong proposed closure of the Chilwell Library taken into account the reduced local access to educational resources and events (book week events, library tours, study and free reading) by Chilwell Primary School students now that this proposed closure will require students to travel to alternative sites? If so, can the City of Greater Geelong provide details of their plans and strategies to tackle this issue by providing resources to Chilwell Primary School to maintain their current level of library usage into the future years?

Colin Bridges asked:

The Administrators have informed library members that “libraries are essentially a district level service for broader groups rather than local services”. Council has also stated that it understands the value libraries play as a community meeting space and that social connectivity cannot be valued in numbers and statistics. If past democratically elected Councils have had the foresight to establish and maintain for many years a policy of providing smaller diversified library services at a local level more readily accessible to less mobile residents, why is it right or acceptable for a temporary administration to change such policy shortly before it ceases office?

Graham Hobbs and Ulrike Wurth, as Highton residents, ratepayers and business proprietors in Barrabool Road, Highton since 1979 for 32 years (now a retired lawyer and veterinary surgeon respectively), my wife and I have witnessed the growing population and full primary schools (Bellaire, Highton, Montpellier and Belmont) all four situate within 1.5 kilometers of the library, major influx of young families, substantial subdivision still continuing and growth of the Highton community and Highton Village.

There has been a constant population growth in Highton, as per the following census figures: 2001 (11902), 2006 (14494), 2011 (15961), 2016 (18265).

There has been a 14.44% increment in five years, plus an increasing need to provide a convenient ratepayers public information source for the youth and older residents in the growing Highton community centre.

Accordingly, with this constant and projected growth in residents and ratepayers in Highton:

Why is the Highton Community Library proposed to close?

PETITIONS:

- ❖ Ron Nelson presented a petition from approximately 2,500 concerned residents objecting to the closure of the Highton Library.
- ❖ Mandy Bridges presented a petition containing approximately 1,340 signatures from concerned residents objecting to the closure of the Barwon Heads Library.
- ❖ Hilary Hoevenaars presented a petition containing 2,392 signatures from residents and users asking Council to reverse its decision to close the Chilwell Library.

Administrator's Response to Questions about the Review of the Library Network and Introduction to Notice of Motion by Laurinda Gardner:

- Since our decision regarding the closure of the Chilwell, Highton and Barwon Heads Libraries at the April Council Meeting we have been impressed by the commitment and attachment of each of these communities to their local libraries.
- We have been listening to the views of the affected communities, through email, in-person conversation and public meetings.
- What we have heard is that people are concerned about:
 - Insufficient community consultation;
 - Administrators making this decision not elected representatives;
 - The value of local libraries as social and community hubs;
 - Inconsistency with the recently determined 'clever and creative' vision;
 - A growing population in general who need more libraries, not less.
- The Commission of Inquiry report on the City of Greater Geelong had a number of findings. Prominent amongst these was the lack of a long term vision for the future of the municipality, and the consequent use of that vision to drive resource allocation decisions.
- There is however a long term strategic vision for libraries, already established by the Council and GRLC. The vision is for a series of 21st century facilities provided at district level, providing equitable access to book collections, internet access, research services, etc across the municipality.
- Repeated strategic reviews since 1999 have shown Chilwell, Highton and Barwon Heads Library branches as being the least used and having the smallest membership.
- At present there is an inequitable geographic and service level distribution for libraries across the City of Greater Geelong. The construction of a new library has commenced at Leopold and planning is underway for upgraded or new facilities at Corio, Drysdale and Armstrong Creek. Therefore, our commitment to libraries and the value they contribute to a clever, creative and connected community is not reducing.
- We continue to be committed to working with communities to design new service delivery arrangements which encompass the ancillary benefits of local libraries that people have reported, such as social gathering places within walking distance.
- Our approach to engaging with the Chilwell, Highton and Barwon Heads communities will be strengthened and we will work with local representatives on how to co-design new models of service delivery. These models could for example include reconfiguration of the existing library buildings, transport support, visiting library services, and expanded operations of nearby other Council facilities.
- As a first step we will be considering a Notice of Motion tonight to extend the original finish date for Highton and Chilwell to end of September in line with Barwon Heads.

NOTICE OF MOTION

REVIEW OF THE CITY OF GREATER GEELONG LIBRARY NETWORK

Source: Investment and Attraction / Arts & Culture
Director: Brett Luxford
Index Reference: SUB-16-1219 : Geelong Regional Library Corporation

Background

At the Ordinary Council meeting on 26 April 2017, Council passed the following resolution:

That Council:

- 1) note the advice and resolution of the Geelong Regional Library Corporation from its meeting on 3 April 2017;
- 2) cease to provide a library branch at Chilwell, Highton and Barwon Heads in accordance with the Strategic Review findings;
- 3) close the Chilwell and Highton branches of the Geelong Regional Library Corporation by 30 June 2017;
- 4) continue to operate the Barwon Heads branch until 30 September 2017 to allow time for consultation with the community to identify appropriate community space(s) and/or support(s) required to meet and connect;
- 5) commence a consultation and communication process to identify suitable transition and support arrangements for continuing access to City of Greater Geelong library services and identify any additional supports required;
- 6) determine the City of Greater Geelong's financial contribution to the GRLC for 2017/18 at a 2% increase or \$186,000;
- 7) allocate an additional \$15,000 in the 2017/18 budget to allow for the additional three (3) months of operation of the Barwon Heads Library.

Following this decision, work has commenced on consulting with each of the affected communities in relation to the suitable transition and support arrangements.

The communities of Chilwell and Highton have both highlighted the concern over the short period allocated for consultation.

L Gardner moved, P Dorling seconded -

That further to Council's resolution made at its Ordinary Meeting held on 26 April 2017 to close the Chilwell and Highton branches of the Geelong Regional Library Corporation on 30 June 2017, the closure is extended to 30 September 2017 to allow suitable time for consultation with these impacted communities and ensure support arrangements are in place to allow these communities to transition to a new service model.

Carried.

1. AMENDMENT C354 - HERITAGE OVERLAY - 9 BRIDGE ROAD, BARWON HEADS - CONSIDERATION OF PANEL REPORT AND ADOPTION

Source: Planning and Development – Strategic Implementation
Director: Peter Bettess
Index Reference: Application C-354

Purpose

To consider the independent Panel report and adopt Planning Scheme Amendment C354.

Background

Amendment C354 proposes a permanent Heritage Overlay over 9 Bridge Road Barwon Heads. On 26 July 2016, Council considered a report on the site and resolved to recognise its cultural and heritage significance and request the Minister for Planning's assistance with interim and permanent heritage overlays. An interim overlay (Amendment C271) was requested and approved by the Minister's delegate and expires 22 Dec 2017. Amendment C354, to apply the permanent control, was exhibited from 25 August to 26 September 2016. A total of 76 submissions were received - one objecting submission and 75 submissions in support or not objecting. A Panel hearing was held on 3 March 2017 and the Panel has supported the amendment.

Key Issues

- The house at 9 Bridge Road, Barwon Heads is a late Victorian cottage built c.1890, and has been found to be of local significance by four heritage experts. It is historically significant as a result of its early date of construction and its association with the initial development of the township of Barwon Heads.
- The Barwon Heads community strongly supports permanent heritage protection and several community members presented to the Panel. The owner of the site objects to the overlay and has plans to demolish the house and develop the site for dwellings and shops under a separate planning permit application.
- The Panel considered whether a Heritage Overlay with tree controls is justified and whether the Heritage Overlay will undermine the planning policy and strategic outcome for the site given the site's Residential Growth zoning and proximity to Barwon Heads activity centre.
- The Panel concludes the land, house and cypress tree at 9 Bridge Road, Barwon Heads is of aesthetic and historic significance and warrants inclusion within the Heritage Overlay. It is recommended the amendment be adopted and forwarded to the Minister for approval.

P Dorling moved, L Gardner seconded -

That Council:

- 1) adopts Amendment C354 in the form outlined in Attachment 5 of this report;**
- 2) submits the adopted Amendment together with the prescribed information to the Minister for Planning requesting approval.**

Carried.

Attachment 1

Discussion

9 Bridge Road Barwon Heads is located on the south west corner of Bridge Road and Hitchcock Avenue immediately south of the main shopping strip of Barwon Heads. The house is located in a prominent, elevated location and overlooks one of the main intersections in the town and is on the main road to Ocean Grove. An aerial photo and street level photo of the site is in Attachment 2. The site is zoned Residential Growth Zone Schedule 3 (RGZ3) with existing zoning shown in the map in Attachment 3.

Amendment C354 seeks to apply a permanent Heritage Overlay to 9 Bridge Road, Barwon Heads to protect the house and cypress tree on a permanent basis.

A planning permit application was lodged in 2015 seeking to demolish the existing dwelling and construct a 3 storey building. This proposal triggered interest in the heritage of the house which was not subject to a heritage overlay.

The Barwon Heads Association (BHA) engaged RBA Architects and Conservation Consultants to review the site. RBA found the house is likely to have been built circa 1890 during the first major wave of development in Barwon Heads and is amongst the earliest surviving houses in the town.

The BHA and a local resident requested that Council take action to protect the heritage values of the house and tree.

On 26 July 2016, Council considered a report on the site and resolved to recognise its cultural and heritage significance and request the Minister for Planning's assistance with interim and permanent heritage overlays.

An interim overlay (via Amendment C271) was requested, was approved by the Minister's delegate, came in to effect on 6 Oct 2016 and expires 22 Dec 2017.

Amendment C354, to apply the permanent control, was authorised by the Minister's delegate and exhibited from 25 August to 26 September 2016.

A total of 76 submissions were received - one objecting submission (from the owner), three submissions providing comment and 72 submissions in support.

The consistent themes in the supporting submissions include: the importance of maintaining a coastal/seaside village character; sense of place/cultural identity; heritage, historical and architectural significance; the iconic cypress tree; strategic planning support; and concern at the rate of development of the town and loss of heritage.

The objection from the owner of 9 Bridge Rd is on the basis that: the building's integrity is compromised by additions since the 1930s; is not representative of the 19th century architecture; does not have any special association with the life or work a person important in the history of Barwon Heads; the Cypress tree is a poor specimen and a health and safety risk; and the amendment is being proposed for an ulterior motive.

Council (under delegation) considered a report on the submissions and resolved on 20 October 2016 to request the Minister for Planning to appoint an Independent Panel under Part 5 of the Planning and Environment Act 1987 to consider submissions relating to the amendment and refer all submissions to the Panel.

Panel Hearing and Recommendations

A single person Panel was appointed and held a hearing in Geelong on 3 March 2017.

A Panel was necessary because of the single objecting submission from the owner. The Panel Hearing was originally scheduled for December 2016 but at the Directions Hearing the owner's lawyer requested it be adjourned until March 2017 and the Panel agreed to this request.

Council, the owner and an objector all engaged heritage experts to present evidence at the Hearing.

However, a week prior to the hearing Kings Lawyers, acting for the owner, advised the Panel they would not be attending the Hearing and sought leave to circulate a further written submission on 28 February 2017. The Panel agreed to this request and advised parties to the Hearing who subsequently received the written submission. Expert witness reports of an arborist and Lovell Chen (Heritage) were also circulated. These witnesses were not called by Mr King to appear at the Hearing. The Lovell Chen statement supported the application of a heritage overlay over the property.

At the Panel Hearing Council presented detailed background on Barwon Heads' current and future planning and the heritage of the town and called Louise Honman of Context Pty Ltd to provide expert heritage evidence. Dr Leo Martin a heritage expert provided evidence on behalf of an objector. The Barwon Heads Association and local residents also presented to the Panel.

In its Executive Summary (Attachment 4) the Panel states:

"The key issues raised in the Amendment include:

- whether a Heritage Overlay is justified for 9 Bridge Road, Barwon Heads
- whether tree controls are justified for the cypress tree in the front yard of the site, given its condition
- whether the application of the Heritage Overlay will undermine the planning policy and strategic outcome for the site given the site's zoning and proximity to Barwon Heads activity centre.

The Panel considered all submissions as well as four heritage assessments prepared by separate heritage consultants. All of the heritage assessments found 9 Bridge Road, Barwon Heads is of historic and aesthetic significance at a local level, albeit with some diverging views on the use of particular heritage criteria and correction of some historical information.

The Panel also considered the policy context of the Amendment and has found that there is strong policy support in the planning scheme to apply the Heritage Overlay where it is justified and an expectation in local planning policy that increased residential density and diversity must take into account unique site characteristics such as heritage.

The Panel concludes:

- the land, house and cypress tree at 9 Bridge Road, Barwon Heads is of aesthetic and historic significance and warrants inclusion within the Heritage Overlay.
- the condition of the cypress tree does not comprise its landmark contribution or significance to the site. The tree should be included in the Heritage Overlay under 'tree controls.'
- the application of the Heritage Overlay on 9 Bridge Road does not compromise the overall strategic policies for the Barwon Heads township.

- the exhibited statement of significance should be amended to:
 - remove reference to early photographs and Criterion C
 - remove reference to aesthetic significance as part of the work of Geelong based architect AJ Derrick (Criterion A)
 - amend the contribution of AJ Derrick's architecture practice to the period 1887-1892
 - delete reference to architectural significance given changes made to the building
 - include additional historical information pertaining to the Thomas family."

Council officer response

Council officers support the Panel recommendations and it's recommended changes to the Statement of Significance as per the document in Attachment 4.

As the Heritage Overlay is already in place in the planning scheme maps, the only change required by Amendment C354 is to remove the notation from the Schedule to the Heritage Overlay at Clause 43.01 which says "*Interim Control Expiry Date 22/12/17*".

The revised amendment documents recommended for adoption and submission to the Minister for approval are in Attachment 5.

Financial Implications

There are no financial implications to Council beyond the cost already incurred on the planning scheme amendment and Panel hearing.

Stakeholder Consultation and Communication

Amendment C354 was exhibited in accordance with the provisions of the Planning and Environment Act and all persons who lodged submissions had an opportunity to be heard before an Independent Panel appointed by the Minister for Planning.

Policy/Legal/Statutory Implications

State Planning Policies relevant to the amendment include:

Clause 11.14-1 Localised Planning Statements has an objective "To protect and enhance the valued attributes of the distinctive areas of the Bellarine Peninsula, Macedon Ranges, Mornington Peninsula and the Yarra Valley and Dandenong Ranges". The policy guideline states that planning must consider where relevant the Bellarine Peninsula Localised Planning Statement (Victorian Government, 2015). Policy Objective 4 from the LPS is particularly relevant to the proposed heritage protection of 9 Bridge Road: "To protect, preserve and enhance built heritage, cultural and urban character values and preserve the individual identity and role of townships"

Clause 15.01-5 Cultural identity and neighbourhood character has an objective "to recognise and protect cultural identity, neighbourhood character and a sense of place."

Clause 15.03-1 Heritage conservation – has an objective "to ensure the conservation of places of heritage significance"

Clause 21.06-4 Neighbourhood character includes objectives to: manage the impact of urban change on existing neighbourhoods; ensure that new development responds to the existing neighbourhood character; protect areas with a significant garden character; protect areas with views to significant landscape features.

Local Planning Policies relevant to the amendment include:

Clause 21.06-5 Heritage and Identity includes an objective “to conserve and enhance individual places and areas of pre and post contact cultural heritage significance”.

Clause 22.09 Cultural Heritage is a local policy that applies to all properties affected by a Heritage Overlay and hence would guide decision making on 9 Bridge Rd if it was included in the Heritage Overlay. This amendment will help achieve the Council cultural heritage objectives and implement the strategies identified in Clause 22.09.

Clause 22.63 Increased Housing Diversity Areas applies to all residential land located in Increased Housing Diversity Areas (IHDAs) which is relevant as the subject land is in the Barwon Heads IHDA.

Alignment to City Plan

The proposed amendment is consistent with the “Built and Natural Environment and Community Wellbeing” elements of City Plan.

Conflict of Interest

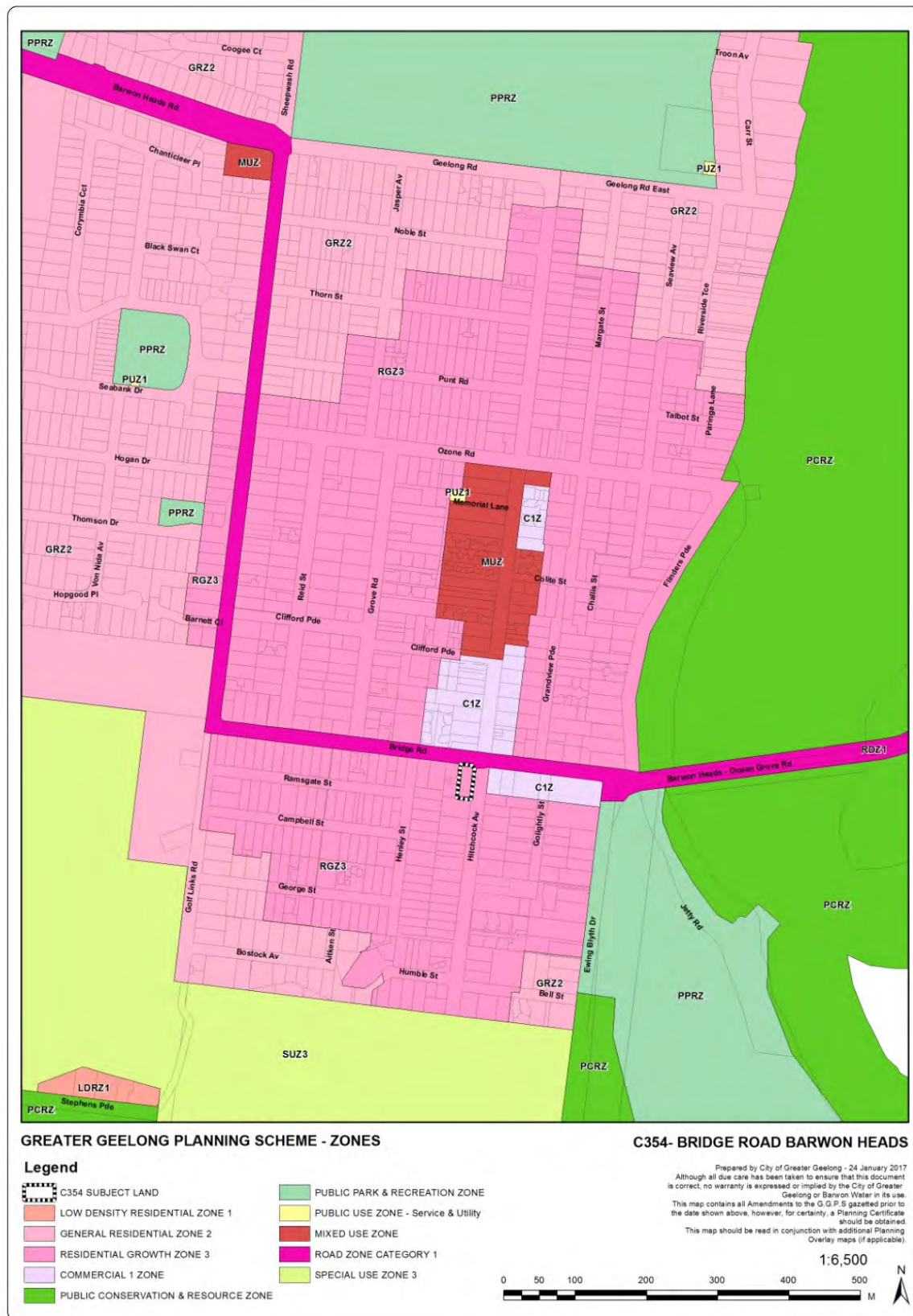
No Council officers involved in the preparation of this report have any direct or indirect interest, in accordance with Section 80C of the Local Government Act.

Attachment 2 – Recent photos of the site



Source: Context Pty Ltd

Attachment 3 – Zoning Map



Attachment 4 – Panel Hearing Executive Summary and Recommendations

Greater Geelong Planning Scheme Amendment C354 | Panel Report | 4 April 2017

Executive Summary

(i) Summary

Greater Geelong Planning Scheme Amendment C354 (the Amendment) proposes to apply a permanent Heritage Overlay to the property at 9 Bridge Road, Barwon Heads and apply a permanent tree control to the mature cypress tree in the front of the property. The permanent Heritage Overlay would replace the interim control which was introduced through Amendment C271.

In response to the exhibition of the Amendment, 76 submissions were received including one opposing the Heritage Overlay and the remaining submissions in support. The key issues raised in the Amendment include:

- whether a Heritage Overlay is justified for 9 Bridge Road, Barwon Heads
- whether tree controls are justified for the cypress tree in the front yard of the site, given its condition
- whether the application of the Heritage Overlay will undermine the planning policy and strategic outcome for the site given the site's zoning and proximity to Barwon Heads activity centre.

The Panel considered all submissions as well as four heritage assessments prepared by separate heritage consultants. All of the heritage assessments found 9 Bridge Road, Barwon Heads is of historic and aesthetic significance at a local level, albeit with some diverging views on the use of particular heritage criteria and correction of some historical information.

The Panel also considered the policy context of the Amendment and has found that there is strong policy support in the planning scheme to apply the Heritage Overlay where it is justified and an expectation in local planning policy that increased residential density and diversity must take into account unique site characteristics such as heritage.

The Panel concludes:

- the land, house and cypress tree at 9 Bridge Road, Barwon Heads is of aesthetic and historic significance and warrants inclusion within the Heritage Overlay.
- the condition of the cypress tree does not comprise its landmark contribution or significance to the site. The tree should be included in the Heritage Overlay under 'tree controls.'
- the application of the Heritage Overlay on 9 Bridge Road does not compromise the overall strategic policies for the Barwon Heads township.
- the exhibited statement of significance should be amended to:
 - remove reference to early photographs and Criterion C
 - remove reference to aesthetic significance as part of the work of Geelong based architect AJ Derrick (Criterion A)
 - amend the contribution of AJ Derrick's architecture practice to the period 1887-1892
 - delete reference to architectural significance given changes made to the building
 - include additional historical information pertaining to the Thomas family.

(ii) Recommendations

Based on the reasons set out in this Report, the Panel recommends that Greater Geelong Planning Scheme Amendment C354 be adopted as exhibited subject to the following:

Replace the exhibited Statement of Significance for 9 Bridge Road, Barwon Heads with the following Statement of Significance:

What is significant?

The house and cypress tree (Cupressus Macrocarpa) at 9 Bridge Road, Barwon Heads comprising a late Victorian cottage built c.1890, and including the modifications made to the place up until c1930 is significant. Significant elements include the single storey gabled roof forms clad in corrugated sheet metal roofing, rendered chimneys, timber bargeboards with timber vertically-slatted gable infill and timber finials, timber weatherboard wall cladding and the mature cypress tree. The siting and substantial setback of the house and the open front garden are also significant aspects of the place.

How is it significant?

The house and cypress tree at 9 Bridge Road, Barwon Heads is of local historic and aesthetic significance to the City of Greater Geelong.

Why is it significant?

9 Bridge Road is historically significant as a result of its early date of construction (c1890) and its association with the initial development of the township of Barwon Heads. It is one of a relatively small group of nineteenth century timber houses and public buildings that have survived to enable interpretation of the first settlement in the township. This historic significance is embodied in the late Victorian design elements of the house.

9 Bridge Road is historically significant for its association with prolific Geelong architect A J Derrick who is credited with the design of the house; but also a prominent member of Wesley Church Geelong and the architect of Wesleyan churches in Barwon Heads, Wallington, Ocean Grove and Drysdale. Derrick's successful practice in Geelong contributed a significant number of buildings in the area during 1887 – 1892. Derrick's later career as founding secretary of the Central Methodist Mission at Wesley Church, Melbourne resulted in his life being memorialised in a stained glass window at Wesley Church, Yarra Street Geelong.

The cypress tree (the remaining one of a pair planted in c1930s) is historically significant as part of the landscape of the early twentieth century phase of the house under the proprietorship of Thomas family. (Criterion A.)

9 Bridge Road is historically significant for its long association with the Thomas family who owned the property from 1901 to 1992 and used it for holiday purposes. The historical significance of the house is therefore also embodied in the early 20th century changes made to the house under the custodianship of the Thomas family. William Charles Thomas was the founder of W C Thomas & Sons, a successful and highly regarded milling company with mills in Murtoa, Beaufort,

Ballarat, Newport and throughout the Wimmera and Mallee in Victoria. W C Thomas & Sons were significant exporters to the UK, South Africa and various Asian countries. W.C.Thomas is an important figure as an early adopter of the eight-hour day in the milling industry, a Councillor and later President of the Shire of Ripon and a lay preacher of the Methodist Church. His son, W.C.F. Thomas was also a prominent agriculturalist who was appointed by the Commonwealth Government to represent the employers' interests at the International Labour Conference of the League of Nations in Geneva in 1924 and 1930. On 3 July 1926, W.C.F Thomas was awarded the Order of the British Empire – Commander (Civil) [C.B.E], for services to the Dried Fruits Board. (Criterion H)

9 Bridge Road and the cypress tree (Cupressus Macrocarpa), are aesthetically significant for their prominent raised siting and landmark qualities at the end of Hitchcock Avenue.

As a late Victorian dwelling, 9 Bridge Road demonstrates the surviving design qualities from 1890, together with the changes made to the place until c.1930. The house is a representative example of late Victorian architecture in Barwon Heads, a style characterised by the architectural form of main gable roof and intersecting gabled wings decorated with timber slats and finials, horizontal weatherboard cladding, corrugated iron roof cladding and a cement rendered chimney with terracotta pots. Whilst having undergone extensions and alterations from the 1930s to the 1990s, the house still retains its late Victorian form. When compared with other nineteenth century houses surviving in Barwon Heads (and on the HO), 9 Bridge Road is comparable in terms of its integrity given that such changes to beach houses were commonplace and exhibited by almost all other examples of nineteenth century houses. (Criterion E)

Attachment 5 – Amendment to be Adopted

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C354

INSTRUCTION SHEET

The planning authority for this amendment is the City of Greater Geelong

The Greater Geelong Planning Scheme is amended as follows:

Planning Scheme Ordinance

The Planning Scheme Ordinance is amended as follows:

1. In Overlays – Clause 43.01 replace the Schedule with a new Schedule in the form of the attached document.

End of document

GREATER GEELONG PLANNING SCHEME

SCHEDULE TO THE HERITAGE OVERLAY

08/12/2015
C320(P)44
43541

The requirements of this overlay apply to both the heritage place and its associated land.

PS Map Ref	Heritage Place	External Paint Controls Apply?	Internal Alteration Controls Apply?	Tree Controls Apply?	Outbuildings or fences which are not exempt under Clause 43.01-3	Included on the Victorian Heritage Register under the Heritage Act 1995?	Prohibited uses may be permitted?	Name of Incorporated Plan under Clause 43.01-2	Aboriginal heritage place?
HO104	Aberdeen Street Baptist Manse 1 Aberdeen Street, Newtown	Yes	Yes	No	No	No	Yes		No
HO105	Aberdeen Street Baptist Church (former) 3 Aberdeen Street, Newtown	-	-	-	-	Yes Ref. No. H426	Yes		No
HO103	Aberdeen Street Baptist Church (present) 7 Aberdeen Street, Newtown	-	-	-	-	Yes Ref. No. H427	Yes		No
HO1206	"Rosnashane", Reception Centre 11 Aberdeen Street, Newtown	Yes	No	No	No	No	No		No
HO600	Office 14 Aberdeen Street, Geelong West	No	No	No	No	No	No		No
HO601	Office 16 Aberdeen Street, Geelong West	No	No	No	No	No	No		No
HO602	Office 18 Aberdeen Street, Geelong West	No	No	No	No	No	No		No

GREATER GEELONG PLANNING SCHEME

PS Map Ref	Heritage Place	External Paint Controls Apply?	Internal Alteration Controls Apply?	Tree Controls Apply?	Outbuildings or fences which are not exempt under Clause 43.01-3	Included on the Victorian Heritage Register under the Heritage Act 1995?	Prohibited uses may be permitted?	Name of Incorporated Plan under Clause 43.01-2	Aboriginal heritage place?
HO54	Breakwater Breakwater Road, Breakwater	No	No	No	No	No	No		No
HO884	Residence 3 Breakwater Road, Breakwater	Yes	No	No	Yes- outbuildings	No	No		No
HO1712	Ruinous Cottage (to the extent of the area to the front boundary line, 5 metres to the north and south and 10 metres to the east from the ruinous cottage) 291-295 Breamlea Road, Connewarre	No	No	No	No	No	No		No
HO1247	E.P. Robinson Wool Scourer 13 Bridge Street, Newtown	Yes	No	No	Yes- outbuildings	No	Yes		No
HO1989 ~~Interim control Expiry Date: 22/12/17~~	Residence 9 Bridge Road, Barwon Heads	No	No	Yes (cypress tree)	No	No	No		No
HO1651	Residence 21 Bridge Road, Barwon Heads	No	No	Yes (plam tree)	No	No	No		No

2. PROPOSED HERITAGE OVERLAYS – COMBINED HERITAGE AMENDMENT C359

Source: Planning and Development – Strategic Implementation
Director: Peter Bettess
Index Reference: Amendment C359

Purpose

This report seeks support from Council to prepare and exhibit a planning scheme amendment to include various properties in Ceres and Geelong within the Heritage Overlay, amend the application of the City Fringe Heritage Area and to correct minor existing heritage overlay anomalies.

Background

Council has responded to the National Trust's request to review the heritage status of the former Denny Lascelles Wool Store at 20 Brougham Street Geelong and to report the outcomes in May 2017.

Council committed to prepare an amendment to apply the heritage overlay to several properties in Ceres that were identified as historically significant in the Outer Areas Heritage Study, 1998-2000.

The City Fringe Heritage Area (HO1639) has been reviewed in light of deficiencies in the local planning policy, changes around the fringe of Central Geelong and VCAT decisions allowing for demolition of heritage buildings.

Key Issues

- The application of a Heritage Overlay requires a planning permit be obtained for all buildings and works (unless specifically exempted).
- Proposed application of the heritage overlay to sites for the first time may concern landowners.
- The former Denny Lascelles wool store at 20 Brougham Street, Geelong is currently for sale.
- The former Trans Otway building at 36-44 Ryrie Street has been identified as an individually significance heritage place. It is zoned Activity Centre Zone 1 and has a permit for a multi-storey commercial building.
- The former Wesley Sunday School Hall site at 17 McCann Street Ceres is subject of a current planning permit application for demolition and residential redevelopment.
- The extension of the heritage precinct southwards along Western Beach Road to include post war buildings up to the 1960s.

P Dorling moved, L Gardner seconded -

That Council:

- 1) supports the preparation and exhibition of Amendment C359 to the Greater Geelong Planning Scheme to apply the heritage overlay and local planning policies as outlined in Attachment 3 of this report; with the exception of the property at 36-44 Ryrie Street, which is to be removed from the Amendment;**
- 2) requests the Minister for Planning to authorise the preparation and exhibition of Amendment C359 to the Greater Geelong Planning Scheme.**

Carried.

Attachment 1

Discussion

This Amendment will combine a number of pieces of heritage work. Below is an outline of each piece of work.

Ceres Properties

Council undertook the Outer Areas Heritage Study between 1998 and 2000. The Study comprises of 16 volumes and was prepared by Authentic Heritage Services Pty Ltd.

The 'Greater Geelong Outer Areas Heritage Study Stage 2' identified sites of historical significance in the township of Ceres and its surrounds. To date these sites have not been included in a heritage overlay in the planning scheme.

Due to the lapse of time and changes in the planning framework, it has been necessary to update the citation sheets for these properties. This research has also been scaled back to those properties that warrant listing under the heritage overlay in the planning scheme. Council engaged Authentic Heritage Services Pty Ltd to undertake the preparation of the new citation sheets and these were submitted in March 2017.

The affected properties are:

- 605 Barrabool Road: Ceres Primary School
- 20 Cochranes Road: Barrabool Recreation Reserve
- 240 Gully Road: 'Barwonside'
- 285 Gully Road: 'Erinvale'
- 17 McCann Street: Former Wesleyan Church & Sunday School
- 100 McCann Street: 'Hurley House'

All are of local heritage significance and are recommended to be included in individual heritage overlays in the Schedule to the Heritage Overlay.

See Attachment 2 for the location of these properties.

Denny Lascelles Wool Store – 20 Brougham Street

In February this year, the National Trust requested Council review the status of the Wool stores precinct area and apply an interim heritage overlay to 20 Brougham Street Geelong. Council engaged Authentic Heritage Services Pty Ltd to undertake a review of the site and prepare a citation sheet. Council received the Review report and citation sheet in February 2017. The Review concluded that the site is historically and aesthetically significant at a local level and recommended that it be included in the heritage overlay in the Planning Scheme. The site has historical significance for its associations with the agricultural and especially the wool storage and broking industry near the Geelong waterfront from 1919 until after the 1950s. The former wool store also has aesthetic significance as a representative example of a 20th century brick industrial building in the urban waterfront area.

See Attachment 2 for the location of this property.

City Fringe Heritage Area Review

After 16 years operation of the new format planning scheme, and with the dynamic nature of the three distinct areas within the City Fringe Heritage Area (HO1639), concerns have arisen about the ongoing implementation of the City Fringe Heritage Area and its local planning policy basis in their current form. Decisions from VCAT have commented upon the age and terminology used in the original heritage study underpinning the local policy, the lack of reference to interwar bungalows and the extent and diversity of the areas included in this Overlay (eastern, northern and western section).

There are some excellent parts of the area, such as the Pevensey Crescent and Garden Street environs; parts such as Corio Street which has the earliest surviving inner City dwellings in Geelong; and other parts where it has become increasingly difficult to manage as a heritage precinct. Simply, the three separated areas within the same heritage overlay is difficult to manage.

Council engaged RBA Architects and Conservation Consultants Pty Ltd to review the City Fringe Heritage Area and to recommend updates to both its extent and local policy provisions. RBA's report has recommended several changes to the existing HO1639.

In summary, the recommendations and outcomes of the RBA Review in relation to the eastern section are as follows:

- A smaller precinct renamed City East Heritage Precinct (HO1639).
- Expanding and updating the existing statement of significance so that it makes note of each relevant phase (not just Victorian and Federation).
- Excising and creating an Austin Park and Environs Heritage Precinct (Cogens Place, Corio Street, England Street, Fyfe Place South, McCann Place, Veitch Place).
- Addition of a few properties on Sydney Parade (no's 56-60, 65A, 69-75).
- Remove several non-contributory houses at the edges:
 - Admiral Place (no's 3-7, 8),
 - Bellarine Street (no's 6-8),
 - Brougham Street (no's 110-120),
 - Corio Street (no's 109-113, 118-126, 153-165),
 - Fyfe Place Nth (no's 1-7),
 - Malop Street (no. 238),
 - Myers Street (no. 221),
 - Swanston Street (no's 14-24),
 - Sydney Avenue (no's 3, 2-6B),
 - Sydney Parade (no's 86-88)
- Add Hays Place to HO1637.

In summary, the recommendations and outcomes of the Review in relation to the northern section are as follows:

- Remove this section from HO1639
- Create a new residential precinct, Western Beach Road Heritage Precinct, including existing properties (no's 1-28) and extending the precinct southwards to no. 58 Western Beach Road.
- Remove the commercial properties to Mercer Street.
- Create a new HO for 11 Mercer Street – shop
- Retain existing individual HOs to Mercer Street: HO110, HO238, HO1041

In summary, the recommendations and outcomes of the Review in relation to the western section are as follows:

- Remove this section from HO1639
- Create a Myers Street Residential Heritage Precinct (south side, no's 12-44)
- Add commercial premises to Ryrie, Wesley and Little Ryrie Streets to the Geelong Commercial Heritage Area (HO1637)
- Add houses to Fenwick, Gheringhap, Little Myers, and McKillop Streets to the City South Heritage Area (HO1641) but not including some properties at the south-west corner of this section.
- Two contributory properties to lose heritage protection (40 Fenwick Street, 253 La Trobe Terrace).
- Create new HO for:
 - 3 Little Ryrie Street – dwelling
 - 36-44 Ryrie Street – former bus depot (see below for more detail)
- Remove HO121: building demolished
- Retain existing HOs (external to proposed precinct): HO135, HO139, HO144, HO183, HO187, HO195, HO223, HO251, HO916, HO917, HO918, HO919, HO920, HO921, HO922, HO923, HO924, HO963, HO973, HO1108
- Retain existing HOs (part of proposed Myers Street Precinct): HO1076, HO1077, HO1078, HO1079
- Retain existing HOs (part of HO1637): HO188, HO1109, HO1110, HO1111

Whilst located just outside the existing City Fringe Heritage area, the Review has identified that the former Trans Otway Limited building at 36-44 Ryrie Street is of local significance and should be included in the Heritage Overlay. It is a distinctive light industrial building. This site has a planning permit for a multi-storey office tower and is included in the Activity Centre Zone.

Attachment 2 shows the preliminary outline of the changes to the existing HO1639 and the extent of the proposed new precincts.

Heritage Anomalies

Each year mapping and ordinance anomalies within the planning scheme are corrected to ensure that the Scheme is up-to-date and relevant. During the past year, it has been noted that there are several sites subject to the Heritage Overlay that have experienced some changes either through planning permit decisions or incorrect mapping that need to be corrected.

These properties are:

- 1) 299 Moorabool Street Geelong (HO1068) – a dwelling of local significance on this site has been demolished and there is no longer any basis for retention of the heritage overlay. This needs to be deleted from the planning scheme maps and schedule to Clause 43.01.
- 2) 100 Yarra Street Geelong (HO252) – the mapping does not reflect the extent of the historic church building and surrounding curtilage. This needs to be corrected on the planning scheme map.
- 3) 12 Candover Street Geelong West (HO644) – The Schedule to Clause 43.01 incorrectly identifies that this site is subject to HO644 rather than HO1962. The Schedule to Clause 43.01 needs to be amended.
- 4) 5-55 Fyansford-Gheringhap Road, Fyansford (HO1736) – the extent of mapped heritage overlay includes larger areas of the rural property than the historical ruin in the south east corner of the site. The planning scheme map needs to be amended.
- 5) 25 Glenleith Avenue Drumcondra (HO696) – The Schedule to Clause 43.01 incorrectly includes a 'Yes' in the 'Tree Controls Apply?' column. There are no trees of significance on site, and no basis for this in the citation sheet. The Schedule needs to be amended.
- 6) 3 & 5 Urana Street Newtown (HO1624) and 1/7 & 2/7 Urana Street Newtown (HO1301) – HO1624 relates to the Latrobe Terrace Shops Heritage Area – 3 and 5 Urana Street are properties located to the west, orientated to Urana Street. The lots were subdivided from the land at 396 Latrobe Terrace in the 1990's and have since been developed with new dwellings. Similarly, 1/7 & 2/7 Urana Street have been subdivided from the land at 398 Latrobe Terrace, and have continued to be covered by HO1301 which is for the heritage dwelling fronting Latrobe Terrace. As these properties in Urana Street have no relationship to Latrobe Terrace anymore HO1624 and HO1301 should be removed from them on the planning scheme maps.
- 7) 82-92 Gheringhap Street (HO251) – the mapping does not reflect the extent of the regionally significant "Wellwood Terrace". The statement of significance identifies six two storey terrace houses but this is not reflected on the map with the current extent of the overlay covering only about 3-4 of the terraces. This needs to be corrected on the planning scheme maps.

These corrections are considered to be house-keeping in nature.

The proposed form of the amendment is listed in Attachment 3. This is an extensive amendment covering a variety of locations across the municipality. The detailed changes proposed by this amendment are not included in the Attachment.

Financial Implications

The costs of conducting the amendment process will be met within the City Development budget.

Stakeholder Consultation and Communication

Landowners of properties proposed to be included in the heritage overlay for the first time in Ceres and Brougham Street have already been provided with the citation sheets as a precursor to the amendment exhibition. New properties to be included in the City Fringe Heritage Area will also be provided with the relevant citation sheets prior to the formal exhibition process.

Council will exhibit the amendment in accordance with the Planning and Environment Act 1987.

Policy/Legal/Statutory Implications

The amendment has considered the relevant State and local planning provisions. One of the objectives of planning in Victoria that planning authorities must implement is:

S4(1)(d) Objectives of planning in Victoria

- *to conserve...buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest...*

Alignment to City Plan

This report aligns with the direction of the Sustainable and Built Environments theme in City Plan.

Conflict of Interest

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

Risk Assessment

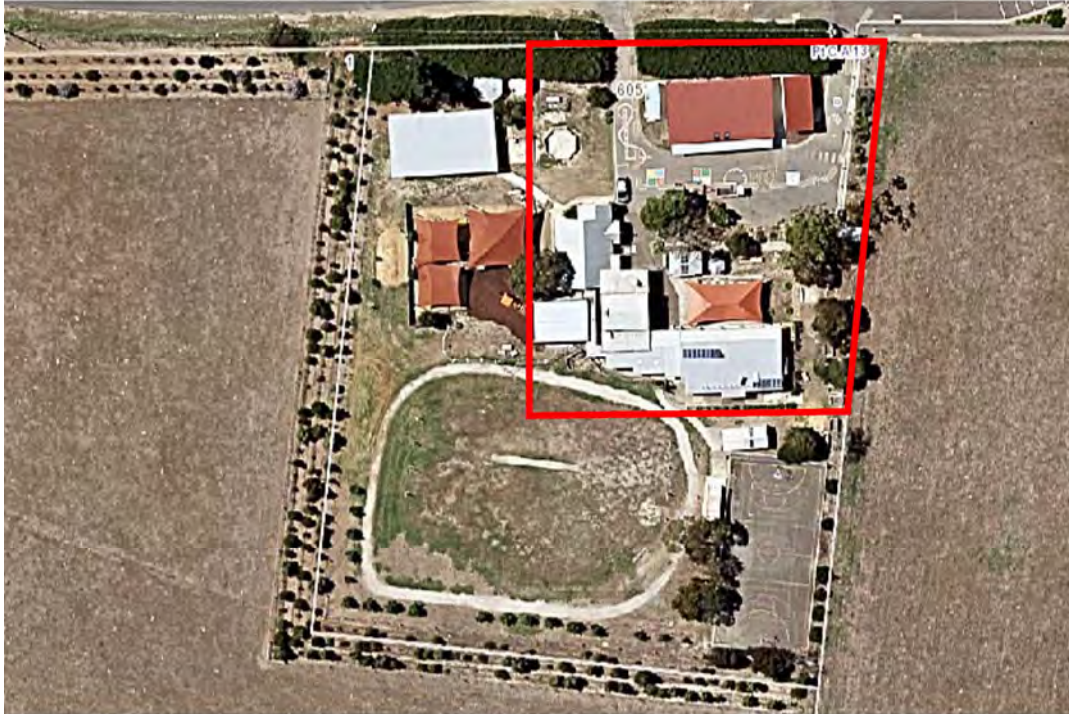
There is considered to be low risk in implementing the recommendations of this report. The proposed amendment will result in a heritage overlay being applied to places that have been identified as having heritage significance.

Environmental Implications

There are no environmental implications resulting from this report.

Attachment 2

Ceres, Brougham Street and City Fringe Heritage Area Affected Properties



605 Barrabool Road, Ceres



20 Cochranes Road, Ceres



240 Gully Road, Ceres



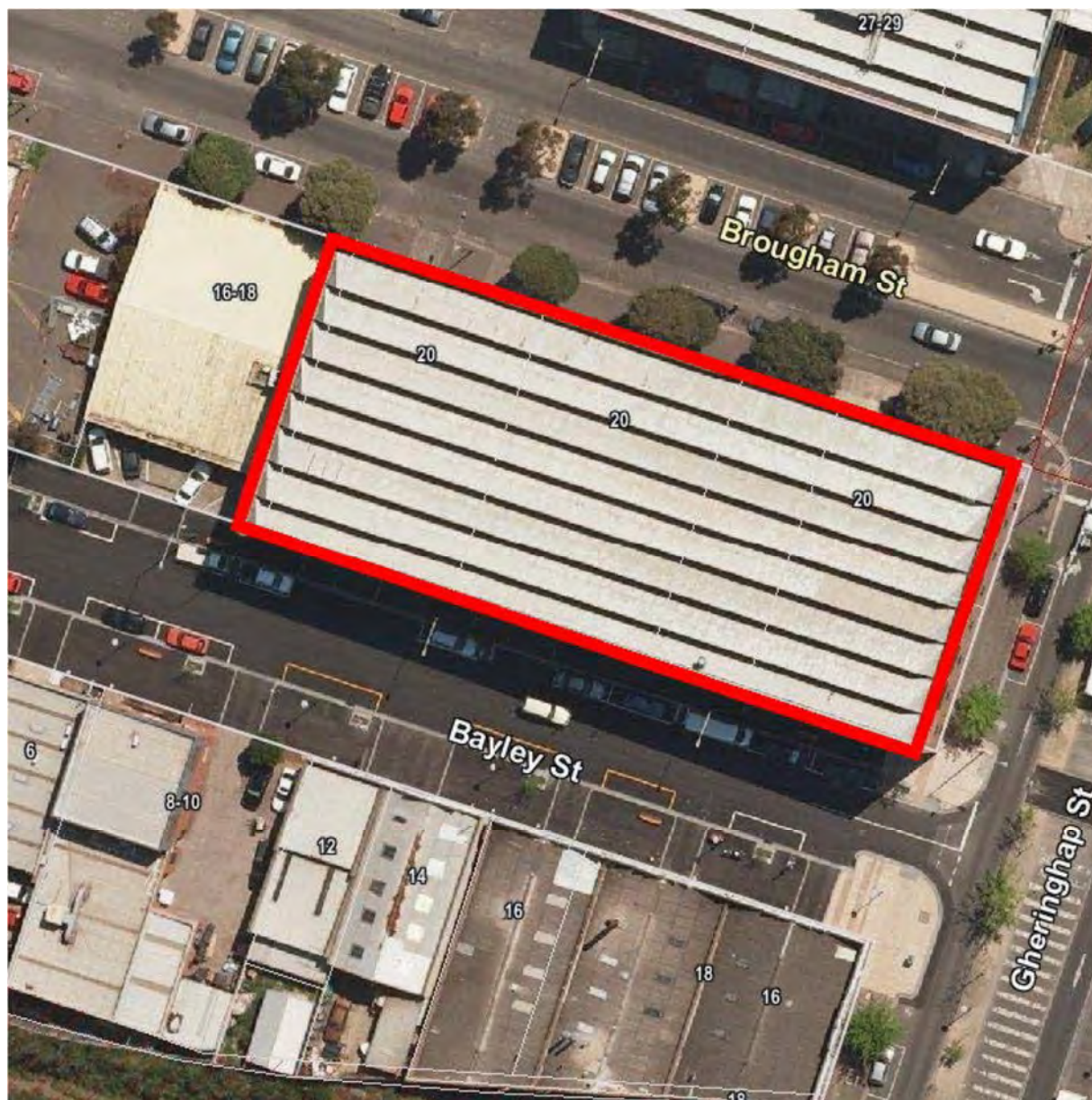
285 Gully Road, Ceres



100 McCann Street, Ceres

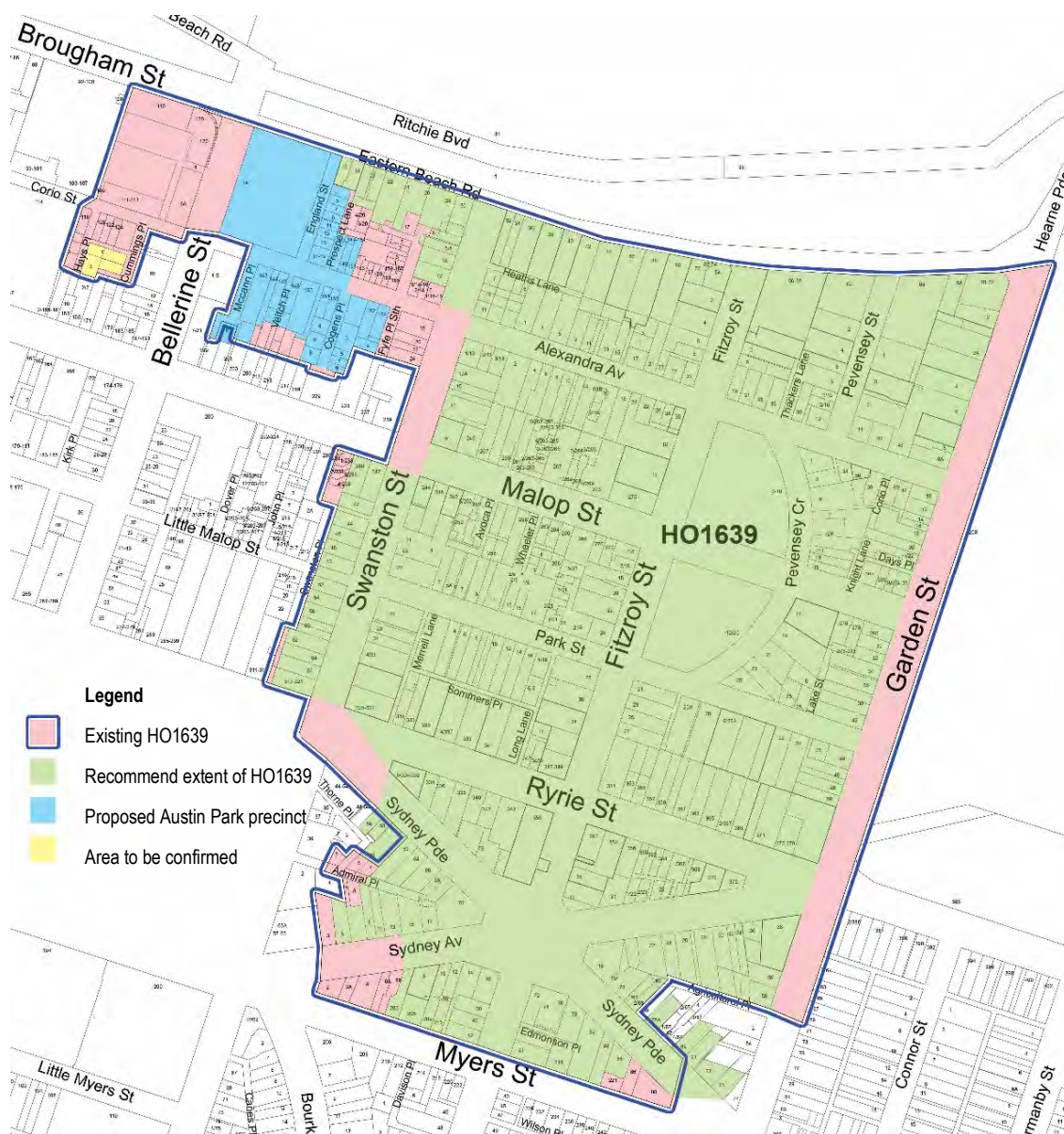


17 McCann Street, Ceres



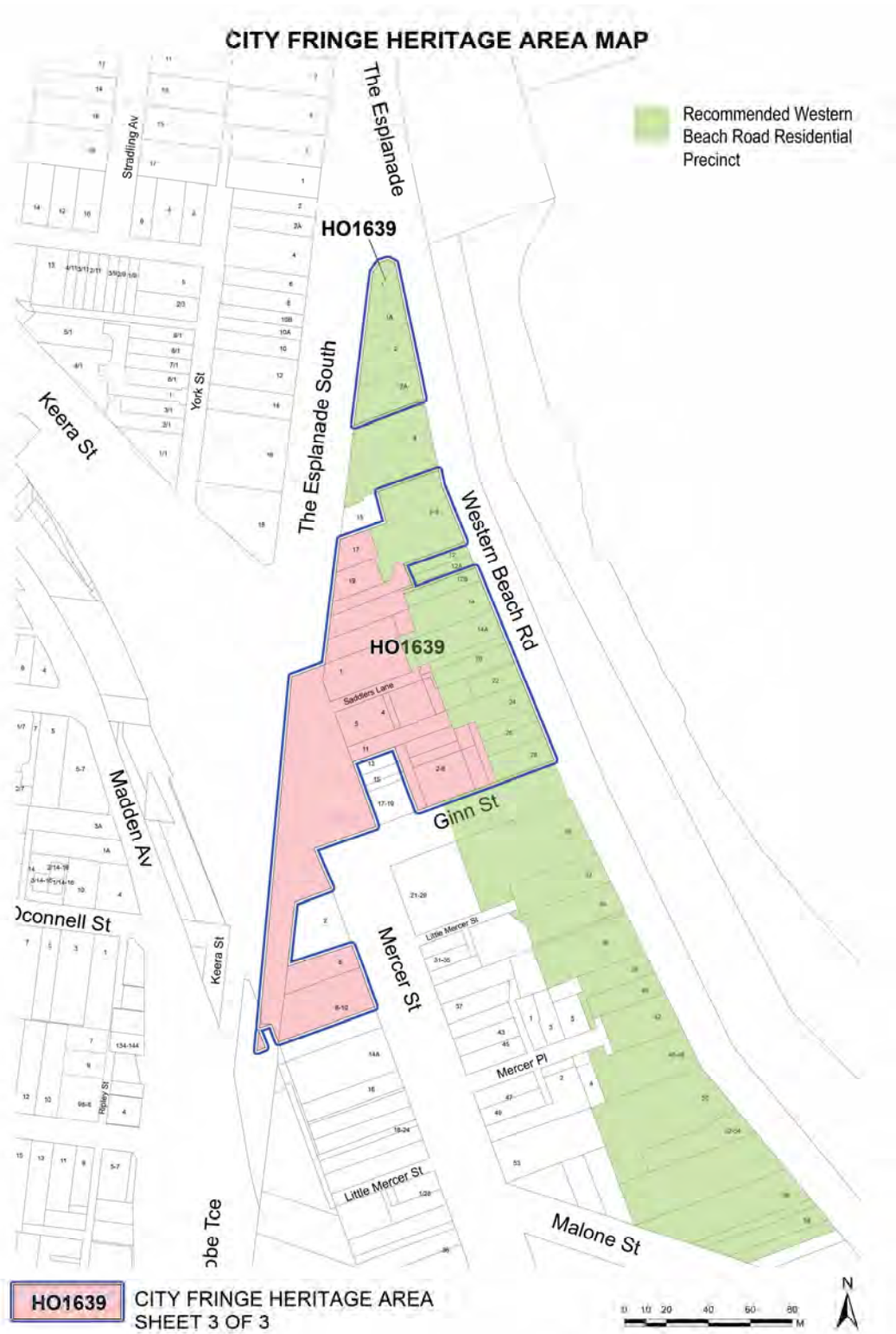
20 Brougham Street, Geelong

City Fringe - Eastern Precinct



Map showing parts of precinct to be removed (pink)

City Fringe – Northern Precinct



Map showing recommended Western Beach Road residential precinct (green), existing northern part of HO1639 (blue outline) and section of precinct overlay recommended for removal (pink)

City Fringe – Western Precinct



Map showing recommend extension to City South Heritage Area HO1641 (blue), recommended Myers Street residential precinct (bright yellow), recommended Ryrie Street commercial precinct (green), boundary of existing HO1639 (blue outline) and section of precinct recommend for removal (pink)

Attachment 3

PLANNING SCHEME CHANGES PROPOSED BY AMENDMENT C359

1. Ceres

Include the following properties in the Heritage Overlay on the planning scheme maps and in the Schedule to Clause 43.01:

- 605 Barrabool Road: Ceres Primary School
- 20 Cochranes Road: Barrabool Recreation Reserve
- 240 Gully Road: 'Barwonside'
- 285 Gully Road: 'Erinvale'
- 17 McCann Street: Former Wesleyan Church & Sunday School
- 100 McCann Street: 'Hurley House'

2. Denny Lascelles Wool Store – 20 Brougham Street, Geelong

Include 20 Brougham Street Geelong in the Heritage Overlay on the planning scheme maps and in the Schedule to Clause 43.01

3. City Fringe Heritage Area HO1639

In the eastern section:

- Include the properties at 56-60, 65A, 69-75 Sydney Parade in HO1639 on the planning scheme map.
- Delete HO1639 from the following properties on the planning scheme maps:
 - Admiral Place (no's 3-7, 8),
 - Bellarine Street (no's 6-8),
 - Brougham Street (no's 110-120),
 - Corio Street (no's 109-113, 118-126, 153-165),
 - Fyfe Place Nth (no's 1-7),
 - Malop Street (no. 238),
 - Myers Street (no. 221),
 - Swanston Street (no's 14-24),
 - Sydney Avenue (no's 3, 2-6B),
 - Sydney Parade (no's 86-88)
 - McCann Place (no's 4-6)
 - Cogens Place (no's 3, 4, 5, 6, 7, 8, 9)
 - Eastern Beach Road (no 14A)
 - Bellerine Street (no 1A)
 - Corio Street (no's 142, 144, 146, 148, 150, 154, 156, 158-160, 162, 162
 - Veitch Place (no 1)
 - England Street (no's 1, 5, 7, 9, 11, 13, 15, 17-19)
 - Fyfe Place South (no 4)
 - Admiral Place (no 3)

- Corio Street (no's 147, 149, 151)
- Malop Street (201, 203)
- Add Hays Place to HO1637.
- Rename and amend Clause 22.30 of the Planning Scheme Ordinance.
- Amend the entry for HO1639 in the Schedule to Clause 43.01 – changes will also address the northern and western sections.
- Apply a new Heritage Overlay to the Austin Park and Environs Heritage Precinct, to the following properties on the planning scheme maps:
 - McCann Place (no's 4-6)
 - Cogens Place (no's 3, 4, 5, 6, 7, 8, 9)
 - Eastern Beach Road (no 14A)
 - Bellerine Street (no 1A)
 - Corio Street (no's 142, 144, 146, 148, 150, 154, 156, 158-160, 162)
 - Veitch Place (no 1)
 - England Street (no's 1, 5, 7, 9, 11, 13, 15, 17-19)
 - Fyfe Place South (no 4)
 - Admiral Place (no 3)
 - Corio Street (no's 147, 149, 151)
- Add a new clause 22.68 to the Planning Scheme Ordinance as the new local policy for the Austin Park and Environs Heritage Precinct.
- Add a new entry in the Schedule to Clause 43.01 for the Austin Park and Environs Heritage Precinct.

In the northern section:

- Delete the northern section of HO1639 from the planning scheme maps.
- Apply a new Heritage Overlay on the planning scheme maps to the Western Beach Road Heritage Precinct, including existing properties at 1-28 Western Beach Road and extending the precinct southwards to no. 58 Western Beach Road:
 - Ginn Street (no 7)
 - Western Beach Road (nos 1, 1A, 2, 2A, 4, 6-8, 12, 12A, 12B, 14, 14A, 20, 22, 24, 26, 28, 30, 32, 34, 36, 38, 40, 42, 44, 46-48, 50, 52-54, 56, 58)
- Add a new Clause 22.69 to the Planning Scheme Ordinance as the new local policy for the Western Beach Road Heritage Precinct.
- Add a new entry in the Schedule to Clause 43.01 for the Western Beach Road Heritage Precinct.
- Delete HO1639 from the commercial properties fronting Mercer Street.
- Include 11 Mercer Street in a new heritage overlay on the planning scheme maps
- Add a new entry in the Schedule to Clause 43.01 for 11 Mercer Street.

In the western section:

- Delete the western section of HO1639 from the planning scheme maps.

- Apply a new Heritage Overlay on the planning scheme maps to the Myers Street Residential Precinct (south side Myers Street, no's 12-44)
 - Myers Street (no's 12, 18, 22-26, 34, 38 and 40)
 - Latrobe Terrace (part of no 271)
- Add a new Clause 22.70 to the Planning Scheme Ordinance as the new local policy for the Myers Street Residential Precinct.
- Add a new entry in the Schedule to Clause 43.01 for the Myers Street Residential Precinct.
- On the planning scheme maps, delete HO1639 from the commercial premises to Wesley Place, Ryrie, Wesley and Little Ryrie Streets and include them in HO1637 (Geelong Commercial Heritage Area):
 - Wesley Place (2, 4)
 - Wesley Street (no 13)
 - Ryrie Street (no's 16-18, 20-22, 25, 26, 26A, 30, 30A, 31-33, 35, 35A)
 - Little Ryrie Street (no 5)
 - Fenwick Street (no's 16, 24)
- On the planning scheme maps, delete HO1639 from most of the houses to Fenwick, Gheringhap, Little Myers, and McKillop Streets and include them in HO1641 (City South Heritage Area):
 - Gheringhap Street (no's 94, 96, 98, 100-102, 104)
 - McKillop Street (no's 3, 5, 7, 11, 13, 15, 17, 19)
 - Fenwick Street (no's 31, 33, 35, 37, 39)
 - Little Myers Street (no's 14, 16, 17, 18, 19, 21, 23, 25, 27)
- Delete HO1639 from 40 Fenwick Street and 253 La Trobe Terrace on the planning scheme maps.
- Apply a new HO on the planning scheme maps to 3 Little Ryrie Street.
- Add a new entry in the Schedule to Clause 43.01 for 3 Little Ryrie Street
- Apply a new HO on the planning scheme maps to 36-44 Ryrie Street.
- Add a new entry in the Schedule to Clause 43.01 and 36-44 Ryrie Street
- Delete HO121 from part of 279 La Trobe Terrace from the planning scheme map and the Schedule to Clause 43.01.

4. Heritage Anomalies

- Delete HO1068 (299 Moorabool Street Geelong) from the planning scheme map and the schedule to Clause 43.01.
- Amend the extent of the mapping of HO252 (100 Yarra Street Geelong) on the planning scheme map.
- Delete HO644 (12 Candover Street Geelong West) from the Schedule to Clause 43.01.
- Amend (reduce) the extent of the mapping of HO1736 (5-55 Fyansford-Gheringhap Road, Fyansford) on the planning scheme map.

- Amend the Schedule to Clause 43.01 to delete the ‘Yes’ in the ‘*Tree Controls Apply?*’ column for HO696 at 25 Glenleith Avenue Drumcondra.
- Delete HO1624 from the properties at 3 & 5 Urana Street Newtown and HO1301 from 1/7 and 2/7 Urana Street Newtown on the planning scheme map.
- Amend (increase) the extent of the mapping of HO251 at 82-92 Gheringhap Street Geelong on the planning scheme maps to include the whole of the “Wellwood Terrace”.

3. GEELONG SALEYARDS MARKET ANALYSIS REPORT

Source: City Services - Engineering Services
Director: William Tieppo
Index Reference: Geelong Saleyards

Purpose

For Council to note the completion of the Livestock Market Analysis report.

Background

In December 2016 Council resolved to defer all works on the cattle section of the Geelong Saleyards until completion of:

- A livestock market analysis;
- An agribusiness strategy; and
- A full costing of necessary works to bring the cattle yards up to acceptable occupational health and safety (OH&S) standards.

Key Issues

The City commissioned an independent specialist agricultural strategy and marketing advisory business to undertake an analysis of, and to provide data on, the Geelong and the G21 region's current livestock market and predicted future livestock trends.

The Consultants key findings were:

- 1) Livestock numbers in Victoria have declined, and across Victoria they are stagnant at best. Livestock numbers are impacted by broad acre farming, as well as continued urbanisation in the G21 region.
- 2) Rationalisation of saleyards in Victoria is ongoing and other selling options are rapidly emerging, such as new regional saleyards and on-line sales. These options are attracting sellers away from small saleyards.
- 3) Profitability in saleyards is directly correlated with throughput; achieving profitability under the existing saleyards model in small local saleyards is extremely difficult. Ongoing competition for numbers will make the probability of any increase in throughput unlikely.
- 4) The size of farm businesses in the Geelong region has reduced and the livestock sales facilities needed to support smaller scale, or peri-urban farming, is very different from the traditional model. There is an expectation from peri-urban farmers in the G21 region that the City of Greater Geelong provide a livestock exchange suitable for their needs. This expectation is specific to the G21 region. The existing Geelong Saleyards facility is not the most suitable facility to meet the needs of the peri-urban farmers. Whilst it is possible to modify the Geelong Saleyards to suit all future requirements, including the needs of peri-urban farmers, further investigation is needed to identify the most suitable livestock exchange facility for the future.
- 5) The saleyards model that has existed in Geelong for over 150 years is not the solution to provide a suitable livestock exchange for the G21 demographic existing now and into the future.

L Gardner moved, P Dorling seconded -

That Council note the Geelong Saleyards Market Analysis Report (Attachment 2).

Carried.

Attachment 1

Stakeholder Consultation and Communication

Key stakeholders, including agents, members of the Geelong Saleyards Users Group, livestock producers and buyers, were consulted as part of the analysis and their input and insights into the local market are a valuable addition to the report.

The consultants have presented their draft report to the Administrators and senior City officials. They have also presented at a G21 meeting and to the Geelong Saleyards Advisory Committee.

The City will continue to consult with relevant stakeholders to complete a regional agribusiness strategy and a full costing of OH&S works for the site's cattle yards before making a final decision on the future of the Saleyards in the coming months.

Local Livestock Market Analysis

**GEELONG SALEYARDS
CITY OF GREATER GEELONG
MARCH 2017**

Authors

Matt Dalgleish

Andrew Whitelaw

Robert Herrmann

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Executive Summary

This report has been commissioned by The City of Greater Geelong to gather information to assist the council develop its strategic priorities in relation to the existing saleyards.

The gathering of data relating to the current situation, as well future livestock trends in the G21 region forms the basis of this report. Importantly, the consideration of the local demographic, including the knowledge and understanding of a range of stakeholders, along with a clear vision of the current situation.

Each saleyard has a unique dynamic, and the catchment area of the Geelong saleyards has specific requirements that relate solely to its demographic.

The lack of investment in the ongoing maintenance of the saleyard is also considered; for better or for worse, little has been invested in upkeep over recent years. Along with the location of the existing saleyards, the decision of future ongoing investment is urgently needed.

A rational look at livestock sales facilities needed in this environment identifies that a “fit-for-purpose” livestock exchange for the G21 region requires a very different model from the traditional saleyard.

The City of Greater Geelong saleyards has a rich and long history of providing livestock selling services to the community for over 150 years.

The current challenges facing the saleyard are not unique to Geelong. Questions of financial viability, the need for ongoing investment, OH&S challenges and surrounding urban development are issues that saleyards across Victoria have or are facing to various degrees.

The general response to these challenges across Victoria has been to see the private equity funding of large regional saleyards replacing the smaller council run yards. Investors have been prepared to build state-of-the-art saleyards with the intention of capturing significant market share to provide expected returns on funds invested.

This development has resulted in the closure of many regional saleyards, and the pressure to maintain stock numbers intensify on those small yards still operating. This ongoing challenge to throughput will mean more yards are decommissioned in coming years.

While the response of many councils has been to close their yards as the large regional centres gain momentum; the Geelong region has a somewhat unique challenge. There is an ongoing need to provide livestock selling services to the peri-urban farmers who have evolved as a result of the breakup of larger properties, especially evident in the Bellarine and Surf Coast areas.

To address the future of the City of Geelong saleyard, as well as the peri-urban producer’s livestock sales requirements, an assessment of the future requirements for saleyards in the G21 region is imperative.

In the research applied to this report, a number of key themes have been identified:

1. Livestock numbers in Victoria have declined. Across Victoria they are stagnant at best, with the challenge from other broad acre farming options, as well as continued urbanisation in the G21 region likely to maintain downward pressure on livestock numbers.

2. Rationalisation of saleyards in Victoria is ongoing. Other selling options are rapidly emerging. These options are providing a compelling case attracting sellers away from the small saleyards. This challenge has a lot further to go with new regional sale yards approved and on-line sales gaining support.
3. Profitability in saleyards is directly correlated with throughput. Achieving profitability under the existing saleyard model in small local saleyards will be extremely difficult. Ongoing competition for numbers from emerging competing interests will make the probability of any increase in numbers unlikely.
4. The size of farm businesses in the Geelong region has reduced. Livestock sales facilities needed in this environment of “peri-urban” farming is very different from the traditional model. The peri-urban factor in relation to the expectation that the City of Greater Geelong provide a livestock exchange is significant, and quite specific to the G 21 region. These smaller lifestyle farmers have a need, and to some extent an expectation, that a livestock exchange is provided. This report accepts this; however, the report does not agree that the existing facility is the most suitable to meet this need. While it may be modified to suit the future requirement, investigation is needed to identify the most suitable livestock exchange facility for the future.

This report identifies the need for further investigation into the provision of a “fit-for-purpose” livestock exchange, that may provide additional emerging services that suit the peri-urban farmer’s needs. To identify the most appropriate model, analysis should be conducted into the following options:

- a) Facilitation of the forming of a co-operative to manage and run a livestock exchange.
- b) Upgrade of the existing Colac Saleyards to provide the required services.
- c) On-line sales options that can meet these needs.
- d) A Peri-Urban Livestock Exchange, either at the existing saleyards site or a “green fields” site located in the G21 region to provide bespoke livestock services including a livestock exchange.

Consultants Overview

Ag Concepts Advisory P/L

Ag Concepts Advisory (A Ruralco Business) is an independent, specialist Agricultural strategy and marketing advisory business.

The company was established by Robert Herrmann in Adelaide in 1996. With a strong background in agriculture, Robert's commitment was to deliver a high quality pro-active risk analysis and management service to clients. The formation of Ag Concepts Advisory (ACA) was in response to the changing landscape of the wool industry post the Reserve Price Scheme and has since expanded into the areas of livestock and grain price risk management.

The independence of ACA allows it to seek the best outcome for its clients. ACA has vigorously protected this independence, which has become a valuable asset for its clients.

Ag Concepts is recognised throughout the Australian rural sector for innovative thinking, thought leadership and the capacity to design "disruptive technology & thinking" that challenges the status quo.

Supply chain management and collaborative marketing advice and implementation are areas of ACA expertise. This is due to the experience gained over a long time of analysing and understanding markets and applying this knowledge to the farming and agribusiness sector.

ACU's qualities and initiatives result in continued demand for their independent and valued opinion in the Agricultural Sector.

Riemann Wool Forwards

ACA advised on the establishment of Riemann wool forwards in 2012 in conjunction with Financial Energy Exchange (FEX), and now provides an on-line forward trading platform accessed by most of Australian Wool Brokers representing over 95% of wool producers.

The ACA business has advised on the price risk management strategies and brokered wool for the majority of all contracts traded on the Riemann exchange since its inception in 2012.

Mecardo

The most recent offering to the agricultural sector by Ag Concepts has been Mecardo. The Mecardo platform has quickly become a household name in agriculture for independent analysis. In the past year membership, has expanded to >7500 subscribers, and over 30,000 page views per month.

Mecardo offers analysis and commentary on news, data and analysis relevant to the Australian & International grain, red meat and wool industries. The research and analysis is presented in easy to understand terms with a focus on "What does it mean?" in the context of the reader.

Consultants

The ACA business prides itself on being a diverse and capable business which has carefully selected its employees to have complimentary skillsets.

Robert Herrmann



Robert Herrmann is the Managing Director of Ag Concepts Advisory Pty Ltd (ACA).

The company was established by Robert Herrmann in Adelaide in 1996. With a longstanding background in agriculture, Robert's commitment was to deliver a high quality proactive risk analysis and management service to clients.

- Cert 4, Workplace Training and Assessment
- RG146 Derivatives
- AFSL 316516 Responsible Person

Matt Dalglish



Prior to joining Ag Concepts, Matt began his career in 1993 with ANZ Bank as a technical analyst for foreign currency and interest rate markets. Matt progressed onto the currency trading desk, both in Australia and London.

In 2005, he left ANZ to pursue a career in training and education in the field of economics, in this time completing a Diploma of Education with Monash University.

In 2015, Matt combined his passion for agriculture with his extensive experience of economics and trading by joining the Ag Concepts team.

- BA Economics and Finance (RMIT)
- Diploma of Education (Monash)

Andrew Whitelaw



Andrew started his agricultural career in the United Kingdom in the feed and biofuel industry, in a number of roles from quality management to logistics & trading. It was during this time that Andrew discovered an interest in the movement and trading of agricultural commodities.

The ACA business is an ideal fit for the Andrew's skillset as it combines both his knowledge of agricultural marketing and IT.

- BSc Business IT and eBusiness (West Scotland)
- MA Agribusiness (UQ)
- RG146 Derivatives (Kaplan)
- Chartered Quality Institute – ISO:9001 Certified Lead Auditor (SQMC)

Olivia Agar



Olivia completed a Bachelor of Science in Agriculture Degree (Hons) at the University of Sydney in 2014, specialising in Agronomy. In 2017 Olivia joined the Ag Concepts team, further developing her skillset in data analysis and client consultancy.

- BSc Science in Agriculture, Agronomy and Crop Science (Sydney)

Project Overview

In relation to the tender request from Greater Geelong City Council, Ag Concepts Advisory P/L, trading as Mecardo, were selected to undertake a research project to gather information about the strategic priorities related to the of City of Greater Geelong continuing to offer a livestock selling facility.

The need for this study was a result of a number of issues identified with the Geelong Saleyards including financial viability, sale throughput and OH&S issues, leading to its partial closure. In addition, it was recognized that the needs of the local livestock market and Greater Geelong Community have changed and will continue to change in the future which effects the resource requirements and use of the saleyards.

This report will assist Council decisions as to the livestock selling needs of the future, and how funds for infrastructure may be allocated. The report will also provide context including information about the strategic priorities for farming generally and for emerging and future market trends for stock in particular.

It was a request that the study include both desk and field-based research. The process of community involvement in this study being of equal importance in the production of the final report was made clear by the Council.

Project Objectives

This analysis of the regional livestock market for the City of Greater Geelong was commissioned with the following primary objectives:

1. Collect and collate information regarding the current and future livestock numbers in Geelong using market data and by engaging with relevant stakeholders and local producers to gain understanding of the history, current situation and future livestock sale requirements.
2. Collect and collate information regarding the current stock numbers within the wider region.
3. Assess the potential for future usage of the Geelong Saleyards using collected data and relevant market information.
4. Review and report on the present market trends locally and across the state with a particular focus on livestock sale methods.
5. Investigate the current and future competition for the Geelong Market. This will include identification of other sale options available to Geelong saleyard users, including the specific requirements of small peri-urban farmers.

A secondary objective of this study is to suggest future areas of investigation for the council which will help to support the G 21 region communities' livestock market needs in the future.

Project Scope

This independent report was prepared in 2017 by Ag Concepts Advisory for the Geelong City Council. Previous studies and projects requested by the Council in relation to the Geelong livestock saleyards were used as foundation to the report background. The aim of this report is to provide the Geelong City Council with a review of the livestock market in the region using historical and current data. It

will also comment on market trends, both at a local and regional level, affecting the livestock industry.

The scope of this study is to collect and analyse historic/current data and future trends on the livestock market in the Geelong region. This will be used in consideration with industry and regional trends to suggest the future requirements and needs of the local livestock industry. The findings of this study are expected to provide evidence and direction as to the rationalisation of the Geelong saleyard operation for the Council, saleyard users and the community. Alternative sale methods and opportunities will also be identified in this report which is expected to provide suggestion as to other options to be explored in further studies.

Methodology

The methodology used in the study was a combination of field work, stakeholder meetings and data analysis.

This report has been prepared using the following sources of information and evidence to build a detailed background and context for which to apply the findings:

- Previous studies for various Councils in the G21 region relevant to the local livestock market, including the Geelong Saleyards Feasibility Study.
- Consultation and discussion with a range of stakeholders including The Geelong City Council, Colac Council, staff of the Geelong saleyards, local users of the saleyards including livestock producers, agents and buyers, and relevant advisory groups.
- Data provided by the Council regarding the throughput and financial performance of the Geelong Saleyards.
- Collection and cross referencing of livestock data provided by Livestock Saleyard Association of Victoria (LSAV), Scanclear, Regional Livestock Exchange (RLX), Australian Bureau of Statistics (ABS), Meat and Livestock Australia (MLA) and Auctions Plus.
- Consultation with Livestock Saleyards Association of Victoria.

The study was undertaken using the following methods:

- Review previous regional sale yard rationalisation reports and other literature relevant to the G21 region.
- Collect local and regional livestock market data from sources listed above.
- Meetings with relevant stakeholders and discussions with those directly impacted by changes to the Geelong saleyard.
- Undertake analysis on the local livestock market using collected local data to compare to trends in the wider region and future projections.
- Identify issues and opportunities with the current operations and resources available and how these will impact future needs of the market.
- Research livestock sale methods in regions facing similar pressures to Geelong.
- Identify alternative sale methods that could meet the changing requirements of the local market in the future.
- Investigate approaches and further projects that could be taken by the council to help support the Geelong community and local livestock market needs in the future.

Report Structure

This report has been prepared in the following sections:

- Definition of study requirements, objectives and the process that will be followed to achieve the desired outcomes.
- Background research relevant to the Geelong livestock market which provides context to information collected in the study. This section can be considered an overview of factors relevant to the local livestock market as well as a review of previous research and recommendations relevant to the study and Geelong City Council.
- Overview of the Geelong Saleyard site and operation, based on previous reports, forums and studies as well as site visits and consultations.
- Presentation of historic and current local market data collected from industry sources and verified. This will include analysis of the data, linking local trends and changes in the livestock market data to regional market & industry activity and perceived external influences including social, policy and environment.
- Vision and Objectives for the local livestock market. This section will discuss the requirements of the Geelong region for livestock sale in the future.
- Findings of the investigation into alternative options for sale of livestock in the region. Recommendations for further activities and strategies which will best support the Geelong Regions livestock market needs.

Geelong Region

The Geelong Region is located in the Corangamite Natural Resource Management (NRM) region of Victoria, approximately 75 kilometres South-West of the capital Melbourne. Three local government areas make up the Geelong region, Greater Geelong, Queenscliff and Surf Coast as well as part of Golden Plains (Figure 1). The Greater Geelong Region is part of the G21 Geelong Regional Alliance which is made up of a municipality of five shires over 1247 square kilometres working with government, business and community to deliver strategic projects that benefit the region. The City of Geelong provides a central, regional hub for industry and service organisations, as well as transport infrastructure that services the G21 region, key agricultural regions of south west and western Victoria and areas beyond.

Land use in the Corangamite catchment is predominantly grazing modified pasture (Figure 2). A large portion of the Southern coastal land mass is also dedicated as nature conservation area. Land use in the immediate surrounds of Geelong City has quickly evolved over the last decade with demand for urban development increasing due to Geelong's proximity to Melbourne. The central and western districts of the G21 are highly productive agricultural areas, being a major driver in the region's economy. Agricultural land in the Geelong region occupies 3080 square kilometres which accounts for 70% of the region. The areas rich soil provides the basis for thriving industries in horticulture, viticulture, dairy production, sheep & cattle grazing, broad acre farming, intensive agriculture, niche producers and wool production.



Figure 1. G21 region and Greater Geelong LGA¹

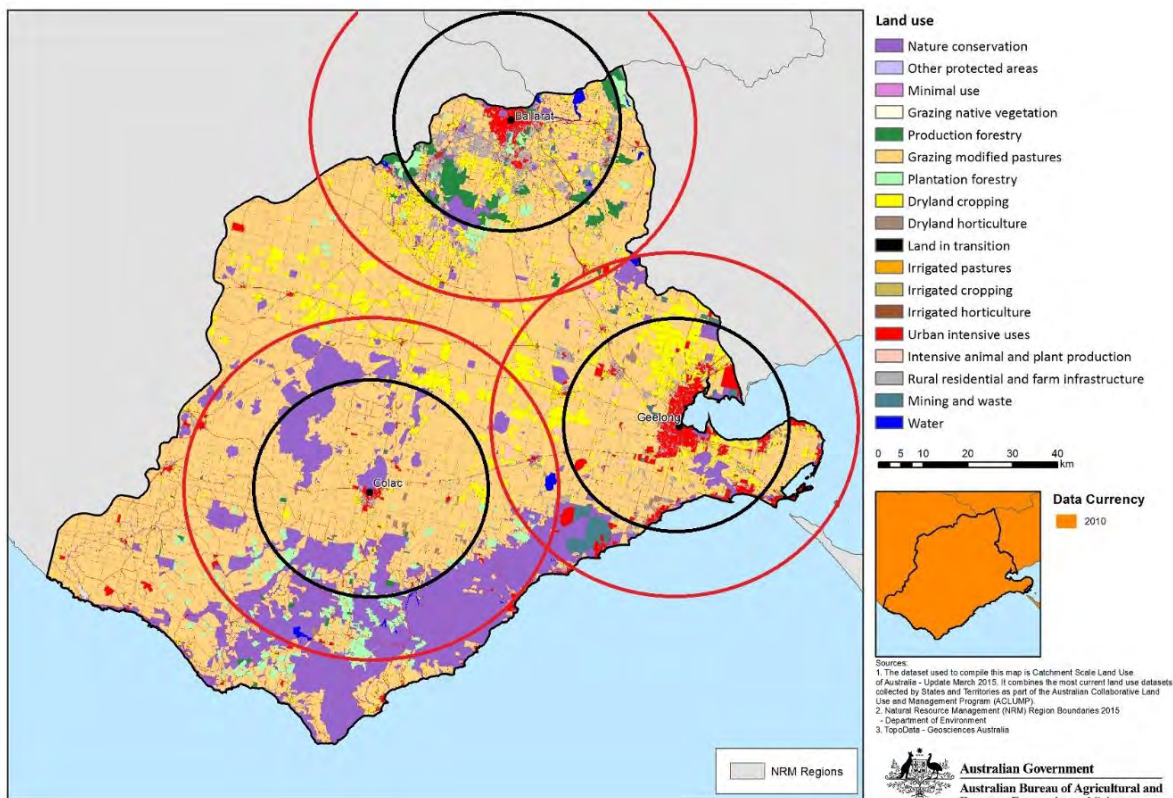


Figure 2. Catchment Scale Land Use for Corangamite NRM Region with 25 and 40 km radius overlayed on saleyard locations²

¹ Vaughan, N. Greater Geelong Regional Profile, 2014

Historical Context

Saleyards in Victoria have been at the core of the livestock industry since first settlement, with the saleyard providing a convenient service to buyers and sellers.

Saleyards are also non-discriminating, that is providing stock are in reasonable health the saleyard is able to accommodate any type of stock with the auction process determining the relative value on the day.

While the system has served the Victorian livestock industry well over the past 150 years, it is clear that in recent times **technology is impacting on the importance of saleyards into the future.**

It is difficult to see a time where saleyards are not required, being most convenient for sale of small lots. However, the move to direct sales to buyers and on-line selling will continue to provide challenges to the future viability of all saleyards.

A number of saleyards currently service the NRM regions of Southern Victoria (Table 1 and Table 2). The regional saleyard complex at Ballarat currently attracts stock from the Geelong Region with large sheep & lamb producers electing to support this market due to greater throughput and increased buyer support.

Both Ballarat & Colac saleyards conducts a weekly cattle market. Due to the current closure of the Geelong cattle saleyards, cattle producers in the Geelong region utilise these markets

The issue of transporting livestock is not significant for larger lots, with a range of up to two hours on the truck considered reasonable when producers are looking to access markets with perceived increased competition.

Small farmers (peri-urban farmers) find it more difficult to deliver small lots to Colac and Ballarat via their own transport (car & trailer) due to the distances and the requirement of many to hold fulltime weekly employment. The convenience of Geelong saleyards and the ability to deliver on Sunday is attractive.

Table 1. Cattle Saleyards in selected Natural Resource Management regions of Victoria.

Corangamite	Glenelg Hopkins
Ballarat	Warrnambool
Geelong	Hamilton
Colac	
Camperdown	

Table 2. Sheep Saleyards in selected Natural Resource Management regions of Victoria.

Corangamite	North Central	Glenelg Hopkins	Wimmera
Ballarat	Bendigo	Hamilton	Horsham
Geelong			

² Australian Bureau of Agricultural and Resource Economics and Sciences, 2016

Economic Context

Agricultural production is a strong contributor to the local economy in the Geelong region and provides important resources for the wider Victoria and export market. In 2014–15, the gross value of agricultural production in the Geelong region was \$458 million, which was 3.5 per cent of the total gross value of agricultural production in Victoria (\$13.1 billion).

In 2014-15, the sector employed 5,800 people, which represented 4 per cent of the Geelong regions total workforce². Census data shows a declining trend in the number of registered businesses in the Agriculture, Forestry and Fishing sector in Geelong from 2011 to 2014. As shown in Table 3, this is consistent with neighbouring regions in Southern Victoria.

Table 3. Number of Agriculture related businesses by region¹

Region	2011	2012	2013	2014
Geelong	1587	1531	1498	1481
Warrnambool and Southwest	5799	5725	5620	5619
Ballarat	1923	1879	1852	1903
Melbourne West	824	761	701	672

The diversity of the Geelong regions agricultural sector has meant that it can withstand price fluctuations in markets over time. However, livestock production is core to Geelong agriculture contributing approximately 75 per cent gross value to total agricultural production in Geelong².

The most important commodities in the region based on the gross value of agricultural production are poultry (\$193 million), followed by eggs (\$41 million) and sheep and lambs (\$39 million). These three commodities together contributed 60 per cent of the total value of agricultural production in the region (Figure 3).

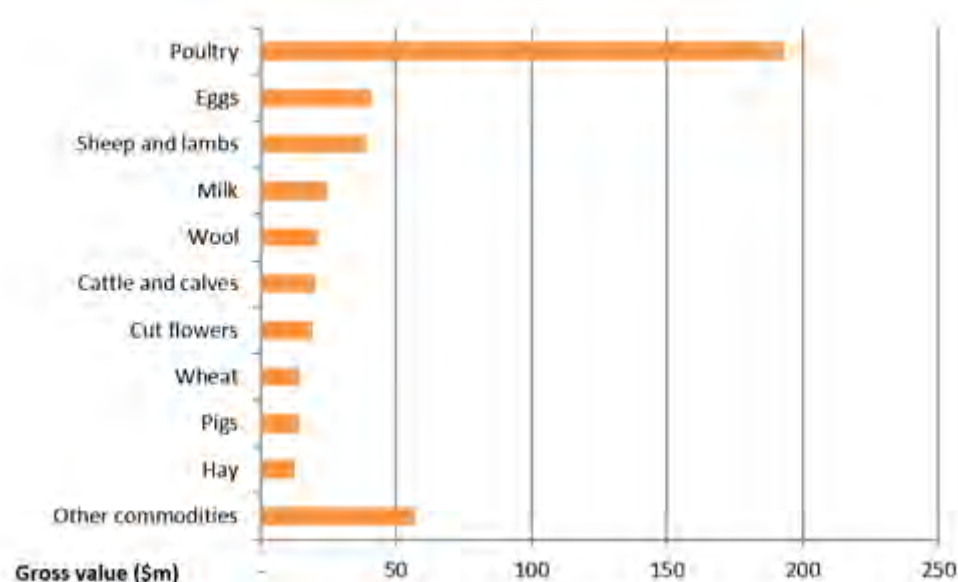


Figure 3. Value of agricultural commodities produced in Geelong region¹

The number of farms in the region which derive majority of their gross value from livestock production compared to cropping operations is significant in the Geelong region (Table 4).

Table 4. Number of farms by agriculture industry classification in Geelong and wider Victoria¹

Industry classification	Geelong region		Victoria	
	Number of farms	% of region	Number of farms	Contribution of region to state total %
Sheep Farming (Specialised)	294	31.7	2,987	9.8
Beef Cattle Farming (Specialised)	219	23.6	7,740	2.8
Grain-Sheep or Grain-Beef Cattle Farming	89	9.6	2,160	4.1
Other Grain Growing	84	9.1	2,939	2.9
Horse Farming	69	7.4	681	10.1
Sheep-Beef Cattle Farming	43	4.6	1,415	3
Other Crop Growing	43	4.6	503	8.5
Other	87	9.4	8,146	1.1
Total agriculture	927	100	26,571	3.5

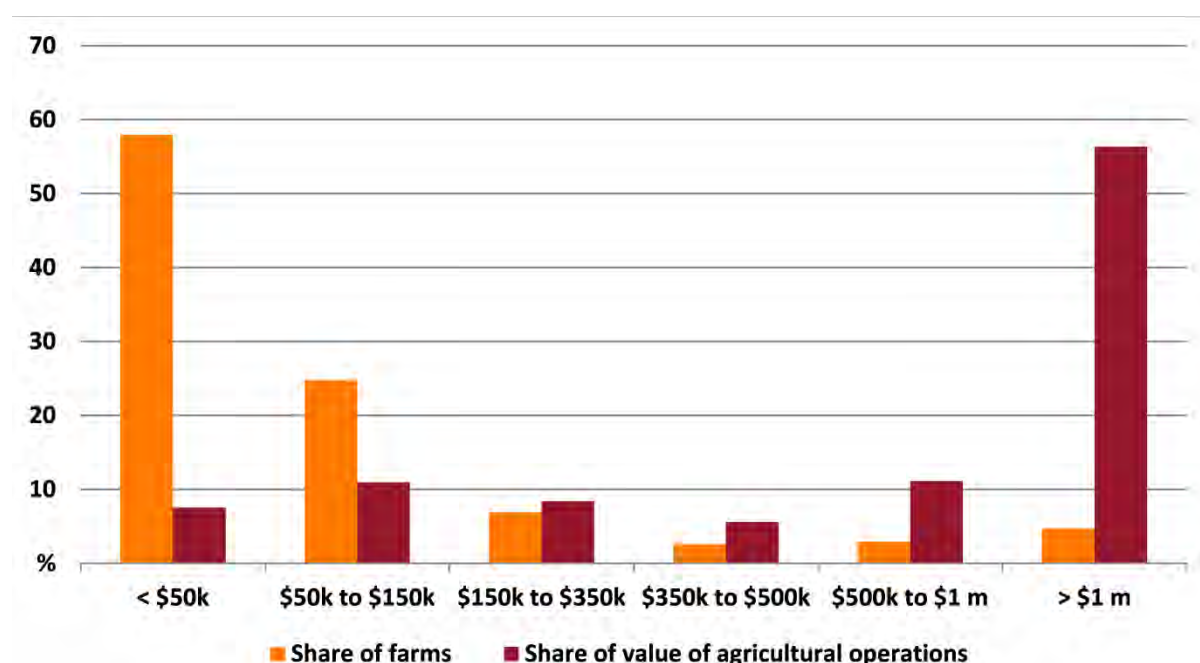


Figure 4. Distribution of farms estimated value of agricultural operations, Geelong Region 2014-15 ¹

Regional Industry Changes

Changing trends and globalisation in the agriculture sector at a national level are flowing through to effect change in the way local producers and local markets operate. New ideas, techniques and technology are well received by those in the industry. Adoption is generally well considered and investment is often significant, resulting in transitional movements and trends rather than quick swings.

A number of key trends in the agriculture sector are leading to changing requirements and resources for local markets. Consolidation throughout the food supply chain is evident in a range of production sectors across Australia. **Larger producers are becoming increasingly dominant, with small to medium sized operators feeling growing pressure to intensify so as to remain viable in current tight commodity markets.** There is also an industry trend of consolidation of end purchasers of agricultural produce. This is particularly evident in the beef supply chain, with companies such as JBS Australia, Teys/Cargill and Nippon Australia owning multiple abattoirs and feedlots thereby dominating market share. Significant purchasing power is held by large retailers and processors who require consistent supply volumes and therefore often bypass small producers and traditional small market sales.³

There has been a steady transition to fewer and larger farms over time in Australia. Between 1976 and 2004 the number of establishments with agricultural activity in Victoria decreased by 31% from 48,000 to 33,000. In addition, the average farm size increased from 296 ha to 420 ha over this time. The trend towards farm amalgamations and increase in size in Victoria is reflective of the increasing pressure to improve productivity to sustain profits and export competitiveness in the current market environment.⁴

Growing competition for land has also had an impact on the farm demographic and markets in Victoria. Rising value of land combined with low margins in production has resulted in fragmentation of regional properties, and where possible conversion of farms from primary production to peri-urban farms.⁵

The Victorian livestock sector is undergoing changes with the National Livestock Identification Scheme (NLIS) being phased in for sheep as of January 1. Sheep and goats must now be identified with an electronic NLIS tag before leaving a property, this has been a requirement for cattle for some years. Greater transparency for both producers and buyers in the supply chain will help parties to make better sale decisions based on market information. It is expected that producers will more readily transport their cattle to the areas where they will get the best return.

In Victoria, traditional livestock saleyards are still the most common method of sale. However, changes in both the livestock market and technology have opened opportunities for producers to access different markets and use new methods. **Online auctions and direct sales have increased in popularity.** Such systems allow significant savings for producers in terms of cost and time and can provide less risk of disease being spread (often an issue with saleyards). There is also a trend towards direct sale from producers to buyers, circumventing the use of saleyards.

Hassal & Associates⁶ review of saleyards in Australia predicted that over the next decade many small yards will close. A number of reasons were given to drive this change including:

- Increasingly stringent government regulations for Operational Health and Safety, NLIS implementation and animal welfare requirements
- Urbanisation of regional centres
- Construction of large regional saleyards

³ Macedon Ranges Shire, Kyneton Saleyards Plan, 2016

⁴ Productivity Commission, Trends in Australian Agriculture, 2005

⁵ Effect of Market Consolidation on the Red Meat Processing Sector, 2016

⁶ Hassal & Associates P/L, Review and Analysis of Saleyard Marketing in Australia, 2014

- Increasing number of producers bypassing saleyards
- Increased concentration in the buying sector by the larger players will mean more livestock are sold directly

Overview of Issues

A review of the Geelong saleyards and local market based on consultations with stakeholders identified issues with the current model market model. These are outlined below and should be considered by the council when determining strategic options and asset planning for support of the local livestock market.

Issues
Saleyard Financials - Declining livestock throughput - Increasing cost to operate the facility - Ongoing net operating loss - Significant investment required for suggested upgrades & maintenance
Saleyard Infrastructure - Cattle yard operations have been closed since August 2016 - Facility is below standard compared to competing saleyards in the region - Infrastructure is underutilised - Safety and OH&S concerns identified - Facility upgrades required to meet needs of NLIS scheme - Maintenance required
Saleyard Site & Location - Location may no longer be suitable for saleyards facility due to urban encroachment - Concern for cross contamination of airborne diseases - Significant land value - Site is the most convenient access to saleyard for some farmers - Heritage value
Social - Facility operation supports local allied businesses - Saleyard considered a gathering place for local agricultural community - Sentimental value due to history of the saleyards
Local Market - Trend towards smaller peri-urban farms - Declining livestock numbers - Trend towards crop production - Move towards more direct from paddock sales and online auctions

The Geelong Saleyards

Site

The Geelong Saleyards are located in the port city of North Geelong, approximately 71 km from Melbourne. The yards are situated on Weddell Road on two property parcels, one 6.1 hectare block situated to the North, owned by Geelong City Council, and a Southern 1.2 hectare block, being Crown land (Figure 5). The site is now in an urbanised well-developed area, surrounded by corporate offices to the West, former Geelong Golf Course to the South, industrial factories to the North and residential housing and a retirement village to the East.

The Geelong yards are easily access from the Midland Highway which is used for direction to regional centres of Ballarat (89km) and Colac (77 km).



Figure 5. Satellite site map of Geelong Saleyards⁷

Three site overlays exist over the grounds of the saleyard facility which can be seen in Figure 6. The planning overlays place restrictions on development, maintenance and use of the site which are detailed in the Conservation Management Plan report⁸. The site overlays are as follows:

⁷ Geelong Saleyards Feasibility Study, 2014

- Heritage Overlay (HO1915)- applies to part of the site, including the Crown Land parcel and the central section of the Council
- Design and Development Overlay (DDO20)- applies to part of the subject site, including all of the Council parcel
- Special Building Overlay (SBO)- applies to a small section of the southern Crown Land parcel and northern Council parcel

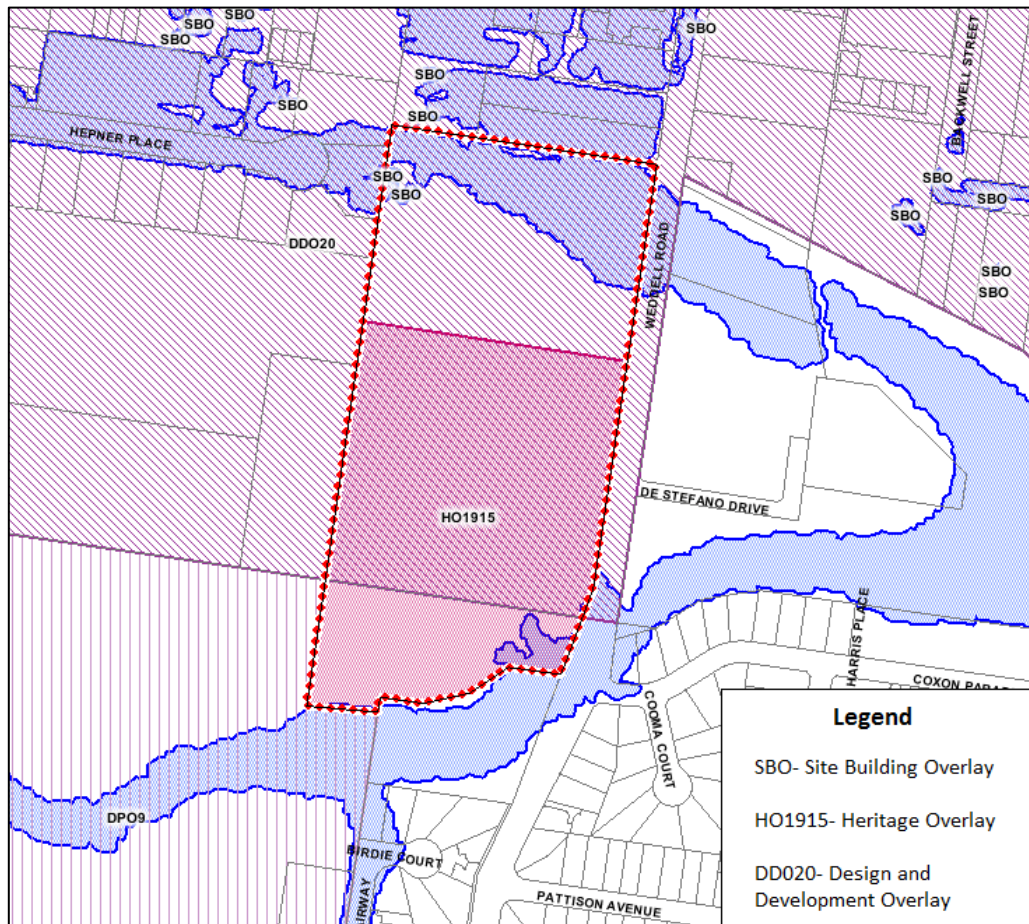


Figure 6. Planning overlay map of Geelong Saleyards site⁹

⁸ Conservation Management Plan Greater Geelong, 2007

⁹ Greater Geelong Maps- Planning Schemes Online, Department of Environment, Land, Water and Planning website

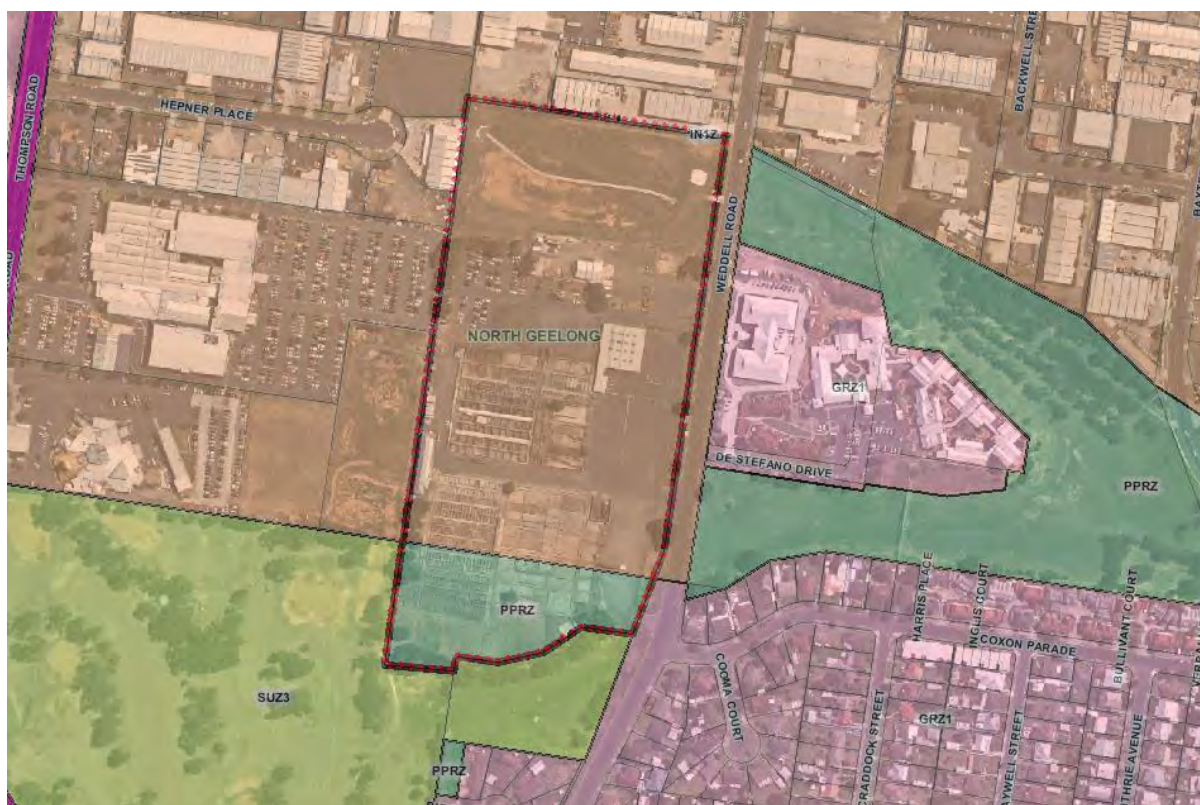


Figure 7. Satellite zone overlay of Geelong saleyards site⁹

Infrastructure

The Geelong saleyard has been in operation for livestock exchange since first opening in 1869. Various changes to the infrastructure has occurred since the original construction of the saleyards but currently includes a range of facilities including cattle and sheep yards, market building, land leased to an agricultural business, a truck wash, maintenance sheds, temporary offices and a portable kiosk, toilet block, waste water treatment facility, former market office building site and three gates. The components and site map can be seen in Figure 5.

A 2016 engineers report has described the facility as “on very poor condition with significant decay of timber elements observed along with corrosion of un-galvanised steel posts”. Occupation Health and Safety issues were identified with the infrastructure and many structural elements were deemed to require maintenance¹⁰. In August of 2016 the saleyards were closed due to OH&S concerns identified in a condition report. After a series of maintenance upgrades and process changes, the sheep market was reopened for operation in February 2017. However, use of the cattle saleyard remains closed until further notice with no predicted date for the facility to reopen.

Heritage & Social Value

The saleyards are considered a site of significant heritage value, with strong social and cultural ties due to its historic purpose and the original 19th Century saleyards design and character which has been retained. According to the Geelong Saleyards Conservation Management Plan 2007⁸, the Saleyards has “significance as the most intact functioning 19th Century municipal stock yards known

¹⁰ Geelong Saleyards Engineers Condition Report, 2016

in Victoria” and reflects “the importance of the agricultural industry to the Geelong economy in the 19th Century”. The features recognised as of primary heritage significance include sections of the cattle and sheep yards, the central thoroughfare, bluestone spoon drains, timber cattle ramp, former latrines shed and former caretaker’s cottage. Building components of secondary heritage significance include the open shed in the sheep yards, interwar toilet block, the altered and 20th Century cattle and sheep ramps, and possible archaeological fabric in the vicinity of Fishermans Fully and at the Eastern portion of the sheep yards⁷.

Due to its long-standing history, the saleyards are viewed as a place of sentimental value to members of the regions rural community. As with many other saleyards, the Geelong centre is considered a hub for business and acts as a social meeting place for farmers, stock agents, buyers and the general public in the rural G21 community. The social value of the saleyards was acknowledged in a stakeholder workshop as a place of “social connectedness”, offering an important social meeting place and playing a key role in supporting mental wellbeing in the farming community. The social disconnection and isolation of farming is a known contributing factor to physiological distress which places greater importance on opportunities for social cohesion in the rural community such as livestock sales. One user of the saleyards emphasized its social value, stating “The yards are like an informal counselling session every Monday”¹¹.

There are also noteworthy ancillary benefits of the yards operations for surrounding businesses including local allied businesses such as machinery dealers, farm supplies, produce stores etc. The site has also been used as a venue for a number of additional purposes. Over the last few years this has included livestock show competitions, tourism and education activities.

Financial performance and outlook

This section of the report will focus on the financial performance of the Geelong saleyards. The information required to produce this section was provided by the City of Greater Geelong council.

The full breakdown of income and expenditure from 2005/06 to 2015/16 is detailed in Table 10 & Figure 8 (Net Balance). In summary the financial performance for the Geelong Saleyard has been on a steep decline over the reporting period.

The increasing losses for the Geelong saleyard can be attributed to increasing costs, at a time of declining livestock throughout. Although alternate sources of income have increased in recent years, they have not stymied the descent of the Geelong saleyard financial results.

The expected throughput in Geelong in coming years, is not likely to reverse the declining profit of the Geelong saleyard.

- The saleyard has made a loss in every year since 2005/06.
- The average loss has been \$161,536 in this period, however since the beginning of the decade the loss has increased to an average of \$206,958.

¹¹ Geelong Saleyards- Stakeholders Workshop Report of Outputs, 2016



Figure 8. Net Balance of Geelong Saleyard

Income

The overall income has, as expected, tracked the saleyard throughput, which can be seen in Figure 9. This is a result of yarding and agency fees being based on throughput, therefore as the number of head decreases revenue will fall and vice versa.

The saleyard income has however started to rebound since it's lows in 2010/11, a large percentage of this rise can be attributed to an increase in other income sources (Figure 10).

The additional income sources have become increasingly important to the Geelong saleyards, in 2005/06 alternative incomes comprised 0.5% (\$1380) of income, in 2015/16 this had increased to 21% (\$38,315) (Figure 11).

- Total income from 2005/06 to 2015/16 has averaged \$177,568.
- Despite the increased alternative income streams since 2010/11, the average income has dropped to \$160,454.
- On average since 2010/11 alternative income has provided 18.4% of the saleyard revenue.



Figure 9. Income value of Geelong saleyard



Figure 10. Income value of Geelong saleyard by source

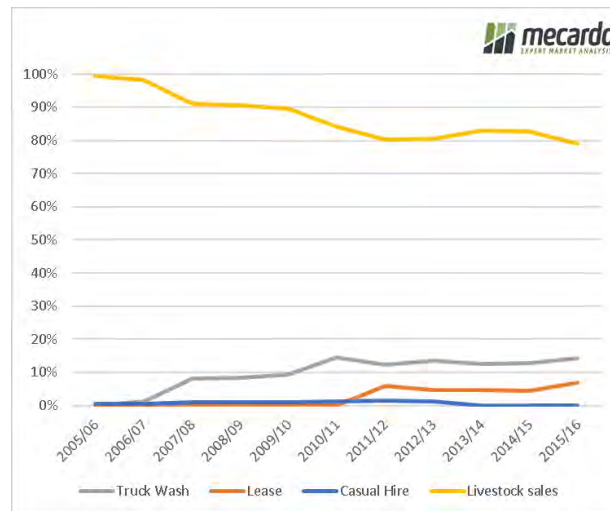


Figure 11. Percentage value of Geelong saleyard income sources

Expenditure

The annual expenditure on the saleyard has increased dramatically as can be seen in Figure 12. The overall expenses have increased every year since 2009/10 with the exception of 2011/12. The average increase in expenditure has been 7% in this period and 9%, if 2011/12 is excluded.

The largest saleyard cost over the 11 year period has been staffing costs, which have contributed to 45% (\$1.7m) of the facilities running costs (Figure 13). The staffing requirements are at the minimal levels required to operate the saleyards, and cost savings in this area are largely unachievable without eroding service levels.

- The average expenditure since 2005/06 is \$339,103, however since 2010/11 has increased to \$367,412.
- The labour cost per livestock unit has increased from 79¢/ph in 2005/06 to \$3.41ph in 2015/16 (Figure 14).

It must be noted that these expenses do not include capital expenditure.



Figure 12. Expenditure value of Geelong saleyard

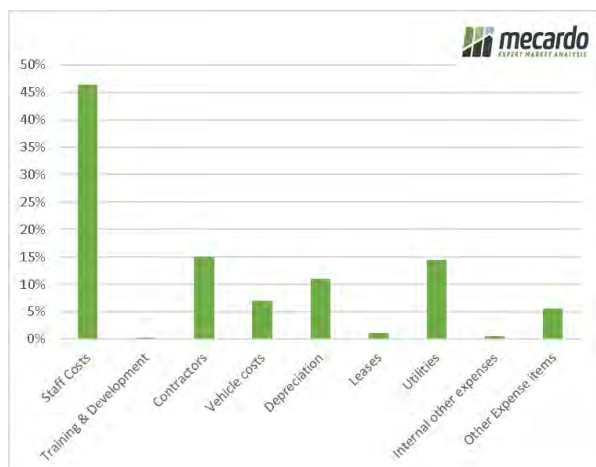


Figure 13. Percentage of expenditure value of Geelong saleyard by item

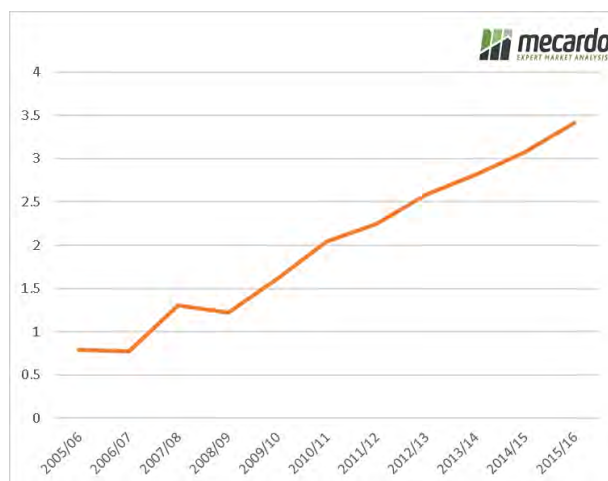


Figure 14. Cost of labour per livestock unit at Geelong Saleyard

Saleyard Operations

Livestock Buyers

There is a core group of buyers that support the Geelong yards and are vocal in re-iterating that they will continue to support the yards for up to the next 6 years and therefore claim that the cattle & sheep sales should continue.

Some buyers use the Geelong sales to “top-up” on purchases made earlier in the day at the Ballarat yards. These buyers also provide a service to the wide range of producers and their wide range of stock delivered to sale – the buyers are able to accommodate all types.

Livestock buyers base their decision to attend sales on where they are likely to be able to purchase their requirements (both in terms of quantity & quality), or where they perceive stock can be purchased to their advantage (reduced competition or close proximity to destination).

All major buyers operating at the Geelong Saleyard also purchase at other yards, so there would be little impact on their capacity to purchase required weekly stock numbers with or without the Geelong Saleyards. The “top-up” factor after the Ballarat sale is not significant from a buyer’s perspective.

Geelong Saleyards also has buying activity around private purchase of stock for home slaughter, this should not be a consideration as this market/trading operates on the periphery and is cash traded.

Livestock Agents

There are two stock agents currently operating at the saleyards. These agents have a variety of other markets in which they operate and so are not reliant on the Geelong market being open for their business.

The sale day service which they provide to small producers is considered to be a high cost on a per head of stock basis. The local agents are aware of this issue and it is reviewed constantly to no solution. The agents’ business is also challenged by competition from other marketing options that do not require an agent.

Other Saleyards

Kyneton Saleyards

The Shire of Macedon Ranges owns & operates the Kyneton Saleyards, and has a similar circumstance to the City of Greater Geelong saleyard.

It is 150 years old and “operates within a complex and changing industry.... with economic, technological, environmental and demographic changes resulting in challenges to the traditional function and viability of saleyards” as stated in a report by the Macedon Ranges Shire³.

The focus of the weekly prime markets is on the use by smaller producers who rely on the saleyard for buying and selling, however the significant impact to throughput numbers by far is the monthly store cattle sales. These clearly account for the highest throughput of the saleyards and are considered to be by far the major strength of the facility.

Prime cattle sales have been in decline and sheep average less than 600 per sale (on 17/3/2017 the fortnightly sale consisted of 8 cattle and 150 sheep).

The net operating result has been positive over the past 5 years; however, this has been augmented by a 43% contribution of the income from the truck wash facility. Without this income, the saleyards would have generated a loss from stock sales of \$20 – 60,000 over the past 7 years.³

Future viability is challenging. Currently the Council receives a trade waste discount from Coliban Water to off-set the cost of disposing waste collected from the truck wash and saleyards. This is to be progressively removed over the next 5 years resulting in an expected additional \$58,000 p.a. cost.

Large scale producers by-pass the Kyneton saleyards to deliver their prime stock to the larger regional centres of Ballarat, Bendigo & Pakenham in order to receive better competition and prices.

Macedon Ranges Shire has decided to install a roof over the cattle yards, as well as soft flooring in an attempt to attract greater cattle numbers **while the 2016 report recommends the decommissioning and closure of the sheep yards.**

Macedon Ranges Shire has a difficult task; the shire has invested in the saleyards over recent years with the cattle yards constructed of steel and the facility in a good state of repair. The current Kyneton Saleyards Plan has recommended additional spending on a roof and soft flooring to support and hopefully increase throughput; this is a risk as it is not clear that the recent trend of declining sales and by-pass decisions by larger producers can be reversed.

	FY 2011	FY2012	FY2013	FY2014	FY2015
Prime Cattle	5300	4700		2400	1600
Store Cattle	6900	10700		10000	7800

*Detailed breakdown for 2012/13 not available

Wangaratta and Benalla

In 2013 Benalla saleyards announced that it would close when the majority agent decided to divert all cattle sales to Wangaratta. This boosted Wangaratta saleyards and they subsequently announced a \$3.7 million upgrade in 2015.

The idea of forming a Co-operative was explored in 2016, with council arranging meetings to assess the interest of potential stakeholders including agents and producers taking on the management of the saleyards.

Wangaratta council has an ongoing interest repayment of \$150,000 p.a. to cover loans for the upgrade. This was proposed to be the rental fee in the floated option that a co-operative be formed to run the saleyards.¹²

This proposal has now lapsed due to lack of commitment from possible co-operative members due to uncertainty around returns. The Council has now decided to form a Committee of Management to manage and run the saleyards.

Recent reports have seen local supporters express concern that several key local producers are choosing to sell their cattle at Barnawatha, with some agents advising sellers to by-pass Wangaratta due to “perceived higher prices” being received¹³.

Ouyen Saleyards

The Ouyen saleyard operates in northwest Victoria. The selling centre sells sheep only and throughput averages 10-11,000 sheep per fortnight (Max 23,000, Min 6,000), with a drawing arc of western NSW, S.A., northern Victoria and at times southwest QLD. Nearest other saleyard is Swan Hill who sell on the same day – every second Thursday.

Mildura City Council own the saleyards and pay for power; however, management pay a rent to the saleyard owners, (undisclosed), with ongoing maintenance provided via saleyard revenue and managed by the Board. In recent years, a re-vamped truck wash has provided good cash surpluses (undisclosed).

Ouyen Saleyards operates as a “not-for-profit” and applies for government grants from time to time.

The board of management has an annual reporting requirement to the saleyard owner.

Livestock market

Current Market

This section of the report focuses on the current state of play with regard to livestock market data within the Western Victorian region. It outlines the pattern of throughput and herd/flock numbers over time for cattle and sheep/lamb. Included in the analysis is an assessment of the competition faced by saleyards both in terms of available livestock (competition for acres) and alternative selling methods, such as Auctions Plus or direct to meatworks.

The data used has been sourced from a variety of providers and where possible has been cross checked for accuracy. Data tables within this section incorporate information from the 2008 to 2016 financial year periods. For example, the data column labelled FY2008 is data from 1st July 2007 to 30th June 2008.

A full table of data has been supplied in the appendices which includes data utilised for the longer-term charts which encompasses the period from 2000 to 2016 (Table 11 and Table 12).

¹² Kelly, S. Producers cautious on Co-op proposal, 2016, Wangarratta Chronicle (website)

¹³ Kelly, S. Urgent action needed to save our Saleyards, 2017, Wangarratta Chronicle (website)

Local Stock Data

Table 5 contains the cattle throughput in head numbers for the saleyards of Ballarat, Geelong, Colac, Hamilton, Warrnambool, Camperdown and total Victorian throughput. Included in this table is the available Auctions Plus cattle sale data for the Western Victorian region, which encompasses much of the area relevant to the individual sale yards listed. The bottom row of the table lists the Victorian cattle herd numbers as collected by the Australian Bureau of Statistics¹⁴

Table 5. Saleyard throughput volumes and herd size- Victorian Cattle

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Ballarat	61,087	56,915	46,774	50,191	53,883	53,343	55,826	71,296	66,938
Geelong	8,987	8,303	6,841	5,151	5,201	8,160	9,284	11,372	8,744
Colac	44,284	51,599	46,156	47,783	42,462	36,347	38,691	45,540	40,892
Hamilton	46,776	47,776	42,897	45,590	41,273	-	36,192	47,396	38,982
Warrnambool	102,872	106,145	99,722	88,666	85,873	78,676	79,970	98,590	97,865
Camperdown	44,394	50,294	46,869	46,551	46,786	36,888	43,763	52,912	49,564
Total Vic	816,280	785,977	805,193	552,417	582,437	522,034	595,466	656,242	520,999
Auctions Plus	-	-	-	-	-	6,858	6,325	12,635	19,655
Vic Herd	3,838,000	3,854,000	3,668,000	3,970,000	4,114,000	4,229,000	4,217,692	4,128,535	-

Sources: LSAV, RLX, Scanclear, Auctions Plus, ABS, ACA

*Throughput data not available for Hamilton FY2013

Reviewing the cattle throughput trend for each individual sale yard in a graphical format, Figure 15 shows Ballarat and Warrnambool are the only two sale yards with increasing yarding's, ranging between 10-15% over the period 2000 to 2016. Colac, Hamilton and Camperdown experienced a moderate decline in throughput of between 15-25%, while Geelong has seen a significant decrease over the same time frame, just shy of a 70% decline.

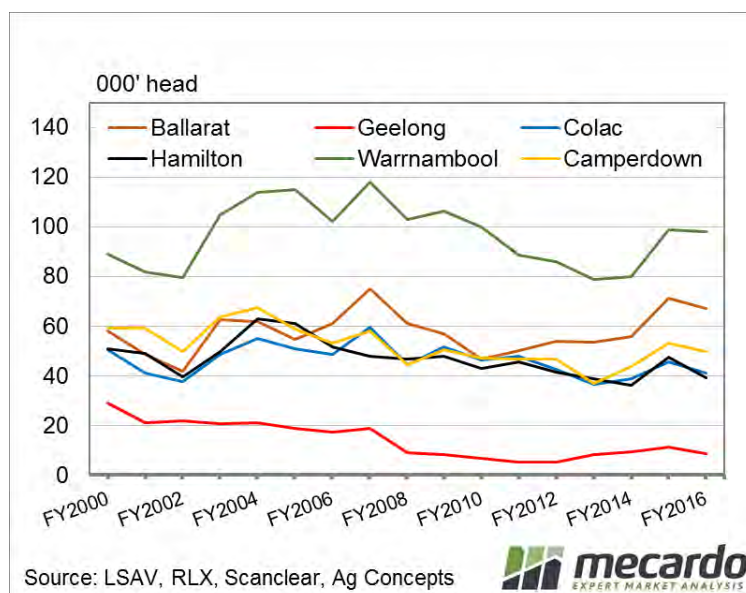


Figure 15. Saleyard Cattle throughput 2000 - 2016

¹⁴ Australian Bureau of Statistics, 2016

Table 6 contains the combined sheep and lamb throughout figures for the Ballarat, Geelong, Hamilton, Bendigo and Horsham saleyards along with the total for Victoria. As presented with the cattle data, Auctions Plus sheep and lamb sales are included in the table for the last four financial years along with the size of the Victorian flock as measured by the ABS. ¹⁴

Table 6. Saleyard throughput volumes and flock size- Victorian sheep and lamb

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Ballarat	1,436,242	1,496,762	1,347,934	1,232,545	1,353,088	1,261,815	1,372,287	1,516,526	1,402,315
Geelong	94,197	106,964	86,101	72,855	65,383	55,302	54,253	45,937	45,092
Hamilton	1,047,593	1,175,076	1,045,916	951,202	980,419	988,578	948,253	1,013,020	998,439
Bendigo	1,437,449	1,416,821	1,082,789	1,065,668	1,042,457	1,119,952	1,205,339	1,120,485	1,045,648
Horsham	527,730	627,874	609,918	571,548	516,006	502,379	565,167	526,375	471,910
Total Vic	3,695,120	4,215,556	3,616,500	3,104,694	3,143,484	3,667,164	3,790,821	3,956,150	3,767,913
Auctions Plus	-	-	-	-	-	62,429	127,174	174,757	286,830
Vic Flock	16,765,000	15,082,000	14,378,000	15,212,000	15,928,000	16,067,032	15,365,155	14,572,262	-

Sources: LSAV, RLX, Scanclear, MLA, ABS, Auctions Plus, ACA

Figure 16 displays the movement in throughput for the relevant sale yards from the period 2000 to 2016. Horsham and Ballarat have experienced increasing lamb and sheep yarding's in the magnitude of 20-40% during this time frame, while Hamilton and Bendigo have seen more moderate advances, in the order of 5-10%. In contrast, Geelong has seen a significant reduction in lamb and sheep yarding volumes over this period, in excess of 70%.

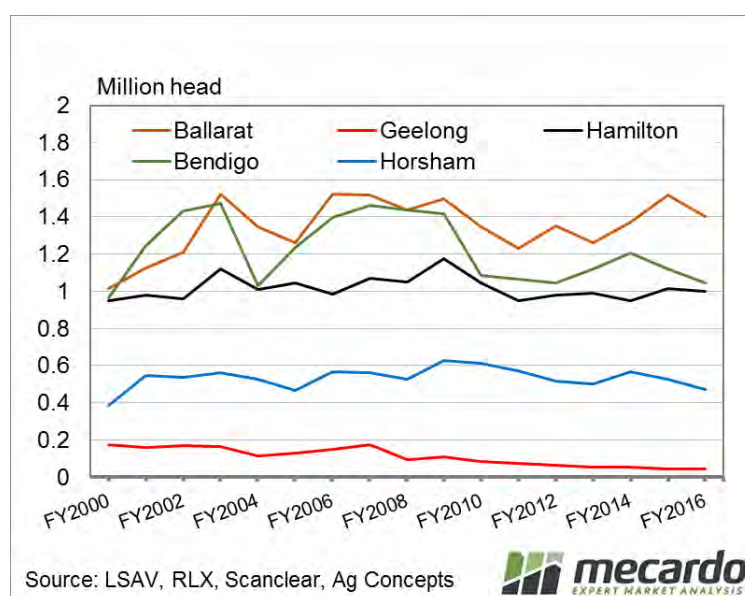


Figure 16. Saleyard sheep and lamb throughput 2000 - 2016

Saleyards Competition

Since 2008 the ABS¹⁴ have collected land use data according to Natural Resource Management (NRM) regions as part of their annual agricultural commodities survey (Figure 17). Land use data has

been included from the Corangamite region along with the two bordering regions in this analysis of Glenelg Hopkins and North Central.



Figure 17. Victorian Natural Resource Management Regions

Table 7 highlights the financial years from 2008 to 2015 and outlines the number of beef cattle, number of sheep/lamb and hectare of broadacre crops according to the three NRM regions most relevant to the Western district sale yards used in this analysis, being Corangamite, Glenelg Hopkins and North Central.

The table shows the changing dynamic of competition for farming acres within the three selected Western Victorian NRM regions and for Victoria as a whole. It also gives an indication of the potential amount of beef cattle and sheep/lamb numbers available to the various saleyards within each NRM region and highlights any movement away from livestock and into cropping.

Table 7. Land use by NRM region

	2008	2009	2010	2011	2012	2013	2014	2015
Beef Cattle - Head								
Corangamite	202,340	209,010	177,311	180,321	162,977	173,136	221,689	153,624
Glenelg Hopkins	582,306	649,591	525,500	617,185	555,221	556,566	548,792	572,738
North Central	134,926	102,121	115,197	160,580	200,400	184,073	202,071	145,931
Victoria	2,254,335	2,234,334	2,079,529	2,365,850	2,362,082	2,427,181	2,428,169	2,300,605
Sheep & Lamb - Head								
Corangamite	1,632,441	1,233,317	1,298,900	2,101,243	1,427,265	1,388,340	1,412,804	1,140,796
Glenelg Hopkins	6,762,296	5,915,375	5,428,879	8,211,974	5,686,186	6,029,692	5,726,020	5,225,941
North Central	3,170,433	2,845,125	2,781,574	4,003,576	2,974,666	2,765,579	2,792,793	2,850,253
Victoria	16,764,806	15,082,252	14,377,696	15,212,015	15,928,166	16,067,032	15,365,155	14,572,262
Broadacre Crops - Hectares								
Corangamite	131,492	172,957	166,671	142,727	116,944	136,883	128,585	129,452
Glenelg Hopkins	243,860	220,911	264,595	271,845	213,557	209,873	213,893	233,563
North Central	621,922	582,717	716,415	709,123	732,000	738,831	707,348	738,317
Victoria	3,075,557	3,105,947	3,584,259	3,638,761	3,542,473	3,594,624	3,384,606	3,539,339

Source: ABS

“The Fight for Acres”

As part of the market trends analysis component of this report we will focus on the land use patterns within the Corangamite, Glenelg Hopkins and North Central regions. However, taking an initial look at the broad pattern for Victoria as a whole we can see there has been a movement away from livestock and into broad acre cropping.

Figure 18 shows the changes to farm enterprise and land use over time as an index which sets the base of 100 in 2008 for each industry category of broadacre crops, beef cattle and sheep/lamb. It clearly illustrates the move away from sheep/lamb production in favour of cropping since 2008.

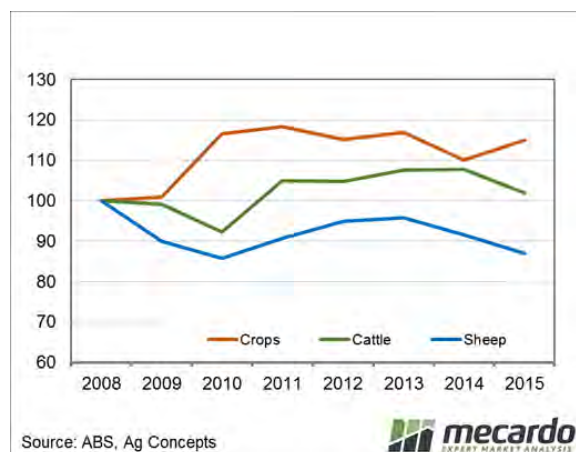


Figure 18. Victorian change in farm enterprise indices

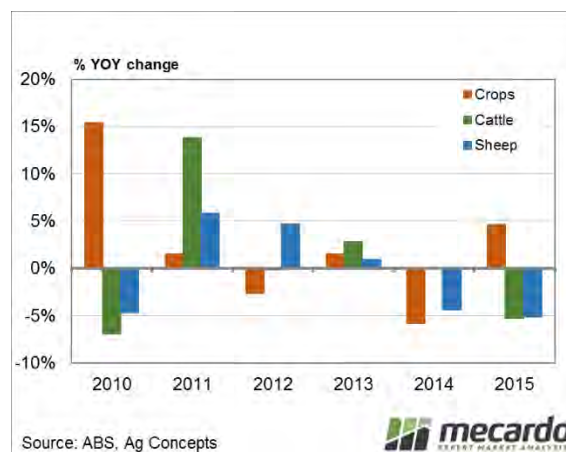


Figure 19. Victorian change in farm enterprise year on year

Taking a look at the percentage change year on year for each land use category we can see a mild negative relationship between cropping and livestock in the sense that increases in one sector in a given year often correspond to lower or negative gains to other sectors (Figure 19). Indeed, a longer term look at the shift between sheep/lamb enterprises to cropping across Australia is demonstrated by the moderate negative correlation between sheep numbers and hectares used for cropping on a yearly basis since 1987 for the whole of Australia (Figure 20).

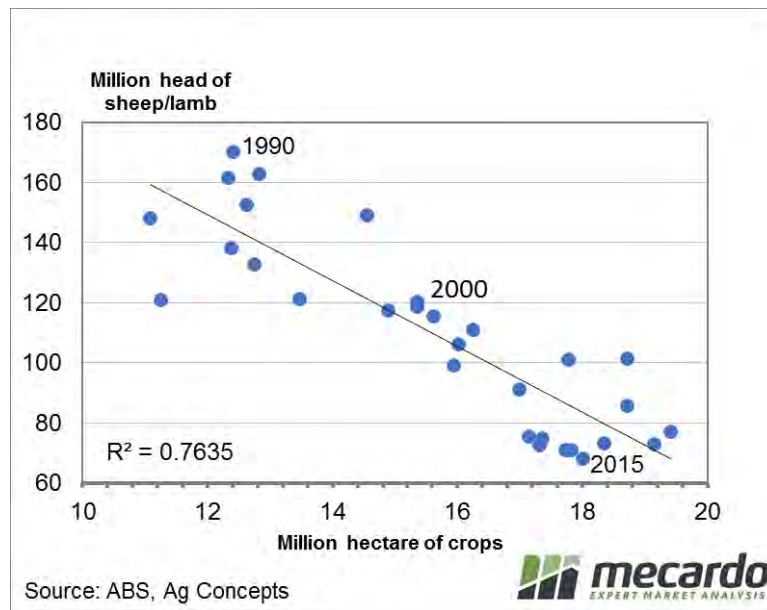


Figure 20. Comparison of sheep to cropping in Australia 1987 - 2016

Other Sale Methods

Competition from online livestock sales methods such as Auctions Plus has also been increasing over the last four years, particularly for sheep and lamb volumes. Figure 21 shows the cattle throughput volumes for the selected Western district saleyards compared to Auctions Plus volumes. The Auctions Plus data used is for the combined North West Victorian Zone and South West Victorian Zones, which encompass the NRM regions of Corangamite, Glenelg Hopkins, North Central, Wimmera and Mallee.

The growth in Auctions Plus cattle volumes have seen the online sales increasing exponentially. This is reflected in the numbers sold through Auctions Plus reflecting similar numbers as the Geelong yards of around 8,000 head in 2013 to recording numbers equal to half the volume of Colac's sale yard of near to 20,000 head by 2016.

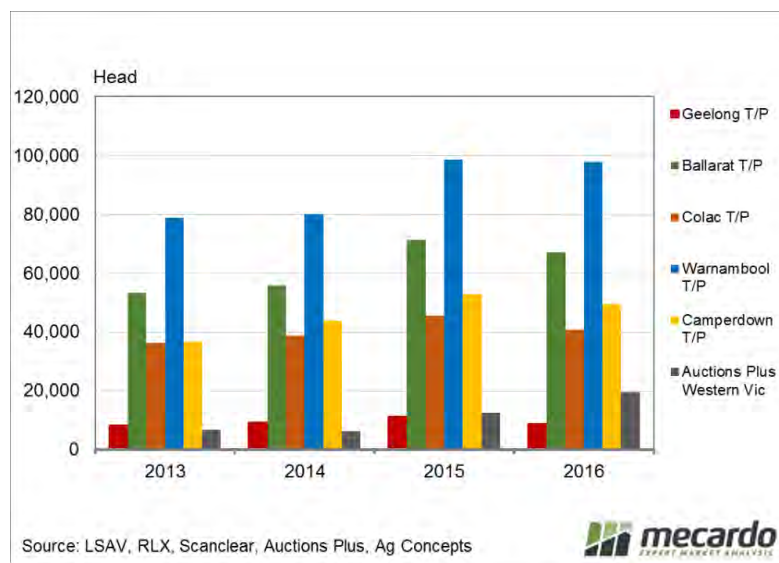


Figure 21. Saleyard and online cattle throughput for Western Victoria

Figure 22 highlights the year on year growth in Auctions Plus combined sheep and lamb sales compared to the selected Western district saleyards which shows a steady trajectory of increasing volumes. In 2013 Auctions Plus were recording sales similar to the Geelong saleyard's sheep and lamb throughput, circa 60,000 head. This increased to approximately 60% of the Horsham throughput in 2016 at 286,000 head.

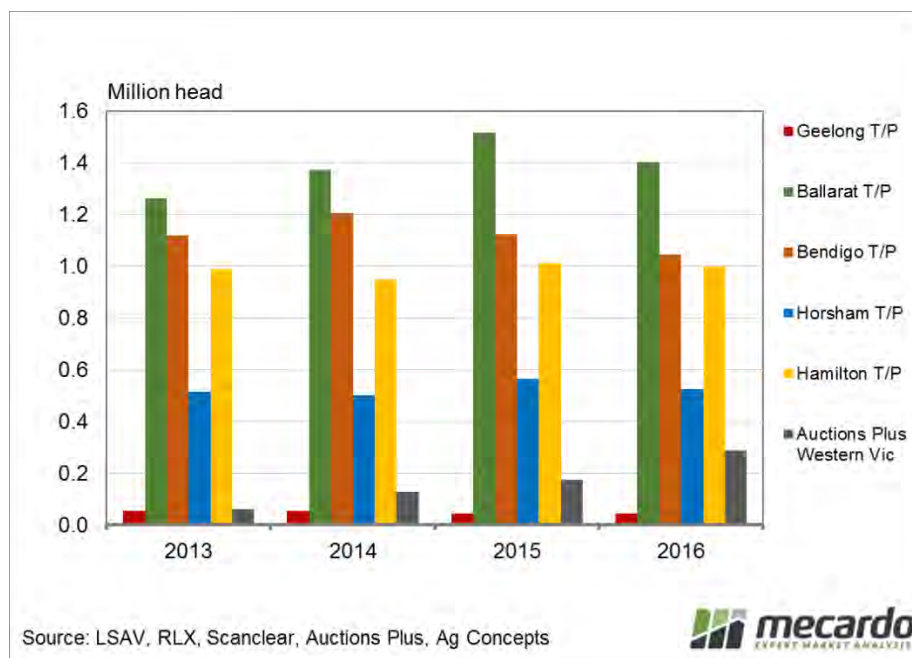


Figure 22. Saleyard and online sheep/lamb throughput for Western Victoria

Market Trends

Local and State Stock Trends

The trend index methodology was used to compare relative growth levels across the different sectors of beef cattle, sheep/lamb and cropping for the three selected NRM regions. By using this analysis, we get an indication of the availability of livestock for sale and the relative growth or decline of cropping in each NRM region over time. This is compared to the broader Victorian trend.

As with the change in Victorian farm enterprise indices discussed previously, the base year of 2008 has been set at 100 and growth/decline in each series has been measured from this time onwards.

Figure 23 demonstrates the change to cropping since 2008 with the Victorian trend being largely mirrored by the North Central NRM region. Similar declines in cropping are noted for both Corangamite and Glenelg Hopkins by the 2015 season, despite a robust growth in cropping in Corangamite during 2009/2010.

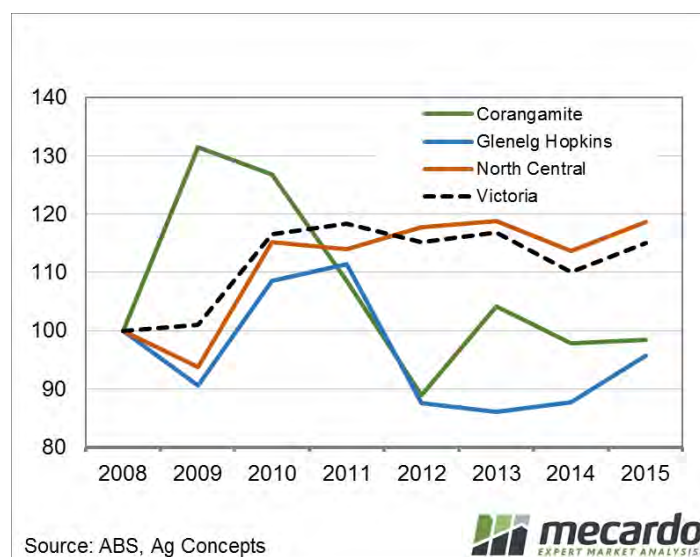


Figure 23. Broadacre crop trend indices

In terms of beef cattle, Glenelg Hopkins has been the region that most closely resembled the Victorian pattern, with Corangamite deviating below the Victorian trend for much of the 2010 to 2015 period. In contrast, North Central has seen some strong growth recorded from 2010 to 2014 to above the Victorian pattern most recently (Figure 24).

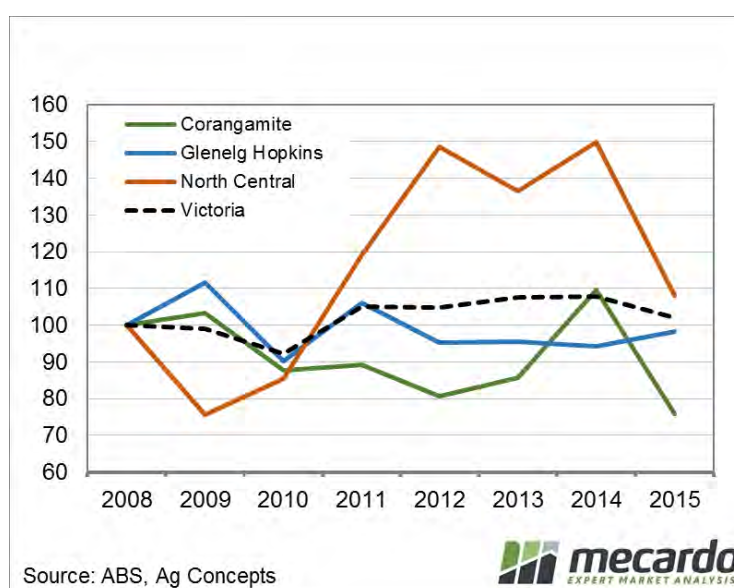


Figure 24. Beef cattle trend indices

Reasonably similar patterns are visible for sheep and lamb trends across all three NRM regions. There was a noticeable spike during the 2011 season which can be explained by favourable seasonal impacts during 2010 and 2011 which saw lamb and sheep numbers increase significantly. However, there is a slight deviation evident among NRM regions since 2014 with North Central flock numbers remaining relatively consistent while Corangamite and Glenelg Hopkins staged a decline (Figure 25).

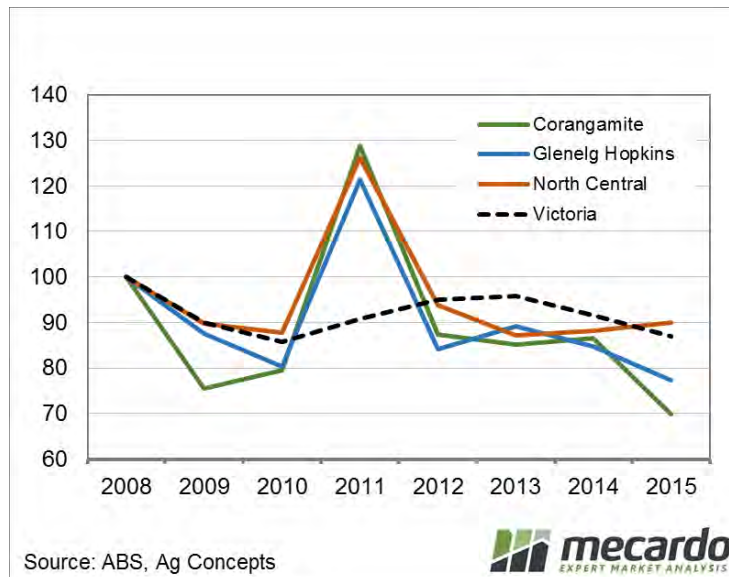


Figure 25. Sheep/lamb trend indices

Saleyard Comparison

Individual saleyard throughput trends within the Western district were compared to Victorian totals as well as Auctions Plus sales throughput and listed against the relative Victorian herd/flock size. This analysis was produced using percentage year on year changes, measured average year on year change and calculated Annual Compound Growth Rate (ACGR) for the period 2000 to 2016 (Table 13 and Table 14). Using the ACGR is a better measure of growth/decline in a series over time as it represents a steady geometric average growth or decline in contrast to a simple average calculation, which doesn't take into account compounding and can lead to an over/under estimation of growth or decline.

Table 8 represents a defined period only. The entire analysis spanning year 2000 to 2016 is available in the appendix (Table 13).

Table 8. Year on year change to throughput, herd size and growth rates for Victorian cattle 2000 - 2016

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Average	ACGR
Ballarat	-18.3%	-6.8%	-17.8%	7.3%	7.4%	-1.0%	4.7%	27.7%	-6.1%	2.4%	0.8%
Geelong	-51.7%	-7.6%	-17.6%	-24.7%	1.0%	56.9%	13.8%	22.5%	-23.1%	-4.3%	-6.8%
Colac	-25.7%	16.5%	-10.5%	3.5%	-11.1%	-14.4%	6.4%	17.7%	-10.2%	-0.1%	-1.2%
Hamilton	-2.2%	2.1%	-10.2%	6.3%	-9.5%			31.0%	-17.8%	0.2%	-1.6%
Warrnambool	-12.9%	3.2%	-6.1%	-11.1%	-3.2%	-8.4%	1.6%	23.3%	-0.7%	1.3%	0.6%
Camperdown	-23.4%	13.3%	-6.8%	-0.7%	0.5%	-21.2%	18.6%	20.9%	-6.3%	0.0%	-1.0%
Total Vic	-10.8%	-3.7%	2.4%	-31.4%	5.4%	-10.4%	14.1%	10.2%	-20.6%	-5.3%	-5.9%
Auctions Plus							-7.8%	99.8%	55.6%	49.2%	42.0%
Vic Herd	-9.5%	0.4%	-4.8%	8.2%	3.6%	2.8%	-0.3%	-2.1%		-0.4%	-0.2%

Sources: LSAV, RLX, Scanclear, Auctions Plus, ABS, ACA

*YOY change data not available for Hamilton FY2013/14

Cattle sales throughput shows that over the 2000 to 2016 period Ballarat and Warrnambool sale yards were the only two to achieve steady growth over the time frame with regard to cattle

throughput on an ACGR basis, at 0.8% and 0.6% respectively (Figure 26). The Geelong saleyard showed the greatest ACGR decline, effectively recording a fall in throughput of 6.8% each year from 2000 to 2016 on an ACGR basis.

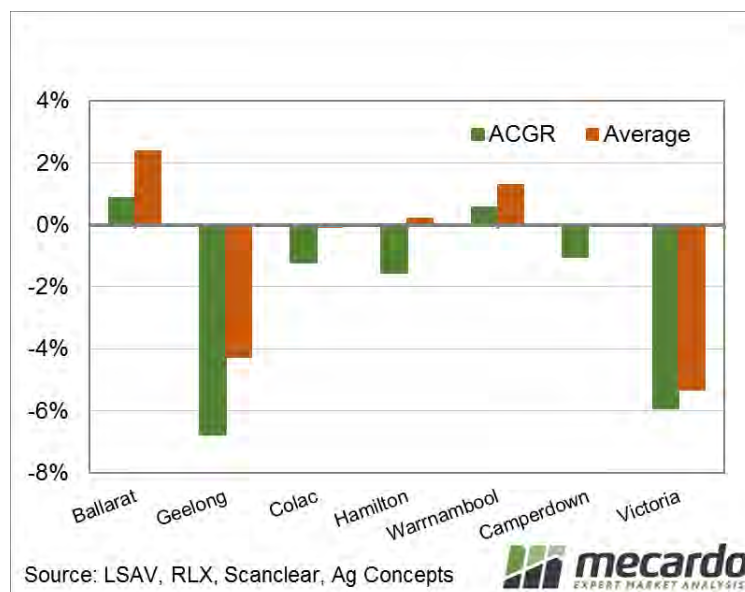


Figure 26. Change in cattle throughput 2001 - 2016

This supports anecdotal evidence including submissions from agents, that the larger markets are recognised as having increased competition, better prices and are therefore attracting greater numbers from sellers. It is expected that this trend will not only continue but will likely increase with the proposed construction of large regional yards at Mortlake and Ballarat. Not only is this a threat to Geelong saleyards, but other council based yards in Victoria, namely the Ballarat and Mortlake catchment areas, will be under pressure.

Looking at the selected individual Western district saleyard throughput as a trend index in comparison to Victorian throughput and the Victorian cattle herd from 2003 to 2016 shows that the ACGR performance is replicated with Ballarat and Warrnambool leading the pack. In contrast, the Geelong saleyard the clear laggard, somewhat replicating the decline in total Victorian cattle throughput (Figure 27).

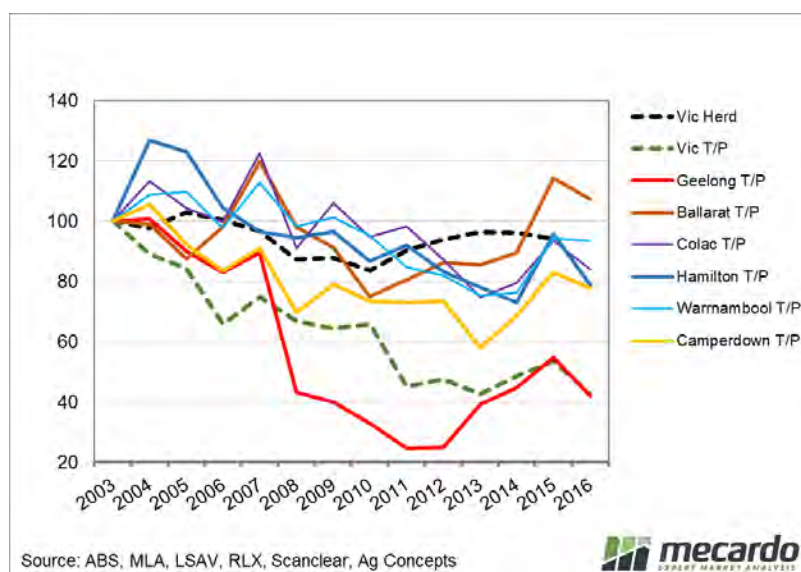


Figure 27. Victorian cattle trend indices since 2003

Table 9 outlines the ACGR and simple average calculations for sheep/lamb throughput at the selected Western district saleyards compared to total Victorian throughput, Auctions Plus sales and the Victorian flock size from 2000 to 2016. As for cattle, the entire year on year table is available to view in the appendix.

Table 9. Year on year change to throughput, herd size and growth rates for Victorian sheep and lamb 2000 - 2016

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Average	ACGR
Ballarat	-5.3%	4.2%	-9.9%	-8.6%	9.8%	-6.7%	8.8%	10.5%	-7.5%	2.6%	1.9%
Geelong	-46.4%	13.6%	-19.5%	-15.4%	-10.3%	-15.4%	-1.9%	-15.3%	-1.8%	-6.4%	-7.6%
Hamilton	-2.0%	12.2%	-11.0%	-9.1%	3.1%	0.8%	-4.1%	6.8%	-1.4%	0.6%	0.3%
Bendigo	-1.8%	-1.4%	-23.6%	-1.6%	-2.2%	7.4%	7.6%	-7.0%	-6.7%	1.6%	0.5%
Horsham	-5.8%	19.0%	-2.9%	-6.3%	-9.7%	-2.6%	12.5%	-6.9%	-10.3%	2.2%	1.2%
Total Vic	-5.4%	14.1%	-14.2%	-14.2%	1.2%	16.7%	3.4%	4.4%	-4.8%	0.3%	-0.3%
Auctions Plus							103.7%	37.4%	64.1%	68.4%	66.2%
Vic Flock	-2.4%	-10.0%	-4.7%	5.8%	4.7%	0.9%	-4.4%	-5.2%		-2.6%	-2.7%

Sources: LSAV, RLX, Scanclear, Auctions Plus, ABS, ACA

Markedly, the Ballarat saleyard leads the table on an ACGR basis at 1.9% followed closely by Horsham at 1.2%. Interestingly, all of the saleyards selected for this analysis have achieved an increase on their respective ACGR figures apart from Geelong, recording a 7.6% decline (Figure 28).

It should be noted that in this comparison of saleyards in the region, Geelong is the smallest yard, with the closest in number being Horsham with almost 10 times the Geelong sheep & lamb throughput.

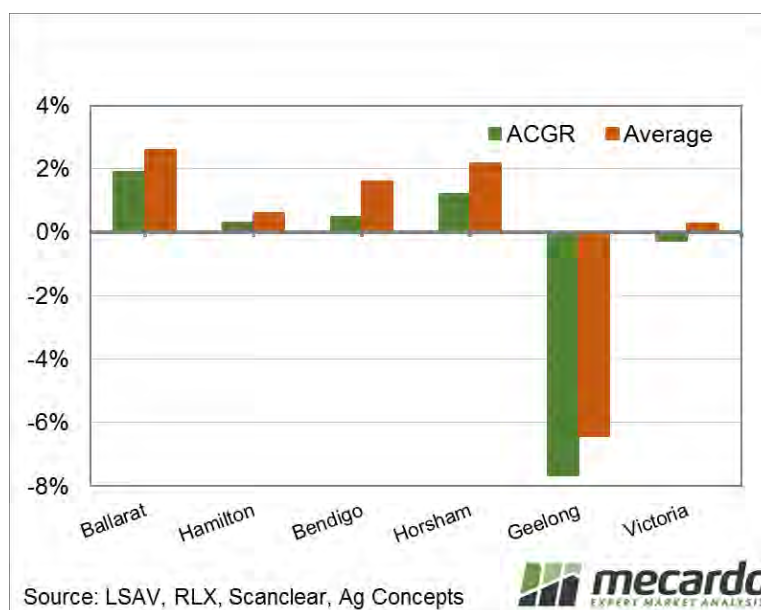


Figure 28. Change in sheep/lamb throughput 2001 - 2016

The trend indices analysis for sheep and lamb since 2003 shows the majority of selected saleyards mirroring the Victorian throughput pattern, although Bendigo has drifted closer to the trend in flock numbers most recently. In stark contrast is the sharp decline in the trend index for Geelong since 2006 onwards (Figure 29).

Since 2010, year on year throughput for Geelong has been negative, and while the comparative saleyards have also had years of decline, these have been balanced by increases reflecting the seasonal impact on the flock and therefore available sale numbers. In fact, the net average of these yards is positive, as is the ACGR. With the Victorian flock stable over this period, this is leading to the conclusion that there is a move to the larger yards at the expense of saleyards like Geelong.

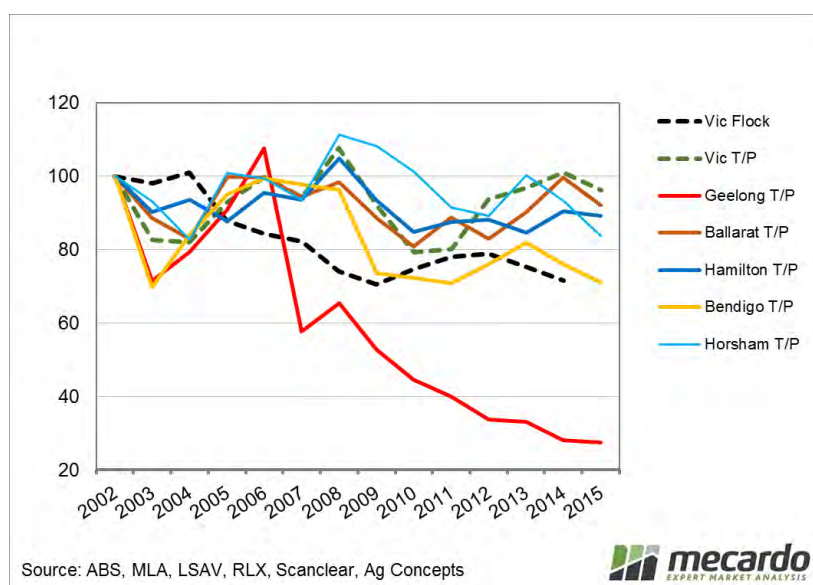


Figure 29. Victorian sheep trend indices

The following series of charts show a long-term trend index pattern from 2000 to 2016 for the selected Western district saleyards based on each NRM region overlaid with the Victorian herd/flock trend index and the herd/flock trend index for the respective NRM region relevant to the sale yard.

Accompanying the long-term chart is a short-term visual which shows the index patterns from 2008 to 2016. The base year of 100 on the indices for these charts has been set at 2008 as that was the first season that ABS began to collect data based on the NRM regions.

Since 2012 Geelong cattle throughput has shown some positive growth, albeit from quite a low base increasing from 5,201 to 8,744 head in 2016. The visual snapshot from the shorter timeframe (2008 to 2016) potentially overstates the improved cattle throughput for Geelong when comparing the trend indices due to the relatively low cattle numbers going through during 2011 and 2012. Taking into account the longer-term picture from 2000 to 2016 gives a better indication of the increased throughput required to return the Geelong saleyard to cattle numbers experienced between 2000 and 2005. Indeed, current numbers would have to triple to return it to levels seen during 2000.

The trend indices in Figure 30 and 31 show that growth in Corangamite beef herd numbers have been unable to keep pace with the broader Victorian herd. Despite the lower Corangamite herd numbers and a declining Victorian throughput trend for cattle the Camperdown sale yard has been able to sustain reasonable growth in throughput numbers.

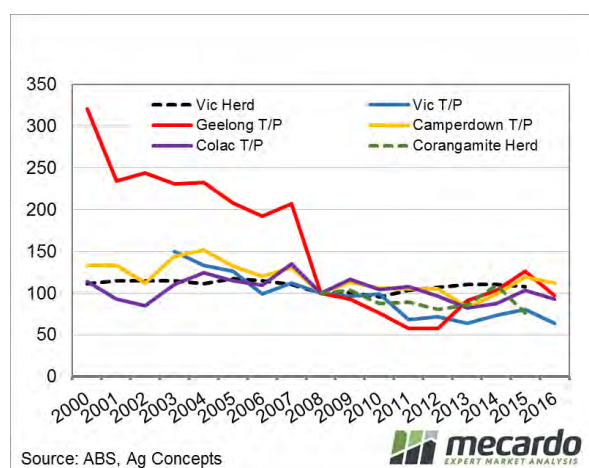


Figure 30. Corangamite beef cattle indices 2000 – 2016

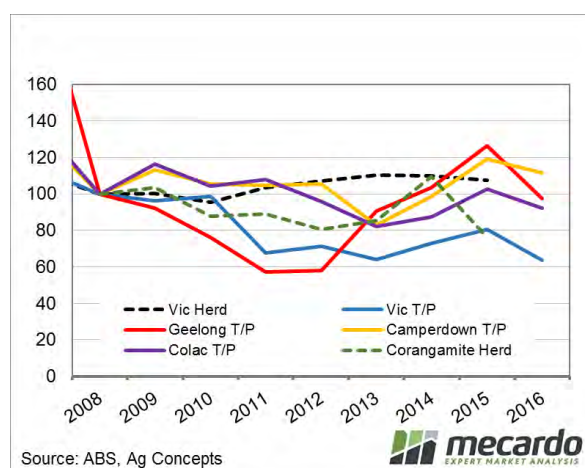


Figure 31. Corangamite beef indices 2008 – 2016

Beef cattle numbers in Glenelg Hopkins have tracked closer to the broader Victorian cattle herd trend (Figure 32 and Figure 33). The cattle throughput trend for Warrnambool showing improvement during 2015 and managing to hold onto the gains in throughput into 2016 as Hamilton and Geelong cattle yarding declined in line with lower Victorian throughput figures.

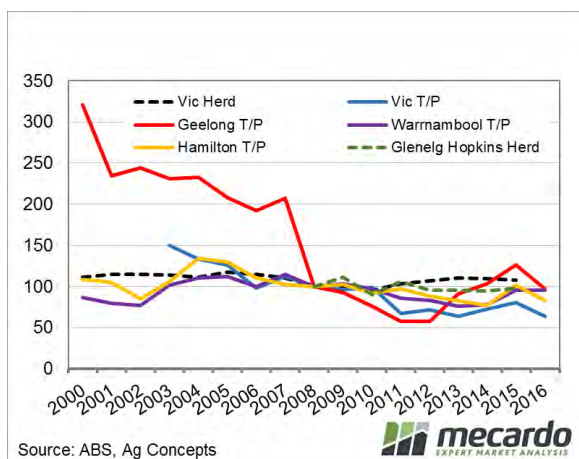


Figure 32. Glenelg Hopkins beef cattle indices 2000 – 2016

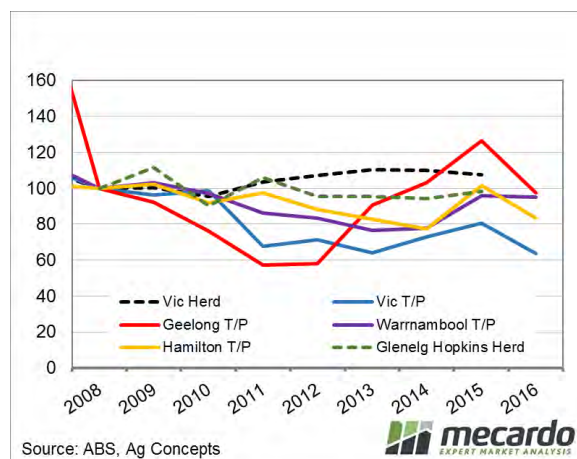


Figure 33. Glenelg Hopkins beef cattle indices 2008 – 2016

North Central beef cattle herd trend index outperforming the index for the broader Victorian herd for much of the last five years, only to give away these gains in the 2015 season. Growth in cattle throughput for the Ballarat sale yard is evident since 2010, with the longer-term index pattern for Ballarat mirroring the relative stability of the pattern set by the Victorian herd index (Figure 34 and Figure 35).

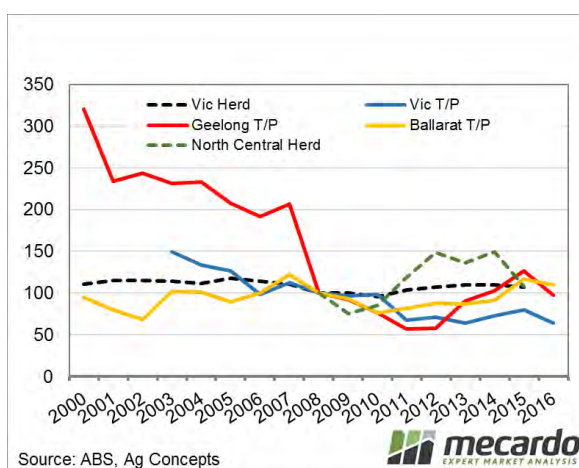


Figure 34. North Central beef cattle indices 2000 – 2016

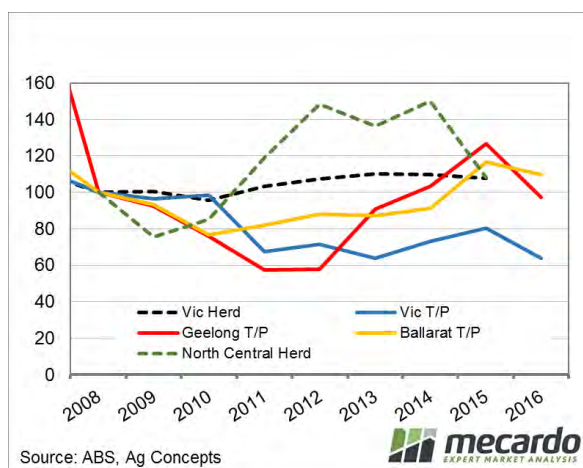


Figure 35. North Central beef cattle indices 2008 – 2016

The trend index pattern for Ballarat sheep and lamb throughput closely following the Victorian throughput pattern, somewhat unsurprising given the size of Ballarat sale yard's sheep and lamb figures. Despite the 2011 seasonal boost Corangamite sheep and lamb flock index trend has declined since 2008. Geelong saleyard sheep and lamb throughput shows a fairly steady declining trajectory to the trend index since 2009, despite the Victorian sheep and lamb flock numbers stabilising during this time (Figure 36 and Figure 37).

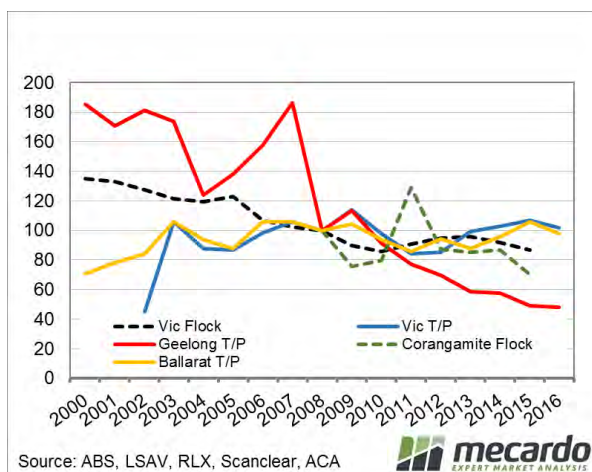


Figure 36. Corrangamite sheep/lamb indices 2000 – 2016

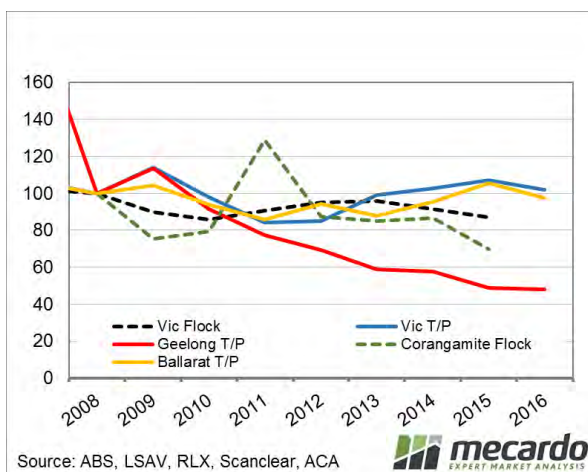


Figure 37. Corrangamite sheep/lamb indices 2008 – 2016

The trend index for Hamilton sheep and lamb throughput mirrors Victorian throughput in a similar fashion to the Ballarat sale yard. The Glenelg Hopkins sheep and lamb flock trend also not too dissimilar to the pattern displayed by the Corrangamite trend, although managing to hold up a little better during the 2015 season (Figure 38 and Figure 39).

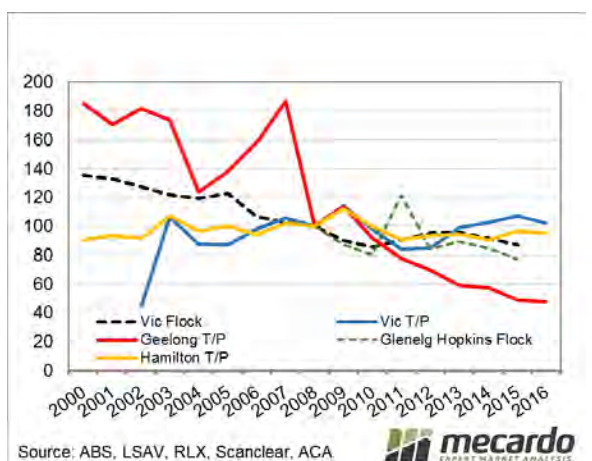


Figure 38. Glenelg Hopkins sheep/lamb indices 2000 – 2016

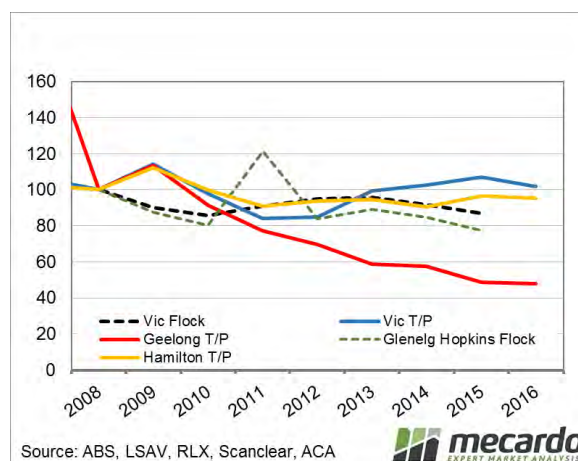


Figure 39. Glenelg Hopkins sheep/lamb indices 2008 – 2016

The index trend for the North Central sheep and lamb flock the only NRM region to register a 2015 figure above the broader Victorian sheep and lamb flock trend, albeit marginally. Despite the NRM flock numbers keeping pace with the Victorian flock the Bendigo sale yard has been unable to capitalise on the situation displaying a steadily declining index trend since 2007 (Figure 40 and Figure 41).

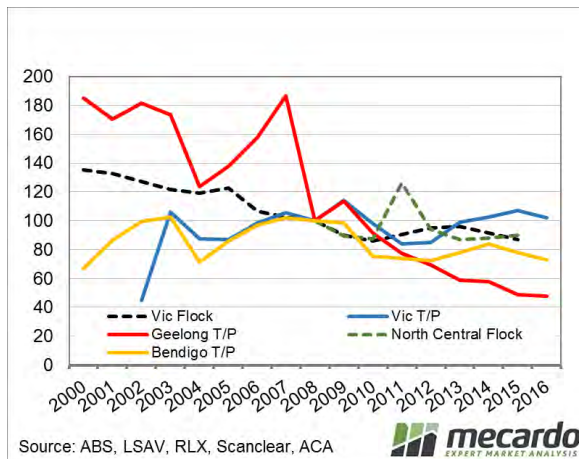


Figure 40. North Central sheep/lamb indices 2000 – 2016

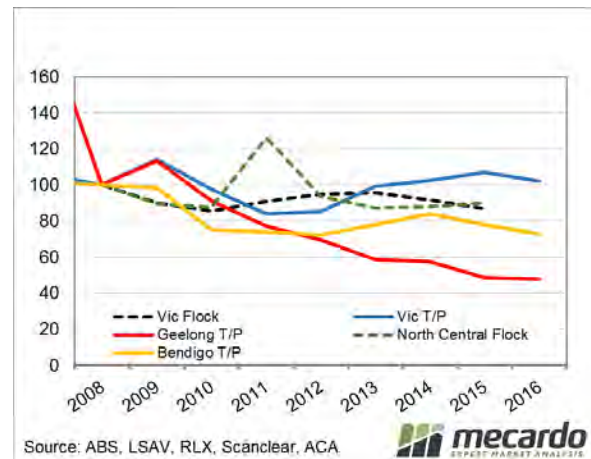


Figure 41. North Central sheep/lamb indices 2008 – 2016

Livestock Sale Methods

The declining annual compound growth rate (ACGR) for both Victorian cattle and sheep/lamb throughput of 5.9% and 0.3%, respectively, is indicative of a move towards online and direct from paddock sales in more recent times.

Indeed, as outlined in Table 8, the 42% ACGR in Auctions Plus cattle throughput in the Western Victorian region comes at a time when the Victorian cattle herd is relatively stable with a negative ACGR of 0.2% for the 2000 to 2015 period. Measuring the ACGR for the Victorian cattle herd from 2013 onwards to compare similar time frames to the Auctions Plus ACGR measurement shows a negative ACGR of 1.2%, showing that Auctions Plus has been able to achieve good sales growth in the Western Victorian region despite slightly softer herd growth.

Similarly, the Auctions Plus ACGR for sheep/lamb sales in the Western Victorian region of 66.2% has been achieved with the Victorian flock ACGR posting a negative ACGR of 2.7% for the 2000-2015 period (Table 9 and Table 14). Measuring the ACGR for the Victorian sheep and lamb flock since 2013 shows a negative ACGR of 4.8%, highlighting that the growth in Auctions Plus sales volumes were achieved despite an increasing rate of decline in the Victorian sheep and lamb flock in more recent years.

Vision and Objectives for Local Livestock Market

Peri-urban farming

According to Wikipedia, Peri-urban agriculture is generally defined as agriculture undertaken in places on the fringes of urban areas. There is no universally agreed definition, and usage of the term generally depends on context and operational variables. The Food and Agriculture Organization of the United Nations defines peri-urban agriculture as "agriculture practices within and around cities which compete for resources (land, water, energy, labour) that could also serve other purposes to satisfy the requirements of the urban population."

The term "peri-urban" used to describe agriculture, while difficult to define in terms of geography, population density, percentage of labour force in agriculture, or any other variable, often serves the purpose of indicating areas along the urban-rural continuum. These are places with dynamic landscape and social change and are often invoked in conversations about growth of cities. (Wikipedia)

In the context of the City of Greater Geelong, the peri-urban area is broadly defined as the areas between towns where closer settlement in recent years has resulted in the average farm size contracting in line with lifestyle and semi - urban or urban – rural demand.

While the farm owners will have a variety of circumstances, the Peri – urban farm is unlikely to be self-sufficient, although there are examples where extreme intensity of production has created new businesses (eg. Fresh flowers, vineyards etc.)

Peri-urban farms are more likely to have an owner who has previously had little experience in agriculture. Anecdotally, many of the Peri-urban farm managers and decision owners are female, however the passion for this lifestyle is often very strong with motivated and committed farmers.

While the focus of this report is on the City of Greater Geelong, it should be noted that the Peri-urban farmer is well represented in all of the adjoining shires/councils.

Requirements to Service Small or Part-time Farmers

The demographic of farms in the City of Greater Geelong saleyard catchment has been evolving into smaller holdings over time; this trend is likely to continue. **The growth in peri-urban farms provides many challenges;** in the Geelong Saleyards catchment area, it is magnified as the impact from the declining support of traditional farmers has exposed the viability of the yards where it is now principally reliant on small scale stock sellers.

In the future, any larger scale farms close to Geelong will either be sold as farmers retire or be left to beneficiaries in the event the current owner deceases. In many instances the beneficiary will be required to make a payment to other siblings; with land values in the region making any return from traditional farm practices problematic, a sale of a sub-divided property is most likely.

This will ensure that the region will continue to at least retain the current number of "small" farms, in fact they can reasonably be expected to increase in number. These small holdings are likely to elect to run livestock as a cropping business would be difficult given machinery requirements.

This demographic of small scale or peri-urban farmers has become accustomed to using the City of Greater Geelong saleyards, it is convenient to deliver small loads to the saleyards. The City of Greater Geelong yards provide further attraction by allowing stock to be delivered on Sunday night

for sale on Monday. Ballarat prime cattle sale is also held on Monday's with delivery able to be made on Sunday.

Small farmers need a ready access to either buy or sell livestock to assist in the care and management of their small holdings. For example, in the Spring when grass growth is plentiful buying stock to control the growth or generate an income would be the action. Later on, perhaps in the Autumn, these stock would be sold for profit, or would need to be de-stocked as the grass had become dormant and feeding was required.

Future Requirements for Providing Livestock Trading Facility

The solution to providing services to small farms regarding livestock sales is not in the current model of city or region based saleyards. These yards are principally designed to provide a service to larger scale farm businesses; small holdings have utilised the service but this has been possible due to the support of larger producers and therefore to the benefit of the small producer.

Without large scale farmers supporting the yards ongoing success is difficult for any traditional model of livestock sale facility.

Traditional saleyards rely on large numbers to remain viable. This is currently being evidenced via the ongoing rationalisation of small saleyards into larger regional facilities.

While it will be possible for small operators to use the regional saleyards, the reality is that this option in the future will be more problematic. This will lead to increased sales via informal and unregulated methods and other opportunities. This is not in the long-term interest of the livestock industry with the probability of animal welfare, disease management and traceability becoming further compromised.

While there is strong vocal support to maintain the existing saleyards to meet the small farm requirements, this is more based on comfort with the status quo and a fear of change than the reality of what is "fit for purpose".

The existing yards evolved to meet the needs of "professional" farmers who were well organised to provide all other animal husbandry requirements, with the saleyards providing one component of their management requirements.

The large-scale producer in the G21 region has now moved on to larger selling centres, with no impediment or resistance to freighting livestock for up to 2 hours to access better markets. There is nothing to suggest that a revived Geelong Saleyards will attract them back. Indeed, the trend looks set to continue with large regional yards continuing to attract stock numbers.

The farming group in the Geelong area that now requires a livestock exchange, has a diverse range of needs that by nature they find difficult to meet.

Shearing and crutching services, as well as animal husbandry (parasite and worm control) requirements and general skills required to manage livestock are all a challenge for many who have chosen the farm lifestyle while remaining employed in the city.

Optimal Livestock Facility

A future facility should focus on providing a holistic approach to the needs of the Peri-urban or small farmer group, with all ancillary livestock management needs catered for providing a “one-stop shop”. As an example, a service that provided a purchaser of store sheep at the market with shearing, drenching and parasite control would make the term the sheep were grazing until sale in the future an enjoyable exercise with minimal input from the lifestyle farmer.

As a response to the small farmer, the opportunity to buy/sell goats, alpacas, and any other grazing livestock should be provided, with consideration for holding the sale on Saturday to encourage participation. This model would lend itself to the provision of value add private sector services such as **education forums and workshops to improve the knowledge and skills of the peri-urban farmer.**

Options for Sale Facility for Geelong Region

Based on the findings in this study, the following options were identified as areas of further investigation to support livestock sales in the Geelong region.

Co-operative Operated Saleyards

It is wholly possible for a co-operative could be formed by current saleyard users to manage the Geelong saleyard. A co-operative model could involve the council either providing a commercial lease, or an outright sale of the facility to a co-operative group.

While this idea solves many problems, the planning and execution of a co-op model will be difficult. Currently there are a group of peri-urban producers who have indicated strong support for the Geelong Saleyards, but as yet they are not in any formal co-operative group.

This may be facilitated by the City of Greater Geelong in the future, it would however need a detailed plan and significant investment to deal with the OH&S and maintenance issues if the current yards were to be included.

There is no current precedent for this in Australia, however the nearest similar model is Ouyen Saleyards. (*Refer Pp 25*)

Further investigation

Contact with Ouyen Saleyards CEO to discuss the Board of Management structure operating to manage the Ouyen Saleyards with a view to identify if any of their current operating model has possibilities for C of GG.

Transit Stock Hub

A central point for collection of stock for on-route delivery to a larger regional saleyard would provide a service to the peri-urban farmer.

Further investigation

A need to assess the demand for the hub, as well as identify infrastructure requirements to provide this service should be completed. It should also be identified if the current Geelong saleyards can provide the infrastructure necessary to receive and aggregate stock for on boarding.

This would also canvas the suitability of the current saleyards, the requirement for any infrastructure investment, and the identification of suitable private providers.

Direct Sales

It is possible that a local meat processor could offer pricing for small lots aggregated to a central delivery.

Further investigation

Research to identify interested meatworks, as well as the infrastructure requirements should be followed through to identify if this option could be suitable.

Any other existing models should be explored to understand the pricing models used, and if weighing of stock is performed.

Private Equity Purchase/Development of Sale Facility

It could be that private equity would provide a livestock selling facility that meets the needs of the G21 region.

Further investigation

Engagement with other shires in the G21 region to look at the possibility of either selling or leasing the existing yards to a private provider, or providing land in the region for the construction of a bespoke livestock facility.

Currently there is little appetite from private equity to be involved in the existing saleyard, however a clear business model detailing the specific requirements of the G21 region would identify if this model has potential and if it may be attractive to private investors.

Existing Colac Saleyards

The Colac City saleyards is on the outskirts of the city and is predominately a cattle selling centre operating on a weekly basis. The yards have 138 cattle pens under cover, a water collection system, solar electricity generation and a modern weighing system as well as 80 holding yards.

It is considered to be at the leading edge of cattle auction sale facilities with soft flooring installed, is under cover and operates under an audited Quality Assurance system.

Colac also has sheep & goat selling pens in good order with capacity for approximately 3,000 head. The sheep & goat selling facility is not currently in use.

Colac Shire have the intention to continue to invest in the yards, aiming to at least maintain throughput and to attempt to re-start sheep sales.

As with other saleyards in Victoria, Colac is currently under pressure to maintain throughput with the expectation that the large regional yards will challenge further in the future.

The facility is underutilised, and has the capacity to provide both sheep and cattle selling services to current users of the Geelong saleyard.

While the distance of 87.7 km from Geelong Saleyard is an inconvenience, the approximately 1 hour journey is not seemed as overly onerous.

Further investigation

Colac Shire Council should be engaged to assess the appetite to provide bespoke peri-urban livestock selling services.

On-line Sales

Technology is quickly embraced by agriculture, and a case in point is on-line sale platform Auctions Plus. After a difficult birth in 1986 as CALM (Computer Aided Livestock Marketing) - where an organised resistance to change from existing livestock agents protecting the status quo slowed uptake in the early years, Auctions Plus now accounts for 5pc of all non-stud cattle sold publicly last year and almost 8pc of sheep.

Last year Auctions Plus electronically traded \$460 million worth of livestock, or about 394,000 head of cattle and 2.2m sheep.

Auctions Plus “a rapidly evolving livestock marketing landscape in the next 10 to 20 years, relying increasingly on electronic selling and a limited network of centralised super-sized saleyard sites.”¹⁵

Other factors supporting the continued growth of electronic selling include the price difference in offering cattle via Auctions Plus at \$6.50 a head compared with an average \$15 in saleyards, or 70 cents/head for sheep against about \$1 in most yards.

Auctions Plus engages in a wide variety of sale transactions across a variety of diverse commodities, including sheep skins, milk, grain, stud sheep & cattle and farm machinery.

While not currently offering electronic selling for small niche stock sales to service peri-urban producers; it is possible that in the future this bespoke service could be offered.

Further investigation

It is suggested that on-line sales providers be contacted to scope the capability to offer electronic selling to the Geelong region. Specific focus should be on identifying:

1. The capacity to adjust/modify the on-line sales system to the challenges of selling small lots
2. The ability to provide a service that would meet the requirements of peri-urban farmers
3. The infrastructure requirements to conduct an on-line auction

Peri-urban Exchange

The small farmer or lifestyle farmer demographic is significant in the City of Greater Geelong Saleyard catchment area. These rate-payers as a group can be expected to increase over the next 10 years as larger properties in the area are sold and sub-divided.

These farmers are not generally full time on the farm, or expect to produce a sustainable income from their activities. Due to their Monday to Friday work requirements, the lifestyle farming activities are generally carried out on the weekends.

This lends to the offering of a Saturday market. The convenience for the sellers would be attractive, and the opportunity for “weekend” farmers to engage with the selling process would foster ongoing learning. **A particular issue for the small farmer is government compliance in relation to traceability of livestock movements.**

Creating a livestock exchange specifically with the peri-urban farmer in mind, will also provide the opportunity for the education of Dep of Agriculture requirements, the provision of identification numbers (PIC numbers) and a resource to deal with any concerns or questions relating to traceability.

Issues like Animal Welfare, biosecurity and animal husbandry can be addressed in a learning environment improving the peri-urban farmer’s knowledge and experience, and providing greater oversight of the livestock in the region.

This issue at the moment floats under the radar, with many stock from small producers trading on an unregulated basis in terms of traceability. Some livestock are traded through local contacts, some via Facebook or Gumtree, and other stock are purchased via cash transaction through established contacts.

¹⁵ Anna Speer, Auctions Plus, 2016

This provides concerns for animal welfare, bio-security and traceability; a “fit-for-purpose” livestock exchange will provide an easy access to small farmers and bring a greater percentage of these sales into the spotlight.

By providing a livestock exchange that is easily accessible, additional services can be either provided by private investment or fostered by council to assist the small farmer. Small farmers struggle with the requirements of livestock with the need for shearing sheds, yards and livestock mustering skills all a challenge for the weekend farmer. An exchange that is “fit-for-purpose” would foster the supply of these services, or at least an opportunity for entrepreneurs to promote these services. Services offered could include:

1. Shearing services, with the offer to remove the fleece of sheep purchased before they are transported to the farm.
2. Animal health requirements including required parasite control.
3. Tagging services.
4. Mustering & freight services
5. Farm butchery workshops and services.

The result would be that a peri-urban farmer needing to purchase sheep to manage spring growth on the farm, could buy young lambs, have them shorn and drenched for parasites, feet and general health checked and a carrier engaged to deliver at the livestock exchange. This would provide the prospect that the livestock would not require any further maintenance before they were sold back into the livestock exchange later in the year. The subsequent sale could include the engagement of the same carrier to muster and deliver the stock, all in all providing ancillary services designed to enhance the experience of farming and to overcome challenges.

The exchange should be capable of offering for sale other livestock including alpacas and goats; providing a complete selling/buying exchange to meet the peri-urban needs.

Further investigation

While there has been no identifiable development in Australia of this proposed model, the model does exist in other countries where farms are small. The UK and United States have a network of sale yards designed to accommodate small mobs.

Other suggestions for Council activities or further analysis could include:

- Scanning and traceability functions designed with peri-urban farmers and small mobs in mind which may include engagement with Agriculture Victoria and Meat and Livestock Australia (NLIS) to identify requirements
- Identify potential private market operators
- The range of possible livestock to be sold
- Pen or ring selling
- Opportunities for “non-traditional sales” – sales destined for slaughter outside mainstream processor outlets.
- Value add services including private providers identified
- Engage with other G21 council members to identify the most suitable site

Case studies

1. Dumfries Mart, Galloway District, Scotland and Longtown Mart, Herefordshire, UK.

Both of these sale marts are managed by CD Auction Marts, with the two saleyards only 28 miles apart offering similar numbers and categories of livestock.

On the recent market day (Wednesday 22nd March), 57 cattle were offered at Dumfries, 829 prime sheep, 503 hogs and 326 cast ewes and rams.

Sales are held weekly for prime stock with other special sales as required. The Auction house also maintains a traceability and declaration service in line with the expectations or requirements of the Agricultural Departments.

http://www.cdauctionmarts.co.uk/forms/prime_cattle.pdf

An extended service is provided to assist small farmers including scanning and sheep crutching.

2. New Holland Sale Barn, P.A. USA.

Hogs, sheep, goats, cattle and horses are all sold. The close proximity to large populations where traditional cultures like to purchase and slaughter their stock has this sale barn evolving to cater for buyers who wish to purchase small numbers for personal consumption.

Buyer integrity, security of payment and delivery of stock have all been issues that the New Holland sale barn has addressed.

While these saleyards are in fact catering in the main for farmers deriving their livelihood from livestock, the farms in their catchment area are small. This has attracted buyers who are prepared to purchase small lots and have the capacity to freight in small numbers. These yards are also owner operated with the yard operator providing all services including an auctioneer, settling processes and sale reports.

Conclusion

The saleyard model that has existed in Geelong for over 150 years is not the solution to the challenge of providing a livestock exchange for the demographic existing now and into the future.

This conclusion emanates from the current lack of support from large scale farmers and the unlikely possibility that they would return. These producers are focused on achieving the optimum return to support the core activity of their farm. To this end they have made the decision to send larger lots of sheep and lambs to the regional market of Ballarat based on the perception that increased numbers at saleyards equals increased competition.

Since the closure of the cattle yards, cattle sales are either going to Colac or Ballarat; both centres provide a significant market place that attracts greater competition. While Colac is likely to come under pressure from the proposed Mortlake Regional Saleyard, Ballarat can expect to have an increasingly dominant role with the construction of its new saleyard.

Due to the larger offerings, both Colac & Ballarat have a perceived advantage of greater competition and therefore either higher or more reliable prices. This will continue to attract the producer aiming to maximise the price.

Conversely, the peri-urban farmer has a higher focus on convenience to market over price.

This report makes no judgement on the saleyard location; given the significant investment needed to bring the cattle yards to an acceptable level it is reasonable to assume that the decision to continue in the present location or build a “green fields” site will be the decision of council based firstly on the on-going need for a livestock exchange, and if agreed followed by a decision on the most appropriate location.

Regardless, for the future viability, and to ensure support a new model is needed to service the G21 region that effectively addresses the needs of the peri-urban farmer with the larger scale producer comfortably catered for via other offerings.

Consultations List

Name	Organisation	Interest	Method
Fiona Conroy	VFF	Small producers – Bellarine	Meeting
Russel Coad	G21	G21 Advisory	Meeting
Mark Kelly	G21	G21 Advisory	Meeting
Ian Kelly	Saleyard Users	Small producers	Meeting
Laurie Fitton	Saleyard Manager	City of GG	Meeting
Peter & Jamie McConachy	Charles Stewart & Co	Livestock Agents	Meeting
Wil Richardson	Richardson & Co	Livestock Agent	Meeting
Graeme Richards	Colac Saleyard Manager		Meeting
Keith Bailey & Matt Taylor	Surf Coast Shire		Meeting
Helena Charles	Golden Plains Shire		Meeting
K McGrath	Rodwells – agents	Kyneton sale yards	Meeting
Stuart McLean	LSAV	Regional Saleyards	Meeting
Elaine Carbines	G21	Regional Development	Meeting
Tim Ellis	G21 – City of Greater Geelong	Regional Development	Meeting
Paul Ryan	Ag Live	Block chain for livestock	Meeting
Anna Speer	Auctions Plus	On-line livestock exchange	Phone
Ray Clarke	Westside Meats	Livestock Buyer	Meeting
Bob Hackett	Ralph Meats	Livestock Buyer	Meeting
Nathan Scott	AgChieve	Advisor	Meeting
Steve Kelly	Wangaratta Chronicle	Journalist	Phone
Prue Lynch	Ouyen Saleyards	Manager	Phone

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Appendix

Table 10. Income and expenditure for Geelong Saleyard FY2006 - FY2016

Financial Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Income											
Activities & Programs	253,175	279,775	141,396	134,142	132,201	97,852	100,550	134,012	149,842	158,719	143,975
Truck wash		3,465	12,665	12,503	13,897	16,813	15,358	22,555	22,747	24,750	25,931
Facilities - Casual hire	1,380	1,380	1,380	1,580	1,580	1,496	1,755	2,066	-61		
Lease income							7,548	7,824	8,304	8,304	12,384
Total Income	254,555	284,620	155,441	148,225	147,678	116,161	125,211	166,457	180,832	191,773	182,290
Expenditure											
Staff Costs	131,554	149,705	134,354	140,634	149,496	159,268	158,739	163,957	178,751	176,322	183,957
Training & Development	364	1,123	1,289	417		-234		794	174		395
Contractors	70,010	58,584	32,741	11,699	33,254	47,412	45,159	45,478	67,211	61,583	80,295
Vehicle costs	13,787	14,572	15,869	20,856	21,304	21,515	21,324	31,508	31,095	31,600	31,850
Depreciation	38,662	40,325	41,266	25,209	27,551	28,728	29,147	27,887	25,521	58,151	62,367
Leases					21,273			15,600			
Utilities	37,368	38,685	33,634	33,956	41,501	58,923	55,700	56,168	64,293	54,553	57,160
Internal other expenses		2,929	1,330	1,247	1,004	3,581	1,156	1,187	1,183	972	207
Other Expense items	29,447	27,963	36,410	29,989	14,302	14,526	7,862	7,823	7,061	15,124	11,439
Total Expenditure	321,192	333,886	296,893	264,007	309,685	333,719	319,087	350,402	375,289	398,305	427,670
Net Balance	-66,637	-49,266	-141,452	-115,782	-162,007	-217,558	-193,876	-183,945	-194,457	-206,532	-245,380

Table 11.

Saleyard throughput volumes and herd size - Victorian cattle



	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Ballarat	57,994	48,649	41,659	62,416	61,860	54,644	61,087	74,810	61,087	56,915	46,774	50,191	53,883	53,343	55,826	71,296	66,938
Geelong	28,818	21,047	21,911	20,780	20,930	18,675	17,266	18,616	8,987	8,303	6,841	5,151	5,201	8,160	9,284	11,372	8,744
Colac	50,330	41,076	37,553	48,675	55,114	50,773	48,557	59,617	44,284	51,599	46,156	47,783	42,462	36,347	38,691	45,540	40,892
Hamilton	50,883	48,989	39,668	49,520	62,742	60,864	51,729	47,836	46,776	47,776	42,897	45,590	41,273	-	36,192	47,396	38,982
Warrnambool	89,011	81,607	79,511	104,741	113,864	114,956	102,275	118,044	102,872	106,145	99,722	88,666	85,873	78,676	79,970	98,590	97,865
Camperdown	59,192	59,071	49,606	63,703	67,237	58,805	53,250	57,942	44,394	50,294	46,869	46,551	46,786	36,888	43,763	52,912	49,564
Total Vic	-	-	-	1,222,915	1,089,433	1,032,290	803,907	915,454	816,280	785,977	805,193	552,417	582,437	522,034	595,466	656,242	520,999
Auctions Plus	-	-	-	-	-	-	-	-	-	-	-	-	-	6,858	6,325	12,635	19,655
Vic Herd	4,263,700	4,405,500	4,412,500	4,387,600	4,280,600	4,509,000	4,403,000	4,243,000	3,838,000	3,854,000	3,668,000	3,970,000	4,114,000	4,229,000	4,217,692	4,128,535	-

Sources: LSAV, RLX, Scandclear, Auctions Plus, ABS, ACA

*Throughput data not available for Hamilton FY2013

Table 12.

Saleyard throughput volumes and flock size - Victorian sheep and lamb



	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Ballarat	1,017,032	1,126,330	1,210,787	1,522,874	1,346,853	1,262,140	1,520,078	1,516,393	1,436,242	1,496,762	1,347,934	1,232,545	1,353,088	1,261,815	1,372,287	1,516,526	1,402,315
Geelong	174,338	160,790	170,890	163,467	116,742	129,892	148,640	175,645	94,197	106,964	86,101	72,855	65,383	55,302	54,253	45,937	45,092
Hamilton	950,061	980,322	959,064	1,120,536	1,011,245	1,047,226	983,618	1,068,479	1,047,593	1,175,076	1,045,916	951,202	980,419	988,578	948,253	1,013,020	998,439
Bendigo	963,309	1,244,810	1,432,342	1,472,388	1,027,832	1,236,229	1,398,711	1,464,249	1,437,449	1,416,821	1,082,789	1,065,668	1,042,457	1,119,952	1,205,339	1,120,485	1,045,648
Horsham	385,217	549,170	536,487	563,925	525,583	466,799	568,313	559,940	527,730	627,874	609,918	571,548	516,006	502,379	565,167	526,375	471,910
Total Vic	-	-	1,662,715	3,919,288	3,238,247	3,213,443	3,633,721	3,907,988	3,695,120	4,215,556	3,616,500	3,104,694	3,143,484	3,667,164	3,790,821	3,956,150	3,767,913
Auctions Plus	-	-	-	-	-	-	-	-	-	-	-	-	-	62,429	127,174	174,757	286,830
Vic Flock	22,663,800	22,271,900	21,349,700	20,388,300	19,978,300	20,575,000	17,909,000	17,174,000	16,765,000	15,082,000	14,378,000	15,212,000	15,928,000	16,067,032	15,365,155	14,572,262	-

Sources: LSAV, RLX, Scandclear, MLA, ABS, Auctions Plus, ACA

Table 13.

Year on year change to throughput, herd size and growth rates (2000 to 2016) - Victorian cattle



	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Average	ACGR
Ballarat	-16.1%	-14.4%	49.8%	-0.9%	-11.7%	11.8%	22.5%	-18.3%	-6.8%	-17.8%	7.3%	7.4%	-1.0%	4.7%	27.7%	-6.1%	2.4%	0.8%
Geelong	-27.0%	4.1%	-5.2%	0.7%	-10.8%	-7.5%	7.8%	-51.7%	-7.6%	-17.6%	-24.7%	1.0%	56.9%	13.8%	22.5%	-23.1%	-4.3%	-6.8%
Colac	-18.4%	-8.6%	29.6%	13.2%	-7.9%	-4.4%	22.8%	-25.7%	16.5%	-10.5%	3.5%	-11.1%	-14.4%	6.4%	17.7%	-10.2%	-0.1%	-1.2%
Hamilton	-3.7%	-19.0%	24.8%	26.7%	-3.0%	-15.0%	-7.5%	-2.2%	2.1%	-10.2%	6.3%	-9.5%			31.0%	-17.8%	0.2%	-1.6%
Warrnambool	-8.3%	-2.6%	31.7%	8.7%	1.0%	-11.0%	15.4%	-12.9%	3.2%	-6.1%	-11.1%	-3.2%	-8.4%	1.6%	23.3%	-0.7%	1.3%	0.6%
Camperdown	-0.2%	-16.0%	28.4%	5.5%	-12.5%	-9.4%	8.8%	-23.4%	13.3%	-6.8%	-0.7%	0.5%	-21.2%	18.6%	20.9%	-6.3%	0.0%	-1.0%
Total Vic				-10.9%	-5.2%	-22.1%	13.9%	-10.8%	-3.7%	2.4%	-31.4%	5.4%	-10.4%	14.1%	10.2%	-20.6%	-5.3%	-5.9%
Auctions Plus														-7.8%	99.8%	55.6%	49.2%	42.0%
Vic Herd	3.3%	0.2%	-0.6%	-2.4%	5.3%	-2.4%	-3.6%	-9.5%	0.4%	-4.8%	8.2%	3.6%	2.8%	-0.3%	-2.1%		-0.4%	-0.2%

Sources: LSAV, RLX, Scandclear, Auctions Plus, ABS, ACA

*YOY change data not available for Hamilton FY2013/14

Table 14.

Year on year change to throughput, herd size and growth rates (2000 to 2016) - Victorian sheep and lamb



	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Average	ACGR
Ballarat	10.7%	7.5%	25.8%	-11.6%	-6.3%	20.4%	-0.2%	-5.3%	4.2%	-9.9%	-8.6%	9.8%	-6.7%	8.8%	10.5%	-7.5%	2.6%	1.9%
Geelong	-7.8%	6.3%	-4.3%	-28.6%	11.3%	14.4%	18.2%	-46.4%	13.6%	-19.5%	-15.4%	-10.3%	-15.4%	-1.9%	-15.3%	-1.8%	-6.4%	-7.6%
Hamilton	3.2%	-2.2%	16.8%	-9.8%	3.6%	-6.1%	8.6%	-2.0%	12.2%	-11.0%	-9.1%	3.1%	0.8%	-4.1%	6.8%	-1.4%	0.6%	0.3%
Bendigo	29.2%	15.1%	2.8%	-30.2%	20.3%	13.1%	4.7%	-1.8%	-1.4%	-23.6%	-1.6%	-2.2%	7.4%	7.6%	-7.0%	-6.7%	1.6%	0.5%
Horsham	42.6%	-2.3%	5.1%	-6.8%	-11.2%	21.7%	-1.5%	-5.8%	19.0%	-2.9%	-6.3%	-9.7%	-2.6%	12.5%	-6.9%	-10.3%	2.2%	1.2%
Total Vic				-17.4%	-0.8%	13.1%	7.5%	-5.4%	14.1%	-14.2%	-14.2%	1.2%	16.7%	3.4%	4.4%	-4.8%	0.3%	-0.3%
Auctions Plus														103.7%	37.4%	64.1%	68.4%	66.2%
Vic Flock	-1.7%	-4.1%	-4.5%	-2.0%	3.0%	-13.0%	-4.1%	-2.4%	-10.0%	-4.7%	5.8%	4.7%	0.9%	-4.4%	-5.2%		-2.6%	-2.7%

Sources: LSAV, RLX, Scandclear, Auctions Plus, ABS, ACA

4. PROPOSED SALE OF LAND - PENINSULA DRIVE, DRYSDALE HEARING OF SUBMISSIONS

Source: Finance & Strategy – Property & Procurement
Director: Joanne Moloney
Index Reference: Land Sales

Purpose

To consider submissions received for the proposed sale of land at 29-39 Peninsula Drive, Drysdale and recommend that Council sell the land to the Roman Catholic Trust Corporation ("RCTC").

Background

Council resolved (28 February 2017) to give notice of its intention to sell 2.67ha of land to the RCTC for the expansion of St Ignatius College. Pursuant to s189 of the Local Government Act 1989, a public notice was published in the Geelong Advertiser and Geelong Independent (10 and 11 March 2017).

Key Issues

- A total of 47 submissions were received, with 30 submissions opposed and 17 submissions supporting the proposed sale of land.
- The Submissions Hearing Panel convened on 3 May 2017 where 3 submitters were heard (refer Attachment 2 and Attachment 3).
- In making the recommendation to proceed with the sale of the land the following have been considered:
 - Land is zoned Special Uses 13 which specifically allows for a range of civic, community, education and recreation activities only.
 - Council has consulted widely on the future use of land in the precinct including advertising its intention to sell the land under s189 of the Local Government Act and in the preparation of the Potato Shed and Drysdale Sporting Precinct Masterplans.
 - Sufficient land around the Potato Shed will remain in Council's ownership to allow for planned expansion of the facility.
 - The development by St Ignatius College of a year nine campus and a multi-purpose centre on the land will provide significant community benefit through improved education, creation of jobs and access to the wider community.
 - Council requests a proposal for traffic and access improvements to Peninsula Drive and adjoining schools to be submitted for consideration in the 2018/19 budget.

P Dorling moved, L Gardner seconded -

That Council:

- 1) sells the Land to the Roman Catholic Trust Corporation on the following conditions:**
 - a) the price being not less than the Council certified valuation to be obtained;**
 - b) the purchaser doing all things required to subdivide the land, and paying all Council's reasonable costs;**
 - c) other conditions as appropriate.**

- 2) requests that designs for traffic and access improvements in Peninsula Drive be finalised and a project proposal be prepared for consideration as part of the 2018/19 budget process;**
- 3) notifies submitters in writing of the Council’s decision and the reasons for that decision;**
- 4) authorises the CEO to sign all documents relevant to the sale of the Land.**

Carried.

Attachment 1

Discussion

Submissions received have been summarised and responses provided as follows:

1. Submissions Objecting to the Sale of Land

- 1.1 Procedural issues relating to the rescission motion of 28 February 2017.

Response

The Council resolution of 28 February 2017 relating to the sale of land is valid. The rescission of that resolution is not required as the resolution of Council of 28 July 2017 has been acted upon.

- 1.2 Lack of consultation with the Potato Shed Committee and other stakeholders.

Response

S189 of the Local Government Act 1989 makes provision for any person to make a submission to the sale of any Council land and 47 submissions were received. Provision is also made for submitters to be heard and 3 submitters took that opportunity.

Plans prepared for the use of the Sporting Precinct and Potato Shed similarly allowed interest groups to have input into the use of Council land in this area.

The 2017 review of the Potato Shed Masterplan did not include direct consultation with the Potato Shed Committee of Management due to conflicts of interest within that group. The review validated the 2009 Masterplan and confirmed capacity of remaining land to accommodate any reasonably foreseeable growth for the facility. The Potato Shed Masterplan project remains unfunded.

- 1.3 Traffic and parking issues in Peninsula Drive.

Response

In conjunction with VicRoads plans for the Drysdale by-pass road, Council is preparing designs for the realignment and extension of Peninsula Drive through to Belchers Road which will improve traffic flows within the precinct.

Stage 1 of the Drysdale Sports Precinct is under construction at the southern or Belchers Road end of Precinct. Future stages of the Sports Masterplan provide for further sports facilities opposite the Potato Shed including increased parking which, when constructed, will provide increased parking opportunities.

The road improvements along with continued implementation of the Sports Masterplan will enable improvements for vehicular access to the various schools.

It is recommended that a project proposal for Peninsula Drive be prepared for consideration as part of the 2018/19 budget process.

- 1.4 Disagreement with sale price and process.

Response

When selling land, s189 of the Local Government Act 1989 requires Council to obtain a certified valuation which is made not more than 6 months prior to the sale. Should Council decide to sell the land a new valuation will be obtained which will be the sale price. When preparing valuations, regard is had for recent sales of similar land in the locality.

It is noted that the land was rezoned in 2011 from Mixed Use which permitted general urban development to the current and more restrictive Special Use Zone 13.

Some submissions stated that the land should be sold on the market. When selling land, Council is guided by the Local Government Best Practice Guideline published by the State Government which states that land should be sold through a public process unless circumstances justify otherwise. In this case, the situation of the land represents the best option for expansion of St Ignatius College and the zoning recognises that the land will be used for education and other purposes. The other adjoining owner, Bellarine Secondary College, has not expressed interest in purchasing the land.

Council frequently sells (and purchases) land directly from other departments, authorities and schools.

- 1.5 Administrators should not be permitted to make a decision on the sale of land.

Response

Administrators were appointed in May 2016 to perform the powers, functions and duties of the Council until a new Council is elected. In addition to addressing the recommendations of the Commission of Inquiry into the Council, the Administrators are required to continue the normal business of Council in an effective and efficient manner including the sale of land as seen fit.

It is noted that in April 2015 Council did resolve to advertise its intention to sell this land to the RCTC, however, due to the inability of the purchaser to satisfy conditions imposed on the sale, Council abandoned the sale in July 2015.

- 1.6 Issues relating to land use and plans including the Potato Shed Master Plan.

Response

Council's intentions for the use of up to 50ha of mainly vacant land in this precinct have in recent years been expressed in 2 strategic plans.

- In 2011 the Council adopted the Drysdale Clifton Springs Sports master plan which establishes a concept plan for the use of the vacant Council land to the west of Peninsula Drive for a series of sports grounds and Council uses.*
- The Potato Shed has a master plan that shows future expansion of the facility including additional theatre space, music labs, recording space, exhibition space and general purpose areas. This plan was reviewed in February 2017.*

The eastern portion of the Council's Reserve containing the Potato Shed, being the land proposed to be sold, has not been designated for any purpose under either of the above master plans, including the review of the Potato Shed Master Plan. Sufficient land is being retained in Council's ownership for future expansion of this facility.

The land upon which the campus of Bellarine Secondary College, St Thomas Primary School and St Ignatius College are currently located was originally owned by Council and substantial vacant land to the south of Bellarine Secondary College is leased to the College by Council.

- 1.7 Land should be retained for the benefit of the whole community.

Response

Given the lack of identified use for the land to be sold and the retention by Council of considerable vacant land around the Potato Shed and within the Sport Precinct, it is considered that substantial community benefit will be derived from the sale of the land to the RTCT. The sale will release land likely to remain vacant and unused for a considerable time and will provide much need education facilities for the growing population of both the Peninsula and wider Region. The proposed multi use facility on the land will also be accessible to and provide benefit to the broader community.

- 1.8 Council should not be supporting expansion of private schools.

Response

It is not the role of Council to determine the mix of education services to the community. Any perceived detriment to one education sector through the development of another sector needs to be addressed through means other than withholding land or access to land.

- 1.9 Effect on the environmental and cultural values of the adjacent Basin Reserve.

Response

The Basin is an important 3ha parcel of Crown land managed by Council with the support of local residents. The land contains remnant bush land and is protected by a vermin proof fence. The southern part of the land proposed to be sold shares a common boundary with the Basin.

The Basin is also identified in the Planning Scheme as having two areas of Aboriginal Heritage, the overlays for which extend onto the land to be sold, as well as land occupied by Bellarine Secondary College and other private land.

Any development by St Ignatius on the land to be purchased will require a planning permit providing the ability for the planning authority to have consideration for any environmental or cultural values in the location.

- 1.10 Loss of rural character.

Response

The land proposed to be sold is currently vacant land located between the Bellarine Secondary College, St Ignatius College and the Potato Shed. The land to the east is zoned and developed as rural living.

The sale of the land will see buildings erected and some of its former rural character lost.

- 1.11 The land should not be sold but retained for future use due to projected growth on Bellarine Peninsula.

Response

While it is acknowledged that growth is occurring across the Peninsula, there is an immediate and recognised need for St Ignatius College to expand to respond to that growth. Council retains significant land in the precinct to cater for future known and unanticipated demands.

- 1.12 St Thomas Primary School could be moved to the western side of Peninsula Drive to alleviate traffic concerns.

Response

It is likely that the potential cost of relocating the primary school will not justify the possible improvements in safety in Peninsula Drive. As noted above, those improvements will be considered with the redesign of Peninsula Drive and southern connections to Grubb Road.

2. Submissions Supporting the Sale of Land

- 2.1 The sale of land will allow construction of a year 9 campus and multi-purpose centre.
- 2.2 St Ignatius College has a region wide catchment and requires improvements to its campus to meet needs of students.
- 2.3 Provision of a multi-purpose hall will be accessible to and benefit the wider community.
- 2.4 Development of the land provides \$9m investment for jobs, education and community benefit for which government funding is provided.
- 2.5 St Ignatius College plans to remain a user and financial contributor to the Potato Shed.
- 2.6 Benefits and attraction of affordable non-government schools to growing communities.
- 2.7 Council has zoned the Peninsula Drive precinct for education and recreation purposes.
- 2.8 Sufficient space exists in the precinct for a range of other users.
- 2.9 The sale of land does not effect the growth options for the Potato Shed.
- 2.10 An expanded St Ignatius College will compliment strong growth at St Josephs Geelong.
- 2.11 Links between the St Ignatius College and wider community.

Response

All supporting submissions are noted.

Financial Implications

A valuation dated June 2016 valued the land at \$740,000 plus GST. An updated certified valuation of the land will be obtained which will be the sale price.

Advice has been received from Council's engineering consultant that costs of approximately \$55,000 will be incurred in subdividing the land. Those costs, in addition to any survey and Council valuation costs, will be met by the purchaser.

Stakeholder Consultation and Communication

Consultation has occurred through the giving of notice to intention to sell land and the hearing of submissions. Consultation has also occurred in the preparation of both the Potato Shed Masterplan and the Drysdale Sports Precinct Masterplan.

Policy/Legal/Statutory Implications

The Local Government Best Practice Guideline for the Sale and Exchange of Land recommends that where ever possible land be sold by a public process such as auction or listing. In this case a direct sale to the Roman Catholic Trust is recommended as there are no other adjoining interested purchasers and it is appropriate that the land be used for education purposes.

The provisions of Section 189 of the Local Government Act (“LG Act”) which require giving of notice and obtaining a certified valuation have or will be complied with prior to transfer of the land.

Alignment to City Plan

The recommendation supports the action priority relating to Responsible and Sustainable Financial Management where the sale of assets no longer required will support the identified progress indicators. The sale of the land will provide the best option for the expansion of St Ignatius College to meet its projected demands for education.

Conflict of 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 risks associated with the subdivision and sale of this land are able to be managed following normal management procedures and processes.

Environmental Implications

Upon sale of the land and subsequent development, any implications for the environmental and cultural aspects of the Basin can be addressed by the planning authority as part of the planning permit process.

Attachment 2

Submissions Review Panel - Hearing of Submissions Proposed Sale of Land 29-39 Peninsula Drive Drysdale

3 MAY 2017

6pm | City Hall Council Chamber

ATTENDEES

Panel Members: Kathy Alexander, Laurinda Gardner, Peter Dorling
Management: Joanne Moloney, Travis Kirwood, Alan Grant

APOLOGIES

Nil

NO.	ITEM
1.	Welcome Kathy Alexander welcomed those attending.
2.	Conflicts of Interest Nil
3.	Background 28 February 2017 Council resolved to give notice of intention to sell 2.67ha of land to the Roman Catholic Trust Corporation for expansion of St Ignatius College. - Notice under s189 of the Local Government Act 1989 was published 10 and 11 March 2017 Independent and Geelong Advertiser. - Submissions period closed 11 April 2017. - Total submissions received 47. 30 objecting and 17 in support. - Process from here is that following the Panel hearings, Council receives and report from the Panel and a recommendation from management before making a final decision.
4.	Hearing of Submission from Bellarine Secondary College Presented by Jacqui Pierce, College Council President and Alison Murphy, Principal Summary of objecting submission: - Council has failed to consult with community groups, organisations, Potato Shed Committee of Management on the proposed sale of land and review of the Potato Shed Masterplan. - The land should be retained to cater for future population growth on the Bellarine Peninsula and the Potato Shed. - Increased risk associated with increased generation of traffic on Peninsula Drive. - The sale process has not been open and transparent. - No identified net gain to the broader Bellarine Community.

5. Hearing of Submission from St Ignatius College

Presented by Tony Frizza, College Council President and Michael Exton, Principal

Summary of supporting submission:

1. The proposed sale of land supports Council's vision for the Precinct.
2. The sale of land will enable construction of two much needed facilities – a year nine centre and multi purpose centre, projects backed by Government funding.
3. The proposed facilities are required to meet demand from growing enrolments.
4. Growth will have negligible impact on traffic as more than 90% of students travel to the College by bus.
5. All education providers are planning new facilities and modest development at St Ignatius College should not affect enrolments at government schools.
6. Notes supporting submissions relating to the College's community contribution.
7. Notes that plans for expansion of the Potato Shed can be comfortably accommodated on land to be retained.

6. Hearing of Submission from Tom O'Connor.

Summary of objecting submission:

1. Raised concerns about traffic hazards in Peninsula Drive.
2. Suggested relocation of St Thomas' Primary School to Council land west of Peninsula Drive.

7. Hearings concluded at 6.30pm.

8. The Panel convened to consider all submissions, a summary of which was provided.

9. The meeting of the Panel concluded at 6.50pm.

Attachment 3

Submitters and Submission Summary

Note: Blue highlight represents supporting submissions

Submission Summary	
1.	- Why was the procedure of Local Laws not followed – rescinding resolution regarding the sale Sec3.23 Local Laws requires 'notice of motion' delivered to CEO – didn't occur - Potato Shed Committee and relevant stakeholders not consulted - Victorian Local Government "Best Practice Guidelines not followed – we noted them but don't follow them. - Disagrees that the purchase price be disclosed and agreed to. The Administrators are to maximise financial benefits of selling. - The report was clearly in support of selling land without providing significant rationale. 37 of 38 submissions doesn't equate to most. - Traffic – growth in school/sports masterplan means more traffic issues, need to be addressed - Duplication of facilities of the sports masterplan. Quotes -Bellarine Rec Needs Strategy- - Sold prior to the 30 year visioning project. Future requirement might require land. - Potato Shed Masterplan is 9 years old, this should be reviewed and updated to ensure land is still not required. - Administrators outside their charter 'Bringing good governance back to Geelong'. - Sale has been secretive, misinformed, administratively un-lawful, collusive and totally disrespectful to the various stakeholders. - Administrators are short term and should be mindful of making long term decision
2.	- Objects to the sale of land to any party as it should be retained for benefit of the entire future community. To sell is short sighted. - Administrators are short term and should not be making the decision - Potato Shed Masterplan is 9 years old, this should be reviewed and updated to ensure land is still not required. - Traffic – growth in school means more traffic issues, need to be addressed - No net gain to the community - believes there are many options not explored to insure net gain for community.
3.	- Objects to the sale of land to any party as it should be retained for benefit of the entire community. To sell is short sighted. - St Ignatius can only provide advantages to a limited affordability community - The area would be better used as an area for the disabled, who don't have an area close to home. - Land prices increase and Council will be financially worse off if we require further land in the future. - The sale should be by Tender, unfair to name a purchaser. - RCT are short sighted, they should relocate their entire school for this and future expansion. - The Potato MP parking is squeezed, should allow for further parking. - Propose Cultural Heritage Site to connect with the Basin Bushlands Reserve - Propose local swimming pool
4.	- Traffic – growth in school means more traffic issues, need to be addressed - Objects to the sale of land to any party as it should be retained for benefit of the entire future and growing community. To sell is short sighted.
5.	- Objects to the sale of land to any party as it should be retained for benefit of the entire future and growing community. To sell is short sighted. - Future planning for 2047 would maybe triple the population and this space is required for future expansion for arts and cultural space.
6.	Objects to the sale of land to any party as it should be retained for benefit of the entire future and growing community. To sell is short sighted.
7.	- Land should be used for a swimming pool to benefit the community and students - Objects to the sale of land which should be retained in Council ownership. - Land is better suited for community, cultural or sporting use. - Drysdale Clifton Springs is a designated growth area. - Appears to be an inequitable swap of land in terms of land sizes. - Not in the best interests of the local community.

8.	- Concern for future student/staff growth - Concern for internal vehicular traffic movement and parking allowances - Concern for shared use of the adjacent \$50m sporting complex facility - Concern for the impact of \$130m Drysdale bypass construction work on access during and on completion. 3,500, current population made up of primary/secondary children and teachers and potato shed followers – require an urban master plan to establish a future pathway
9.	- Expanding St Ignatius College and increase enrolments is unacceptable disposal of Council asset - Short sighted - Future expansion of the existing performing arts
10.	- Detrimental impact to enrolments of government secondary schools that already reduced. Danger to government system as being less viable option for families. - Should private schools expand it will force government schools reduce viable programs and to close - Stats show attending government schools 7/10 disability, 7/10 non English, 8/10 Aboriginal, 8/10 Bottom socioeconomic. Should government close will private school u there intake. - St Ignatius is getting a 'free hit' unlevel playing field with extra 2.67ha at minimal cost. 2.76ha is larger then Geelong High Schools entire site – Geelong High has requested a modest increase of space at COGG refusal. - Concern of loss of public open space and amenity in Drysdale for community use. 2015 decision should be held and make a decision without fear or favour. - They should pay market price for land – sale on the open market.
11.	- Administrators are ignoring Council previous decision. Council was elected by the community. - Bellarine Secondary College is a public school that might need expansion. - New housing estate growing and therefore government will require further open space.
12.	- Administrators have reversed a previous Council decision, land lost to the community, going to a small group at a bargain price. - Sale of land is to a minority. - There will be no new or replacement land on the Bellarine once sold. - Support development of an Adjunct Botanical Garden under the auspices of the Geelong Botanical Gardens. Educational value - Lonely Planet guides have listed the Bellarine in the top ten must see. The garden would enhance the beauty. 30 year consultation process currently happening. Strongly suggest that it is only a farce. - Suggests expenditure should be put towards the Royal Commission finding, victims, instead of gobbling up public land.
13.	- Land is part of Drysdale Cultural and Sporting Precinct and should be utilised by all local people - There is many other potential uses for the land to benefit community in general - SIC should forego there oval for the expansion and use the Council sports precinct adjacent. - Consider a 30 year vision for the entire Cultural and Sporting Precinct. - Consider the cultural heritage implications of the adjacent Basin Bushland Reserve and the 2 aboriginal sites abutting the land in question. - Suggests an aboriginal cultural heritage centre, selling local art. - Suggests a swimming pool for students. - Traffic issues – traffic and pedestrian ingress and egress to the precinct, the new bypass creating more issue. - Suggest the bypass might perceive a barrier between the precinct and the township. - Suggests car parking should be looked at to meet current and future needs.
14.	- Traffic – growth in school means more traffic issues, need to be addressed - Short sighted - Future expansion of the existing performing arts. Population continues to grow and the expansion plans are 9 years old – suggests reworking these prior to selling.
15.	Short sighted – Immediate and future expansion of the existing performing arts.
16.	Short sighted – Immediate and future expansion of the existing performing arts.
17.	- The expansion of SIC to increase enrolment is unacceptable disposal of Council asset. - Short sighted - Future expansion of the existing performing arts.
18.	- The expansion of SIC to increase enrolment is unacceptable disposal of Council asset. - Short sighted - Future expansion of the existing performing arts.
19.	Short sighted – Immediate and future expansion of the existing performing arts.
20.	- Land belongs to Bellarine ratepayers, owned by Shire of Bellarine prior to 1994. - Not for COGG to sell and not for short term government appointed administrators to sell. - Short sighted – only meets the need of one party to the detriment of broader community. - Population continues to grow and the expansion plans are 9 years old – suggests reworking these prior to selling.
21.	- Bellarine Shire accumulated for the future use of the community. - Potato Shed requires facility growth, currently on high demand that's not being met. Concern for the current masterplan to address increased demand and population growth. Consider approaching community groups and schools for review of masterplan. - Short sighted – future increase demand for community space and facilities.
22.	- Land belongs to Bellarine ratepayers, owned by Shire of Bellarine prior to 1994 and not for short term government appointed administrators to sell. - Decision was not by community consultation and has no reference to rapidly growing Bellarine Peninsula community. Sale to SIC would only benefit minority of people. 30 year consultation process currently happening. The sale of land strongly suggests that it is only a tokenism on COGG part. - Suggests full review of the current and future needs of the Potato Shed and growing demands of the whole Community. Consultation should be with the Committee of Management for the Potato Shed. - Careful strategic planning in the rapidly growing Bellarine Peninsula is critical – future increased demand for public facilities for healthy community.

23.	- Land belongs to Bellarine ratepayers, owned by Shire of Bellarine prior to 1994. - Not for COGG to sell and not for short term government appointed administrators to sell. - Short sighted – only meets the need of one party to the detriment of broader community. - Population continues to grow and the expansion plans are 9 years old – suggests reworking these prior to selling.
24.	- Growing School – need larger and more sustainable campus for continuing strengthening educational provisions. - Should the sale not go ahead, with increasing numbers SIC would have to seek external facilities to run programs efficiently. - Addition of a multi purpose hall allow for greater connections with the community and St Thomas Parish Primary School, utilising specialist coaches and physical activities. - Possible expansion of the current community basketball program. - Additional multi purpose facility will be used to enhance physical activity opportunities for the students, improving mental health outcomes in the educational community. - Multi purpose facility will be used for Wellbeing and Positive Parenting seminars for students, teachers and community.
25.	- Joint user agreement dated 23/3/2000, (Bellarine Secondary College, SIC and COGG) signed for 30 years with further 2 x 15 year extensions. - Potato Shed being the only performing arts facility for Drysdale campus. Potentially the only non-city located facility for the COGG residents. - Both schools contribute annual funds to the management and operational costs of the facility. - Lack of opportunity for the community of the Bellarine and the Bellarine Secondary College community to contribute to a vision for the precinct. - No opportunity to contribute to the discussion at the developmental stage - COGG Community Engagement Policy – hasn't occurred now or in the past consideration. - Unacceptable process and outcome of the desk top review of the Potato Shed outdated masterplan. - Users of the PS spoken of the inadequacy of the 9 year old masterplan. 30 year strategic planning process contradicts this sale of land. - Lacks foresight and recognition of the arts to health and wellbeing to the community. - Disposal of land will not allow for future demand for growth of the facility in response to projected student growth across the period of the signed agreement. - Traffic Issue – increase in enrolment means increased risk to students and community in the absence of any planning. - Drysdale bypass will increase traffic flow down Peninsula Drive, car parking and emergency vehicle requirements. COGG need to address this issue prior to increasing the enrolment numbers.
26.	- Unused land is better used for opportunities for the development for the further benefit of the community. - Immediate development of this land with a \$9m investment for additional educational and community benefit. - Believes there is no detriment to the future plans of PS as per the masterplan - SIC is a financial contributor to the PS and intends to maintain the partnership and support with all involved. - SIC intends to construct a Year 9 campus (allowing for removal of relocatable buildings), 2 x basketball courts, multipurpose, indoor sports facility and a soccer field. - Government funding already approved. - Facilities will continue to be made available for appropriate community use. - Previous Council were prepared to make land exclusively available to the College. Sticking point was transfer of another unavailable piece of land, due to SIC not being in ownership of land. - Bellarine Peninsula enhanced with further educational and community provision. This would not be guaranteed if sale was open to the public.
27.	- Traffic – growth in school means more traffic issues, need to be addressed – suggest continuing Peninsula Dve to flow out to Grubb Road. - Short sighted - Future expansion of the existing performing arts. Population continues to grow and the expansion plans are 9 years old – suggests reworking these prior to selling.
28.	- Young families situating themselves in Costa Property Developments (their client) are doing so they can access high quality schools like SIC. - SIC is 1 of 2 co-ed Catholic Secondary Colleges and provides a bus service as far as Lara. - SIC is affordable option comparing to other non-government schools. - Families move to Geelong for affordability and high quality schools, hence growth of enrolment. - COGG foresight to zone Peninsula Drive; an educational purpose precinct is coming to fruition with the development. - More than sufficient space for ongoing expansion of other users of the precinct.
29.	- The land will enable SIC to build 2 new facilities that will enhance the learning experience of students and Geelong's reputation for first-class education options. - Investment of 9m to the local economy which is vital to Bellarine's resurgent economy, jobs creation for locals. - SIC land purchase will strengthen the academic experience of students and add to the community's viability and growth.
30.	- Significant investment will benefit local community with additional jobs during construction phase and ongoing community, sports and education facilities. - SIC has taken a lead role within the community and an important part of the diverse mix of education provision on the Bellarine Peninsula. They have grown unprecedented rate since 2007. - Attracts enrolment from across the Peninsula and the broader Geelong area as far as Bannockburn to the west and Lara/Corio to the north. - Current and future enrolment data collected indicates a past growth of 25% and future to be 1,466 (current 1,258) by 2027. - SIC continues to meet demand for places and provides first class contemporary learning for students - PS masterplan allows for expansion for the increased demand for arts and cultural activities – the sale would not prevent the extension. - Note the land to the west is to provide additional community and sports infrastructure. - The purchase by SIC will strengthen COGG foresight for an educational precinct.

31.	- Disagreement with the public land sale to a private school. - Suggests the land for a public use such as sports, dog sanctuary.
32.	The land is designated for development of education activities. SIC has a requirement for growth and is a fantastic asset to the community
33.	- Zoning – development for education activities. Planning for future needs in the interest of all the community. - The partnership between Bellarine Secondary College and SIC is highly regarded and Bellarine Secondary College confirmed they do not require the land in question as has COGG. - The further land enables SIC construct the facilities required to provide necessary contemporary learning spaces for students. Catering for increasing demand for enrolment.
34.	- Catholic education in Geelong continues to exceed demand so much so that each of the 5 Catholic Schools have waiting lists – demand to increase. - Purchase will enable SIC to move forward to construct a yr 9 centre and a multi-purpose centre. Injecting 9m investment into the school and the wider community. - Confirms that the sale doesn't impact on the growth of PS – PS masterplan. - Confirms the Administrators are not reversing a previous Council decision. Notes the previous Council supported the disposal – the land swap was abandoned. - Confirms the role of the Administrators is to act in the best interest of the whole community. - Acknowledges that the land in question is surplus to any other parties needs and is zoned for development of education activities. - SIC will bring benefits to the wider Geelong and Bellarine Community by offering a broad range of community groups use of College facilities. - Enabling the growth of education in the Geelong region. - Investing 9m into the local economy. - Continued provision of volunteer service - students contribute 10,000 hours to community organisations. - SIC programs continue to produce skilled employees who are sought after by the business community.
35.	- Development at SIC is essential to assist meet current and future demand for catholic secondary education for boys in the region. - St Joseph's College is experiencing strong enrolment growth. Not in a position to provide a place for all Catholic families seeking to enrol their sons. A significant proportion of St Joseph's College students are from areas also serviced by SIC including Bellarine Peninsula. - Every Catholic family should have the opportunity to access a Catholic Secondary for their child. Expansion is imperative for educational options for families
36.	- Enabling the School community to move forward constructing a Year 9 Centre and Multi-Purpose Centre. - Land purchase benefits school and wider community for sporting and community groups – Facilities are being used currently by community groups. - Investment of approx \$9Mil into the local economy and supports Council Education and Community precinct. - SIC is one of the biggest employers on the Bellarine and contributes to many businesses throughout Geelong. - Vital to schools strength and growth of education. - School expansion to grow with community growth and educational demand. - SIC is committed to environmental education and landscape the area to reflect this.
37.	- The sale land for an expansion of the school and increase enrolments is unacceptable disposal of Council asset - Land should remain in COGG to allow for immediate and future expansion. - Land should be utilised for growth of performing arts facilities
38.	- Impact on Public Schools – giving them greater ability to attract hundreds of extra children – less for public. Making public more susceptible to lower socio economic children causing massive reputation damage. - Submitter suggests Council provide Geelong High with some adjoining land. - Sale of land means less open space for residents - Sale price is a mates rate scam.
39.	- SIC needs to expand its campus however land has special significance and would not like it developed. - Value of the Basin Reserve – expanding would put extra pressure on the environmental health of the Reserve and surround roadside corridors - Impact on the Basin being encroached upon by the development. Development should not be close to the Basin as it introduces rubbish. - Road traffic concerns – Gillies and Basin Road have become feeder roads used by parents for all 3 schools. Number of concerns for an undeveloped road. - Loss of Rural landscape and amenities for the Community. To develop the road would mean loss of rural character. - The land is appreciated for its special scenic qualities from the lookout of the basin – more school buildings encroaching up the slope would ruin the experience. - Rural nature provides opportunity for walking, jogging, cycling and pony riding however the traffic situation at peak times doesn't allow for this. - Community is zoned Rural General Farming – realisation of thousands of students on doorstep. - Acknowledgement and respect for Wathaurong culture – Basin contains Aboriginal Heritage. The land in question abuts a sighting of artefacts. - The PS commitment to its environmentally, non-invasive master plan be maintained. - Suggests an ERZ overlap on the land to protect from future developers

40.	- Land belongs to Bellarine ratepayers, owned by Shire of Bellarine prior to 1994. - Not for COGG to sell and not for short term government appointed administrators to sell. - Short sighted – only meets the need of one party to the detriment of broader community. - Population continues to grow and the expansion plans are 9 years old – suggests reworking these prior to selling.
41.	- SIC allows students to develop as a person, strive for more and enable students to serve in the community with competence, conscience and compassion. - Enrolments have increased due to the great reputation, strong sense of community and method of collective learning. - Rural location allows students to grow in a supportive environment - The facilities planned will greatly benefit the community and students - The strong community, rural atmosphere and space to breathe after classes or to relax at lunch is what makes SIC stand out. - If the purchase was not to go ahead the necessary buildings would have to squish in – negatively affecting students - Given the land behind the PS is surplus to any need, there is no relevant argument supporting the retainment of land with COGG. - Traffic flow – this will not change from current situation, SIC plans to add more car parking space and the majority of students travel by bus.
42.	- SIC has proven to be an important intergenerational link with the wider community and the residents. - Residents have regular interactions and therefore gained benefits from regular interaction with students and staff at the college. - SIC have a deep commitment to the community service and associated values it instils in its students bring great benefits not only to the aged care facility but also to the wider community.
43.	- SIC has currently outgrown its current site and the further land would provide flexibility to accommodate future needs. - Community benefit – currently SIC facilities are being used/available for community use. - Continued strength and growth of education in the Geelong region. - Investment of approx 9m – provide jobs and contributing to the local economy - Commitment to the Potato Shed – founding partner and committed to future growth. - Significance of the College as an employer and community organisation – employs 120 staff, 1258 student and connections to many community groups. - Commitment to the environment – values the country setting and plants native. - Proud of the unique partnership with Bellarine Secondary College and COGG and have worked for the improvement and development of the PS. - Supports COGG independent review of the PS Masterplan. Bellarine Secondary College has stated that it does not covet this land. - Administrators are not reversing a Council decision. Council supported the disposal of land however the proposed swap of land was unable to occur. - Year 9 students currently housed in portable classrooms – need additional space to construct permanent classrooms. - Traffic – 90% (1134) of students travel to school on bus (private bus)
44.	- SIC have provided support to the club. Subsidized hire. - SIC expansion plans will continue to benefit the community, children and families. - Should the land not be obtained, SIC might extend over their synthetic pitch and therefore making this club move 35 minutes away. Increasing membership fees
45.	- The submitter has 46 years in the education field. - He has seen the rise of SIC and credits them on their foresight, dedication and educational nous to have reached present achievement.
46.	- Sale of land will benefit the Bellarine and Geelong community with excellent reputation. - The enrolment will not decrease only increase. - The expansion of the school benefits the community for after hours sports and will continue to do so. Also SIC works with Bellarine Secondary College should students have timetable clashes. - The land will expand SIC to educate and develop young people that will become integral part of the Geelong community.
47.	Supports the purchase of land by St Ignatius.

5. CEO QUARTERLY HEADLINE REPORT (JANUARY - MARCH 2017)

Source:	Finance & Strategy - Strategy & Program Delivery
Director:	Joanne Moloney
Index Reference:	Corporate Strategy

Purpose

To provide the community with an update of Council's performance and progression on key projects for the past quarter.

Background

The CEO Quarterly Headline Report has been developed to meet our commitment to be transparent in performance reporting, including progress updates on 2016-2017 City Plan actions for the quarter.

Key Issues

There are 195 actions Council has committed to in the 2016-2017 City Plan, there are five of these actions with "Major" issues and eight have 'Not Started' for various reasons (refer to Attachment 1, Pages 14 and 15).

A comprehensive report on the status of all actions is attached (refer City Plan 2013 - 2017 Progress Report - Attachment 2).

L Gardner moved, P Dorling seconded -

That Council receives the CEO Quarterly Headline Report noting the results and commentary.

Carried.

Attachment 1

CEO QUARTERLY HEADLINE REPORT (JANUARY - MARCH 2017)

Priority: An Informed and Engagement Community

2016-2017 Community Engagement Dashboard

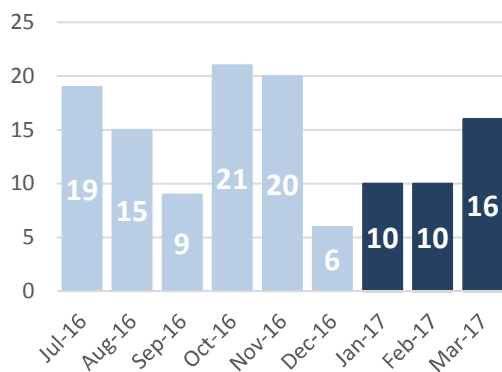
126

Number of known
engagements YTD
(2015-16 March YTD = 73)

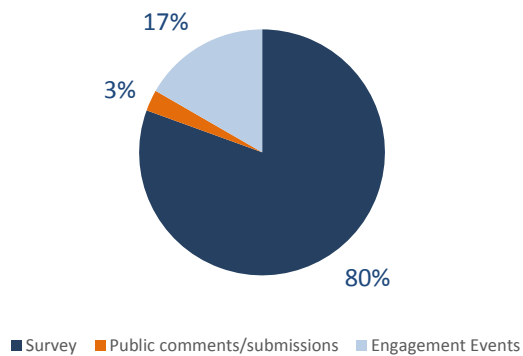
16,401

Number of known participants
YTD
(2015-16 March YTD = 4,615)

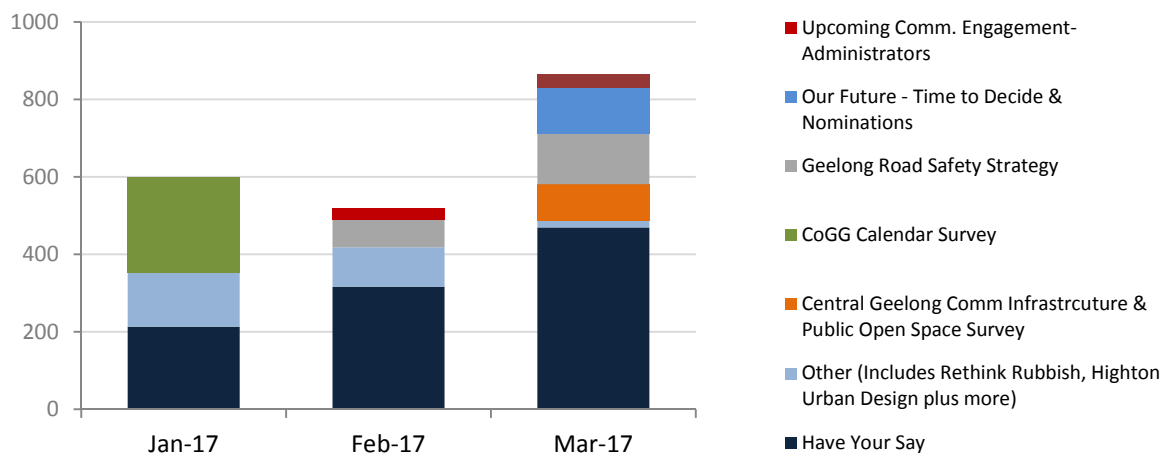
**Number new engagement
activities**



Engagement techniques YTD



Top Pages By Visitors - Have Your Say



Insights

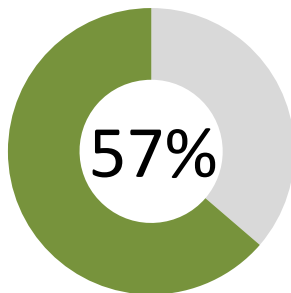
For the quarter there were 2,053 total page visits, with the Have Your Say page attracting 1,010 visitors. The main engagements for the months of January through to March were the 2017 City of Greater Geelong Calendar survey, Geelong Road Safety survey and community sessions, and Central Geelong Community Infrastructure & Public Open Space survey.

Priority: An Informed and Engagement Community

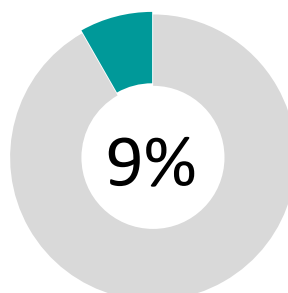


MEDIA COVERAGE FOR MARCH

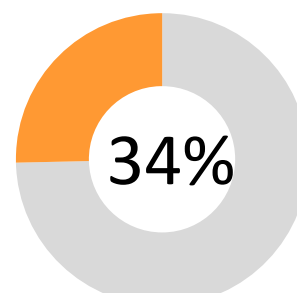
POSITIVE MEDIA



NEGATIVE



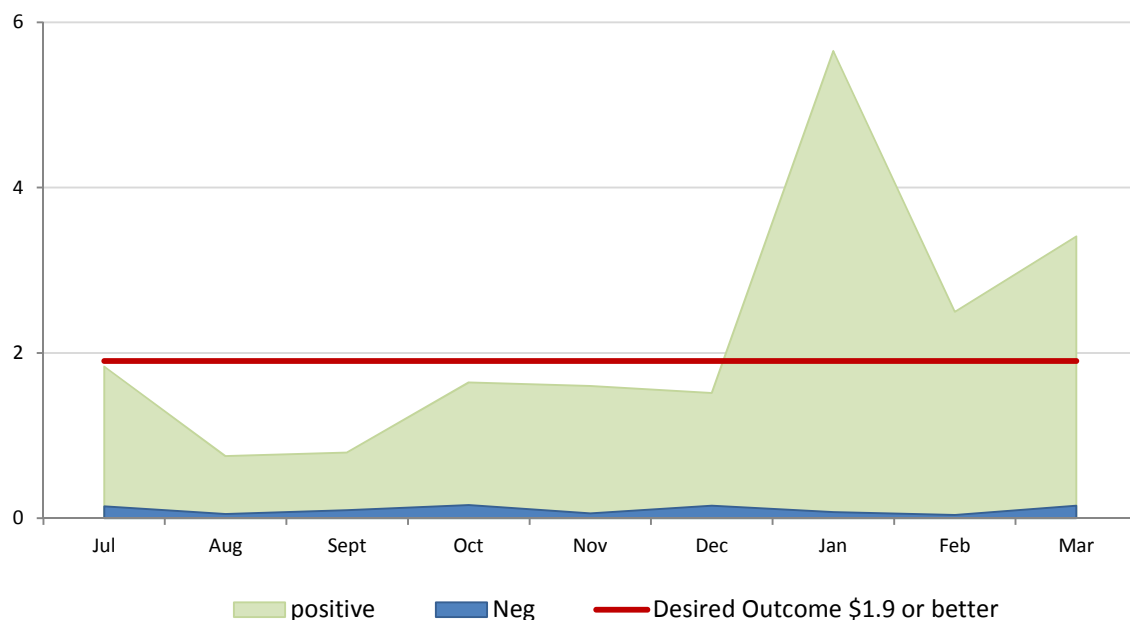
NEUTRAL MEDIA



Avalon International Airshow generated a substantial amount of positive coverage in the month of March. Other positive issues included the Geelong Highland Gathering event as well as the Our Future project. The State Government's decision to support the recommendations from the Citizens' Jury on the City of Greater Geelong provided the main neutral issue, whilst negative coverage came primarily from two issues. The first was the wide ranging parking topic, which included several complaints over infringements and the decision in regards to free CBD parking. The second negative issue was a lawsuit lodged against the City over its planning conduct in establishing the Geelong Regional Employment Precinct.

Whilst perception of media relating to the City is often portrayed as negative, 91% of the media items for the months of March are either positive or neutral.

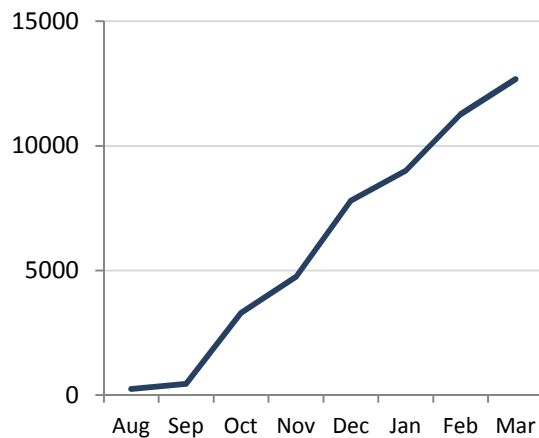
PUBLIC RELATIONS (PR) VALUE (\$M)



Our Future Project – Status Report

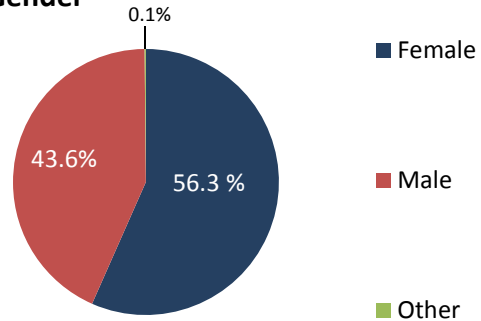


12,723 People Engaged



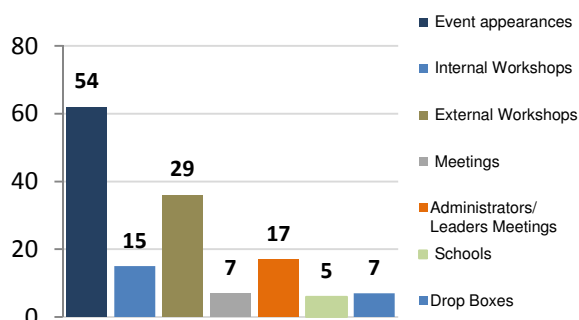
Demographics of People

Gender

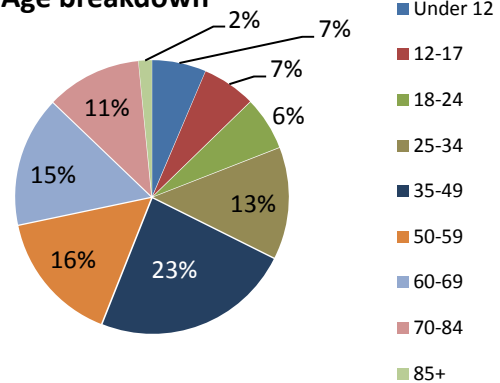


134 Events

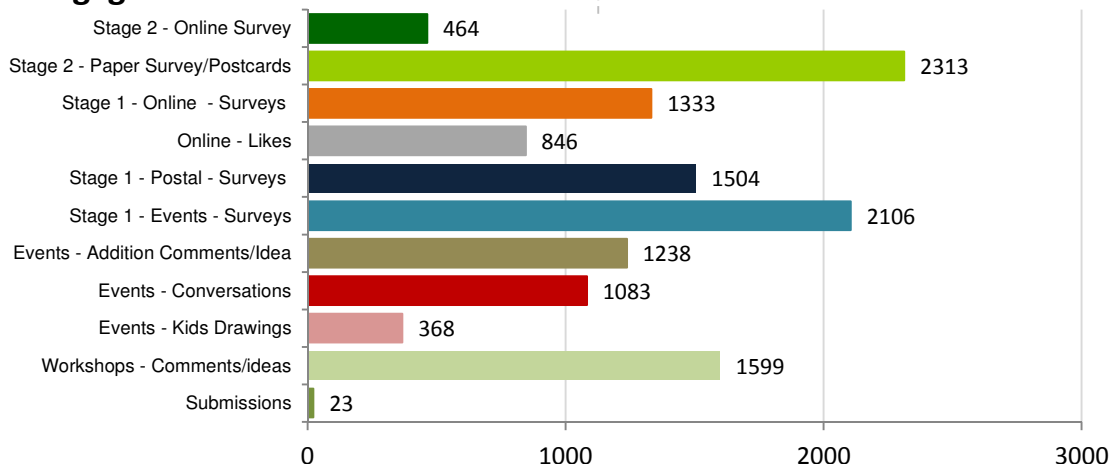
Conducted between September - 5 April, 2017



Age breakdown



Engagement



Data is considered to be true and correct at the time of report being prepared; however data collection and recording may still be underway for recent events.

Priority: Greater Geelong is a Leading City for Tourism, Arts, Culture and Events

Major Events

The City sponsors a range of exciting major events staged between January to March, via it's Geelong Major Events Committee (a Section 86 Committee of Council).

- Melbourne Victory @ Simonds Stadium
- Bay Cycling Classic
- Viper Class World Sailing Championships
- Festival of Sails
- Cadel Evans Great Ocean Road Race
- Australia Day Polo
- Vic. Open Golf Championships
- Great Australian Beer Festival
- Ironman 70.3 Geelong
- Pako Festa
- Australian International Airshow
- Head of the Schoolgirls Rowing Regatta
- Geelong Highland Gathering, and
- Lara Food & Wine Festival.

\$70m
Economic
Benefit

These events, supported by the City, are estimated to stimulate \$70 million of economic benefit for our region. 90% of this is generated in the January to March quarter.

It is also estimated that there were over 500,000 attendees in total at those events across the three months.



Priority: Efficient and customer focused organisation

Transformation Program

As recommended by the Commission of Inquiry, a major transformation program was established by the Administrators for the City of Greater Geelong.

Progress addressing some of the recommendations during this quarter are highlighted below:

People & Leadership

A review of the organisation management structure is complete, including the modification of some roles and identification of new roles for the future. This represents an approximate 30% change in senior leadership over the last 12 months.

Appointments of Director Finance and Strategy, Manager Business Improvement, Manager Social Planning and Investment, Manager Connected Communities, Manager Healthy Communities and Senior Manager Legal Services and Governance have been finalised.

Capability Building

Capability building has been developed and is available to all employees, together with coaching for our leaders and values centric conversation skills to improve connection and performance for all people leaders. These are available as foundation programs on the Corporate Learning and Culture calendar.

A refreshed online compliance based learning module has also been introduced to the organisation this quarter, to ensure employees are trained to understand the expectations, standards and obligations toward the organisation and towards customers.

Governance

Return to Council

A Return to Council plan is being finalised, and will include engagement and awareness training, induction and post-election continuing education. Alongside the Return to Council plan, the City is also developing the appropriate strategy, structure and staffing plans to effectively support an elected Council.

Complaint Review Panel

The Compliant Review Panel was established as recommended by the Susan Halliday report to deal with unresolved historic complaints of bullying. Since its establishment in February 2016, 76% of matters have been resolved.

The Panel continues to invite staff to raise issues of concern.

Transformation Program

Relationships

Community Engagement

The 2016 Commission of Inquiry into Greater Geelong City Council identified that one of the key components of best practice governance is strong community engagement, as it enables the community's views to be included in the decision-making process. The Geelong Citizens Jury Final Report 2017 and the Victorian Government response to the Citizens Jury recommendations, provides further evidence and demand for quality community engagement.

The development of an updated Community Engagement Policy, Framework and Strategy, along with a focus on strategic partners and networks, are key projects within the transformation program.

The draft Community Engagement Framework outlines how we will take engagement to the next level within the organisation over three years and is focused around our organisational purpose; *Working together for a thriving community*. The framework has been developed around five pillars and include: Relationships, Practice and knowledge, Workforce capability, Leadership and policy and Monitor and improve.

Upon adoption of the policy and framework (May), the Community Engagement Strategy will be finalised and implemented.

Management

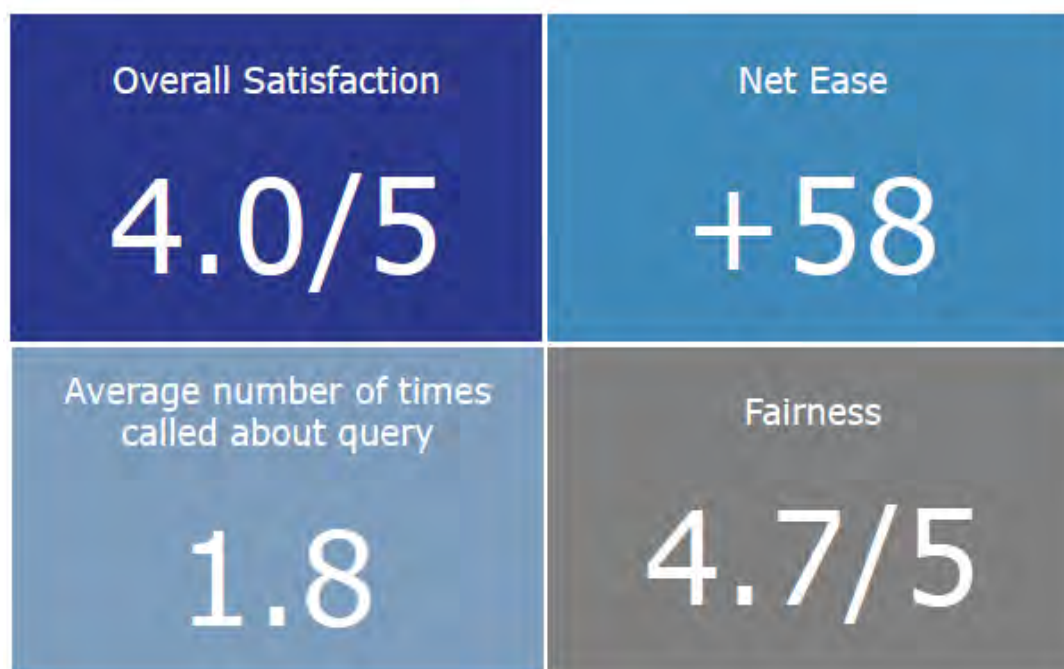
Working through the realignment of management processes to increase strategic financial and governance capability continues:

- Implementation of recommendations of Information and Communications Technology review and Finance review have commenced, including debt management and reporting
- Revised budget process is underway
- Development of consistent organisation wide resource allocation framework based on Our Future has also commenced
- Audit and risk reform underway, and
- Internal legal service has commenced.

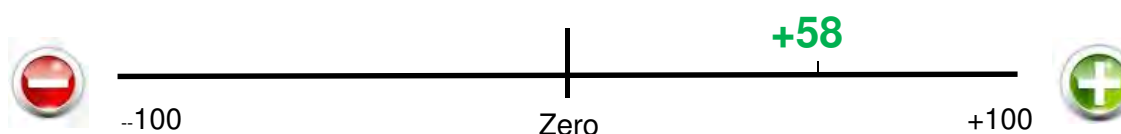
Priority: Efficient and customer focused organisation

Customer Service – Pulse Survey Results

Consultants CSBA surveyed 254 people who had contacted the City of Greater Geelong with an inquiry during the period 22 November and 15 December 2016. Overall satisfaction of people who had interactions with the organisation was positive with an average satisfaction of 4.0 out of 5. The quality of service provided was identified as the biggest contributor to the Overall Satisfaction score. Conversely, a low level of satisfaction was often contributed to longer wait times and that staff did not do enough to help.



Net ease score



Customer effort is a customer's perception of the amount of time and energy that they have to spend in an encounter with an organisation. An encounter with an organisation includes, but is not limited to, (a) getting a product or service (b) getting information, (c) getting a problem solved. Customer effort can be a global judgment or a judgment about a single encounter. The findings of this research provides a strong indicator (+58) that the City was easy to deal with, point strongly toward positive recommendations.

The Pulse survey benchmarked results across 15 councils:

- Average net ease score was +41
- Highest achieved net ease score was +63, and
- Lowest net ease score was +20.

Priority: Efficient and customer focused organisation

Business Improvements

The City's Infrastructure Operations Works Unit has recently reviewed their business practices and has made substantial improvements.

Some of these are highlighted below:

Role Rotation – This is a voluntary process introduced to allow staff to experience alternative operations roles within the department, by nominating roles of interest. Staff are paired up with other staff to temporarily swap roles. The benefits of this are improved team diversity, skill development, flexibility and standardisation together with improved staff satisfaction, personal development and engagement.

Visual Management – This process is a visual display of the Unit's performance against agreed expectations which support the business strategy (safety incidents, overdue work, crew utilisation, supplementary labour usage, excess annual leave), enabling swift identification of associated issues and appropriate actions to close performance gaps. This process promotes ownership, collaboration and efficiency, with staff recording and discussing progress against the agreed expectations on a Visual Management board. Weekly Visual Management meeting discussions have provided standard expectations across the Works unit and promoted the sharing of knowledge and resources.

Work Load Monitoring – This consists of a number of new standard tools and processes which provide supervisors with real time visibility of current and future work loads. The new process utilises a combination of Corvu reports and MS Excel models, updated and accessible in real time, to provide supervisors with a detailed and structured view of current and future work loads.

Benefits of these processes are:

- Significant **reduction** in overdue Customer Requests for Service within 4 months
- % of overdue Road Management Plan work orders reduced from **19% to 0%**
- Works supplementary labour costs reduced by **\$250,000**
- **Zero** Works staff with excess accrued annual leave, and
- **Protection of \$900,000** Council revenue stream (Service Utility Reinstatements) by providing effective and efficient service to utility providers and subsequently maintaining preferred supplier status.

Priority: To lead by advocating and collaborating on issues important to the Geelong community.

The City has continued to partner with other organisations during the quarter to achieve the best outcomes for the region.

Examples of collaboration between the City and other organisations include:

- The City of Greater Geelong was a major sponsor of the **Australian International Airshow** which delivers \$22 million biennially to the local regional economy.

In 2017 under the banner of the Geelong Defence Alliance, the City led a strong industry presence at this premier defence event. In collaboration with Deakin University, the Geelong Defence Alliance created one united precinct in the trade pavilion. Eight industry partners - Avalon Airport, AARC, Aircraft Airworthiness Management, Bullex, The Gordon, IXL, Air Radiators and FibreTech Solutions - had the opportunity to showcase the strong and diverse defence capability that exists within Geelong. This was supported by the immense research and development capacity of Deakin. The City also partnered with the Geelong Chamber of Commerce and Committee for Geelong in delivering a range of business networking opportunities.

- The **Comprehensive Car Parking strategy** is a project commissioned by the Revitalising Central Geelong unit, and in partnership with State and Local Government.

The study is intended to guide the location and design of future major parking areas in relation to streets with higher vehicle priority. This study will also investigate the feasibility and demand for consolidated off-street multi-storey parking in the CBD.

- The City's CEO and Administrator Peter Dorling headed to **Canberra** as part of the **G21 Board delegation**. These meetings provide the opportunity to advocate for Geelong and the region, and to further strengthen the City's relationship with the Federal Government. Issues raised include addressing the health and recreation needs of northern suburb residents, advocating for a City Deal (new type of government co-funding) for Geelong, and building support for revitalising Central Geelong.
- The City signed an agreement in March with the **Victorian Aboriginal Economic Board** to create sustainable employment opportunities for Aboriginal people in the Geelong region. Recruitment of an Aboriginal and Policy Liaison Officer will occur to lead the review and implementation of the Karreenga Aboriginal Action plan and support increased Aboriginal employment opportunities, including traineeships.
- The City partnered with Deakin University and G21 to launch the **Our Future Deakin Lecture Series** and the **Geelong Economic Futures** report. The lecture series includes four public events on bioscience; agriculture, food, water; advanced manufacturing and energy and pathway to prosperity.

Research into the best
communities in the world
show they are:



The City of Greater Geelong is working on the following strategic projects to ensure the success of our community.

CONNECTED:

Tourism Greater Geelong and The Bellarine is a foundation member of Great Southern Touring Route, an international marketing co-operative with Ballarat, Great Ocean Road and The Grampians region of Victoria. The **Great Southern Touring Route** is recognised globally as a best practice example of partnership within the tourism industry and delivers a cost effective partnership model for individual destinations and business to engage and work with the global travel trade.

Total visitation to all of the Great Southern Touring route year end September 2016 was 16.1 million visitors, with expenditure just over \$3 billion.

PROSPEROUS:

Enterprise Geelong works with a variety of partners to deliver a comprehensive **Training and Development Program** for Geelong based small to medium enterprises.

The 2017 calendar provides a range of support workshops and seminars ranging from Australian Taxation Office - delivering workshops around Business Record Keeping & Business Tax essentials, Geelong Small Business offering over 50 events this year and FREE business mentoring through the Small Business Mentoring Service.

In 2016 over 3,300 participants attended the events facilitated and supported.

DESIGNED FOR PEOPLE:

The **Close Circuit (CCTV) surveillance** camera network in Central Geelong continues to grow since its introduction in 2004. Six cameras were originally installed to assist police in monitoring Central Geelong in particular for managing nightlife

SUSTAINABLE AND RESILIENT:

Ocean Grove's Boorai Centre is operating at full capacity and reducing its impact on the environment thanks to 320 solar panels installed on the roof at the centre. The 80KW system installed last year is the **largest solar system** on any Council building and is generating approximately 80% of the centre's year round energy consumption during business hours. The system is expected to generate more than 106,000 kWh of electricity per year equating to approximately 92.5 tonnes of carbon dioxide (CO₂) or 85 return flights between Melbourne and Brisbane.

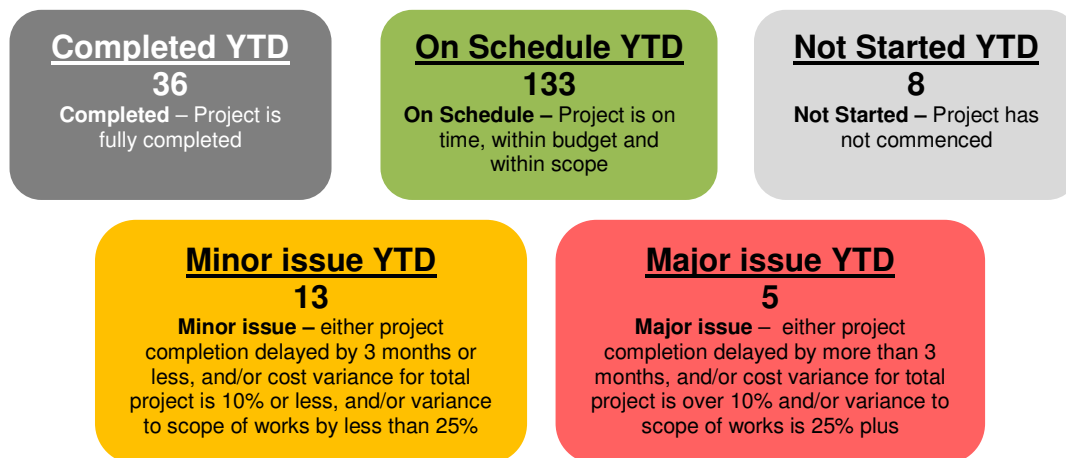
CREATIVE:

For the third year in a row the National Wool Museum has hosted the **Wildlife Photographer of the Year** exhibition. The spectacular and world renowned exhibition is on loan from London's Natural History Museum and has been attracting large audiences.

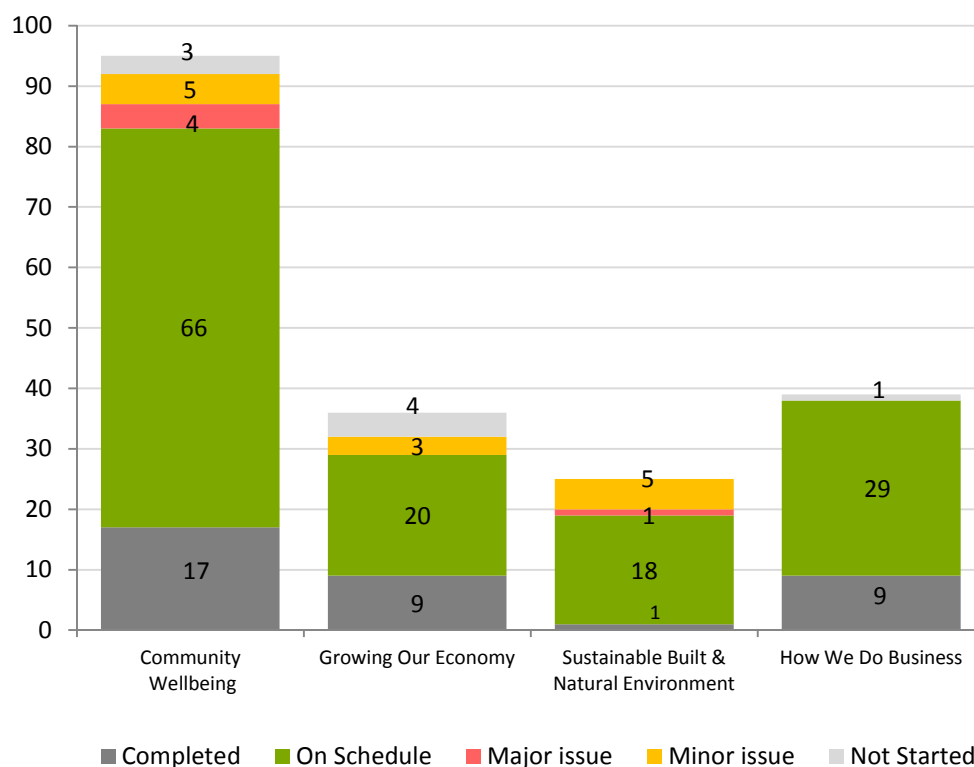
Horrible Histories, Pirates (the exhibition), has also been a very popular exhibition at the National Wool Museum. The exhibition is on loan from the National Maritime Museum in Sydney and has been a hit with our younger audience.

The **Renew Geelong project** commenced with the financial support of Creative Victoria. The project will identify vacant shop fronts in Central Geelong that could provide spaces for artists and the creative sector to display and sell their works. A scoping study will be completed which will guide the next lot of actions.

Dashboard summary of progress to date 2016-2017 City Plan actions (total **195** actions).



Breakdown of Strategic Direction by Status



Successful Implementation/Completion of City Plan actions (January-March)

- ✓ Several **major events** were undertaken during the quarter including Australian International Airshow, Cadel Evans Great Ocean Road Race, Vic. Open Golf Championships and Festival of Sails.
- ✓ **Kevin Kirby Reserve** half-court basketball installation, **Barwon River Trail** rectification, **Grovedale Tennis Club** facilities and **Geelong Soccer Club** social and change room upgrade projects were all completed this quarter.
- ✓ Reopening of 50m pool **reopening at Leisurelink** ahead of schedule – Leisurelink 50 metre pool liner replacement.
- ✓ **Diversity Equity review** – Employee Focus groups were held in March to seek input and ideas from employees, and enable the Victorian Equal Opportunity and Human Rights Commission to better understand:
 - current perceptions of diversity and inclusion amongst employees;
 - challenges and opportunities that may impact and inform proposed diversity and inclusion initiatives; and
 - employee's ideas about diversity and inclusion initiatives.
- ✓ Almost 60 community groups and organisations from across the Geelong region have been awarded funding from the City under latest round of **Community Grants Program** allocations. The grants program aims to fund projects that assist in achieving goals and outcomes consistent with City Plan's Community Wellbeing objectives.

Projects – Major Issue

- **Municipal Early Years Plan 2018-2021** – Projects has been deferred pending potential integration with production of the next Municipal Public Health and Wellbeing Plan at the direction of Director for Community Life.
- **Toilet block renewal and replacement program** – Geelong West Town Hall toilet completed above expected budget costs. Yearly budget now totally expended. Kingston Park and Leopold Gateway Sanctuary toilets delayed until next financial year as part of 2017-2018 program.
- **Aldershot Reserve – Public Safety and Amenity Improvements** – Scope of project for reserve has changed. Portion of funds will be spent on installing laneway lighting with remaining funds to be reallocated once revised scope determined.
- **Hendy Street Family and Children's Hub** – Delay with the planning permit application due to some objections received. The objections will be addressed shortly to enable the planning permit to be issued and the construction to proceed.
- **Drysdale Quarry to Landfill Investigation** – Decision to not continue this landfill investigation is based on the initial study outcomes which provided some costing scenarios for the development of the quarry as a landfill. Further investigation is required on what will be required for the quarry now that the landfill option has been discarded.

Projects Not Started

Scheduled for commencement

- **Skate Plan** – Consultant to be appointed prior to financial year.
- **Stead Park Fitness Station development** – Fitness station supply and installation awarded to Safeplay Systems. Installation to occur in May.

Projects currently on hold/to be scheduled

- **Western Beach Boat Yard Environment Reclamation** – Project on hold at request of State Government until the Geelong Exhibition and Convention Centre Master Plan for Deakin University/Western Beach precinct is completed.
- **Fenwick Street Upgrade Little Malop to Station** – Project scheduled to commence early 2018 once master plan for arts and cultural precinct is resolved and the potential expansion of Johnston Park to the north and the station precinct master plan.
- **VicClue 2016 – Central Geelong Revitalisation Investment and Advocacy Package** – Project to commence late 2017 once designs are completed on key capital works projects.
- **Development of Leadership Capability Framework** – Budget bid for 2017-2018 approved and available for next financial year as per the City's People and Organisation Development Strategic Plan.
- **Central Geelong Action Plan – Conversation Series** – Project scheduled to commence late 2017.

Not Proceeding

- **G21 Regional Netball Strategy** – Funding from Sport and Recreation Victoria was unsuccessful. The project will not proceed. Subsequently the net cost of \$15,000 is not required.

City Plan 2013-2017 Progress Report
For Quarter Ending: Mar 2017

(Attachment 2)

City of Greater Geelong
14 April 2017

Description	Completion Date	Status	Comments
Strategic Direction: Community Wellbeing			
Outcome: Healthy Lifestyles			
Coordination of the City of Greater Geelong Municipal Public Health and Wellbeing Plan implementation		OnS	An application for the Geelong Public Health and Wellbeing Plan to be included in City Plan and for the plan to be delayed pending the appointment of the new Council has been prepared for 2017. An officer for the City of Greater Geelong Municipal Health and Wellbeing Plan was appointed in August 2016 following the cessation of the Healthy Together Geelong program. Councils statutory obligation is to produce a plan the year following the election of a new Council. Advice on timing will be sought from Department of Health and Human Services.
Gender Equality and the Prevention of Violence Against Women and Children		OnS	Finalising a suitable framework and provider of training.
Implementation of the Physical Activity Strategy		OnS	Active Transport group meet monthly with representatives from the City's Sport and Recreation and Engineering departments. Draft Active Transport plan prepared.
Learn to Swim program		OnS	The Learn to Swim program continues to achieve strong growth. Term 1 enrolments reached a record high of 7,615 enrolments. This is an outstanding result considering the main 50 metre pool closure (Liner replacement) at Leisurelink this term.
Municipal Early Years Plan 2018-2021		Maj	Project has been deferred pending potential integration with production of the next Municipal Public Health and Wellbeing Plan at the direction of Director for Community Life.
Promote kindergarten enrolments through public media releases.		OnS	A marketing plan commenced in February 2017. An increase in kindergarten registrations is being experienced.
Provide Maternal Child Health nurses with professional development opportunities on lactation.		OnS	Maternal Child Health nurses are being supported to sit lactation consultant exam to maintain Lactation Consultant qualification.
Stronger Families		OnS	On track to meet targets - year to date - six clients 641 hours.
Outcome: Healthy Environments			
Annual update and Implementation of Municipal Emergency Management Plan	Jan 2017	C	Municipal Emergency Management Plan completed and distributed on 19 January 2017.
Annual update and Implementation of Municipal Fire Prevention Plan implementation	Oct 2016	C	Amendments approved and plan circulated. 2016 update completed and endorsed by Municipal Fire Prevention Committee.
Conduct mosquito management activities to maximise public amenity and minimise public health outcomes		OnS	Geelong's mosquito management program has had good results in 2016-17. 12 aerial treatments were conducted covering 1740 hectares of breeding sites so far this season, compared with four treatments and 743 hectares in the same time period last season. Rainfall has been higher this spring with 438 millimetres of rain between June to February 2017 compared to 152 last season. This created ideal conditions for mosquito breeding. Our post-treatment larval monitoring indicates the aerial treatments have been successful. Light traps gave similar results with extremely high mosquito numbers in light traps in the early part of the season and low numbers in our most recent traps in December 2016.

City Plan 2013-2017 Progress Report

(Attachment 2)

For Quarter Ending: Mar 2017

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
			Officers have responded to 112 mosquito related enquiries from the public, compared to 30 to the same time last season. Additional media and communication to the public regarding higher mosquito levels occurred this spring including four media releases, City News, Community Update in addition to updated information on our internal and external websites, including promotional video about our program http://www.geelongaustralia.com.au/mosquitoes. Distribution of 'mosquito education packs' to students in P-2 to 63 primary schools in Geelong with good response from educators. Information about mosquito protection and repellent use was placed into school newsletters on Bellarine Peninsula, mosquito protection information is also available at Council's Maternal Child Health C
Facilitate neighbourhood amenity by responding to and investigating nuisance notifications and requests		OnS	2,117 notification nuisance requests received year to date, with 138 under investigation. 93.49 per cent resolution rate to date.
Implement activities and facilitate partnerships to promote responsible pet ownership and community safety		OnS	Park your Pet App. launched and is fully operational with over 1,500 downloads in just over one week. As part of the animal renewal process, forms were sent to dog owners offering them the opportunity to nominate alternative addresses/persons for where their dog can be returned to if found at large and they can't be contacted. It is Council's aim to maximise the number of lost dogs returned to owners on the same day. The response has been positive with approximately 3,000 consents being received in two week period. 'Park Your Pet' is fully developed and now awaiting commissioning from Apple prior to a formal promotional launch. This 'app' will provide a platform for not only information, advice and enquiry solutions, but also for customers to transact directly with Council. This is expected to occur in early January 2017. A discussion paper is being developed in preparation for the review of the Domestic Animal Management Plan. This will enable council officers to obtain critical information from dog and cat owners about issues important to them, which may then be reflected in new strategies and actions. Another very successful cat de-sexing program was conducted with 367 cats being de-sexed. Most of these cats were relatively young, which is encouraging with respect to preventing unwanted litters in the future. Also most of these were not previously registered but now are as a result of participating in the program.
implement measures and actions to ensure food safety to the community		OnS	Food Inspections: This quarter - 566 with 3 Food Act Notices served. Year to date - 1,990 with 19 Food Act Notices served. 368 Food Assessments for the quarter. Food Request For Services (RFS) complaints - 42.
Toilet block renewal and replacement program		Maj	Geelong West Town Hall toilet completed above expected budget costs. Yearly budget now totally expended. Kingston Park and Leopold Gateway Sanctuary toilets delayed until next financial year as part of 2017-2018 program.
Bike Paths and facilities			
Cycling Infrastructure Program		OnS	North Geelong Stage 1 complete. Stage 2 cycle link is with construction team who are completing

City Plan 2013-2017 Progress Report (Attachment 2)
For Quarter Ending: Mar 2017

City of Greater Geelong
14 April 2017

Description	Completion Date	Status	Comments
			preliminaries for works to commencement in May. Moorabool Bridge connections are out for quote for works this financial year. Eastern Park path complete.
Greater Geelong Cycle Strategy implementation		OnS	Projects scheduled for implementation include: The Hill Mountain bike track, Bellarine Rail Trail track improvements, Roebuck Street, Newtown - On Road Cycle connection (Principle Bicycle Network (PBN) priority), and North Geelong cycle path - Scope yet to be defined.
Footpaths			
Footpath renewal program		OnS	Program well underway with 51 projects complete and final 16 planned to be completed prior to the end of the financial year.
Hitchcock Av, Barwon Heads - Footpath Extension	Dec 2016	C	Works completed for footpath construction, tree planting and minor landscaping pending seasonal planting program.
Ocean Grove Principal Pedestrian Network year 2 - Infrastructure Design		OnS	Ongoing investigation of proposed design and consultation.
Playgrounds			
Gateway Sanctuary - sub-regional playground development		OnS	Detailed design and preparation for tender. Equipment tender has been sent out to market.
Playground Development Program Implementation - Core Program		OnS	Works commenced.
St Leonards - Playground		Min	Community divided over need for playground and requested additional scope to satisfy their requirements. Significant delay to project. May not be able to deliver the project prior to June 30.
Recreation Facility upgrades			
Anakie Football and Netball Club - facility re-development (Stage 1)		OnS	Project out to tender. Construction to be completed by end of November 2017.
Barwon River trail rectification	Mar 2017	C	Project completed.
Community and Recreation Car Parks		OnS	Lara car park project construction will commence shortly and is expected to be completed by mid May.
Contribution to Stage 4 Development at Simonds Stadium		OnS	Geelong Football Club managed project. Practical completion for Stage 4 is scheduled for May 2017. Funding will be disbursed at this time subject to the conditions of the funding agreement being met.
Drysdale and Clifton Springs Sports Precinct - Stage 1 development		OnS	Tender for the bulk earthworks of this project has closed and is currently under evaluation. An early earthworks contract has been awarded and is currently under construction. Project scheduled for completion early 2018.
East Geelong Golf Club - change room upgrades		OnS	Renovations are progressing well.
Eastern Beach Fountain Steps	Oct 2016	C	Project completed.
Eastern Beach Heritage Fencing Replacement	Oct 2016	C	Project completed.
Eastern Beach Seabed Hazard Removal	Nov 2016	C	Project completed.
G21 Regional Netball Strategy		NS	Not Proceeding. Budgeted income from Sport and Recreation Victoria unsuccessful. Project on hold until external funding can be achieved. Contribution from Netball Victoria to be returned should further external funding not be found by the end of the financial year. Funding has now been returned.
Geelong Soccer Club social and change room upgrade	Mar 2017	C	Project complete. Currently addressing defects list. Electrical upgrade progressing - prices and plans received from electrical engineer.
Grovedale Tennis Club facilities upgrade	Mar 2017	C	Pavilion Upgrade Project complete. Sports lighting component installed and in operation.
Kevin Kirby Reserve half-court basketball installation	Feb 2017	C	Project complete.

City Plan 2013-2017 Progress Report

(Attachment 2)

For Quarter Ending: Mar 2017

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
Landy Field Athletics Facility - in-field fencing upgrade		OnS	Consultation and design options completed. Implementation by June 2017.
North Geelong Football and Netball Club - social and change room upgrade (Stage 1 of 2)		OnS	Rendering complete. Ramp complete. Asbestos in existing flooring has been addressed.
Ocean Grove Tennis Club - kitchen upgrade		OnS	Kitchen upgrade works to proceed as part of the overall pavilion upgrade being undertaken by the Club. Works to commence by June under a Partnership Project agreement.
Polwarth Pavilion and West Oval Redevelopment - Planning		Min	Two clubs have progressed through an amalgamation process. Facility management model has been completed and design brief for facility development has been sent to consultants for consideration. The project is behind schedule due to other planning priorities, but consultants will soon be appointed.
Portarlington Tennis Club - sports lighting	Dec 2016	C	Project has been completed and lights are in operation.
Renewal work on Council owned buildings		Min	Renewal work is continuing, however behind schedule due to Worksafe requirement to inspect every "high risk" job which is impacting delivery of renewals works.
Skate Plan		NS	Project on hold due to competing planning priorities across the organisation. Intention to appoint a consultant within the next three months.
St Albans Football Club - Electronic Scoreboard	Dec 2016	C	Partnership Project - Scoreboard installed.
St Helens Emergency and Recreational Facilities Upgrade		Min	Scope yet to be agreed with user groups. Potential scope change request to be submitted to Council's Executive Leadership team.
Stead Park fitness station development		NS	Fitness station supply and installation awarded to Safeplay Systems. Installation will occur in May.
Waurm Ponds Skate Park - half pipe redevelopment		OnS	Ramp manufacturing underway. Project to be completed by June 2017.
Recreation Reserve upgrades			
Aldershot Reserve - Public Safety and Amenity Improvements		Maj	Scope of project for reserve has changed. Portion of funds will be spent on installing laneway lighting with remaining funds to be reallocated once revised scope determined.
Capital renewal of civil assets in parks across the municipality		OnS	Program on schedule - 97 per cent complete, with only minor works left.
Corio Community Reserve - open space improvements	Dec 2016	C	Site remediation works completed. Project hand over complete.
Drews Reserve Master Plan		OnS	Project on-schedule for completion of draft Master Plan in May 2017.
Elderslie Reserve - Carpark Upgrade (Design)		OnS	Car park layout and ancillary drainage system designed. Consultation with club to confirm layout continuing, cost estimates being developed. Checks with service authorities undertaken.
Ground Renovation Program - Core Program		OnS	Works underway and on track. Weather has caused some delay of scheduled works. Hurst, Lara, Ceres and Windsor oval works completed.
Hendy Street Reserve (Flinders Peak) sports field and change room redevelopment		OnS	Two new sports fields are near completion with grass to be established by early 2018. Pavilion design ready to go to tender in April with construction scheduled for completion mid 2018.
Leopold Recreation Reserve - Entry Relocation		OnS	Asphalt preparation being undertaken with the City's Engineering department. Works to be finalised following Melaluka Road upgrade.
Leopold Recreation Reserve - pavilion / change room upgrade		OnS	Stage 1 works have reached practical completion and final site rectification is underway. Stage 2 and 3 design works are underway, waiting on approval of concept design to proceed to schematic/detailed design phase.
WG Little Reserve - Master Plan		OnS	A funding agreement for this contribution is being prepared. Disbursement likely to occur in April 2017.
Swim Sport and Leisure Centre upgrades			
Aquatic Play Equipment Core Maintenance and Upgrade Program		OnS	A number of scheduled maintenance tasks have been completed at Leisurelink and Waterworld Recreation Centres. Slide tower and new playpark area at Splashdown Recreation Centre requires some work.
Barwon Valley Activity Centre - CCTV upgrade		OnS	Works commenced and will be completed by early June, 2017.

City Plan 2013-2017 Progress Report

(Attachment 2)

City of Greater Geelong

For Quarter Ending: Mar 2017

14 April 2017

Description	Completion Date	Status	Comments
Concrete core replacement program		OnS	Project on schedule. Replacement of concrete will be scheduled around the seasonal outdoor pool operation and other projects.
Geelong Arena - CCTV upgrade		OnS	System upgrade complete. Staff training underway.
Geelong Arena - Programmed Maintenance		OnS	Working with the City's Procurement and Property department to agreed plan of scheduled annual works. Works continuing and on track to date.
Gymnasium Equipment Replacement Program		OnS	Majority of equipment has been installed. Small order to still be finalised.
Leisurelink 50 metre pool liner replacement	Mar 2017	C	Project completed. Minor defects currently being worked through.
Leisuretime Centre - CCTV Upgrade		OnS	Works underway and 90 per cent completed. Staff training to be provided within fortnight.
Leisuretime Centre synthetic multi-use pitch		OnS	Design prepared for tender. Potential cost overruns due to required ground stabilisation works. Construction to commence September 2017 and be complete by June 2018.
Splashdown Aquatic Play Activity Area		OnS	Project to commence early April for a late June completion. Additional slide and wash down system added to the project. Looking to make allocations for outdoor splash pad area for the future.
Waterworld 50m Pool Underwater Platform	Dec 2016	C	Project completed.
Outcome: Connected, creative and strong communities			
Aboriginal Traineeships		OnS	Further scoping of model for successful implementation of Aboriginal Traineeship placements and support structure across the organisation. The City's Community Development and People and Organisation Development departments are continuing to develop this initiative.
Armstrong Creek East Precinct - Neighbourhood Activity Centre Community Complex - Stage 1 construction		OnS	A concept plan has been adopted by the project control group. A community consultation process will be undertaken in conjunction with the school and sports pavilion projects over the next period to develop the design further.
Children Services Facilities Upgrades		OnS	Program of works progressing well.
Digital Implementation Plan - Community 'National Year Digital Inclusion 2016'	Dec 2016	C	This project is now connected to Pivot Summit 2016. An event that will be part of Pivot Summit, titled Pivot Connect - a Community (Digital Inclusion) festival. Held in the Geelong Arts Precinct, all venues, and park.
Fyansford Land acquisition for community infrastructure		OnS	Investigation to purchase surplus government land at 160-170 Hamilton Highway subject to due diligence check.
Linking Learning 0-1 2 years Eastern Suburbs		OnS	Linking Learning projects are all completed to date. Evaluation is currently underway. Outcomes identified from Linking Learning include: **Increased awareness and confidence of parents as the first educators of their children. ** Children are engaged in high effect learning activities. ** Children have shown improvements in literacy based outcomes. Filming of the Linking Learning final stages video was completed this month.
Multicultural Action Plan implementation of identified priority actions		OnS	The Multicultural Action Plan (MAP) actions continue to be implemented. Examples include: Women Only Swimming Program; Formal launch of Multicultural Bus Shelter initiative in partnership with the City's Engineering Services on Harmony Day 21/3/17. This initiative engages people of multicultural background via several workshops facilitated by artists to develop and showcase multicultural artwork on bus shelters with themes of Hope, Journey & Welcome. Also, ongoing engagement of mc community groups with Council services and capacity building of Council staff to engage multicultural community groups into inclusive practices. The MAP Version 2 is nearing completion and a report is being prepared for Council.
Senior Citizens Week	Oct 2016	C	The festival was a great success with high levels of participation. The Geelong Seniors Festival was launched on 3 October, 2016. In 2016 there were over 100 events programed and attendance

City Plan 2013-2017 Progress Report

(Attachment 2)

For Quarter Ending: Mar 2017

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
			is already strong with over 280 attending the opening film event at West Town Hall on Monday 3 October. The State Government evaluation was completed November 2016. Further consultation will be held with all event holders in early 2017.
Women in Community Life Advisory Committee-Support		OnS	The International Women's Day event was held in March, with key elements being the recognition of nominees, announcement of winners for the 2017 Women in Community Life Awards and guest speak Clementine Ford. This free community event celebrates and recognises the strength and leadership of women. The Committee continue to develop a speaker series program for the remainder of 2017.
Youth activities, program and events incl festivals, skate programs, National Youth Weeks, GASP, L2P Learner Driver program, youth activity services and action teams, Switch quarterly magazine, multicultural youth development, Youthcan Van		OnS	All programs delivering at a high level across the municipality. Some major events this quarter include two STREETFACE series (Environmental group and IDAHOBIT group), Switch magazine edition 15, two leadership forums, Parkfest Lara (300 people), GASP Pride March (60 young people) and ongoing skate series at parks across the municipality. The fOrT Youth Centre Drop In programs and other after school activities at Whittington, Grovedale and Central Geelong enabling maximum youth participation and ongoing consultation.
Arts Culture and Heritage			
Bronze Stories		OnS	Project yet to fully commence, some additional support is required to deliver the project which is currently being sourced.
Community Arts and Festivals Grant Program		OnS	Very limited funds remain for Quick Response and Professional Development which are likely to be applied for in April leaving programme fully expended.
Funds available for community grants.		OnS	Four rounds of the Community Grants Program have concluded for 2016-2017. Funding was allocated among 58 community organisations for the period 1/7/16 to 31/12/16. Details of the allocations were reported to Council Report on 28 March 2017.
Community facility upgrades			
Community Halls Upgrade		OnS	Design of Geelong West Town Hall foyer and disabled toilet upgrade complete. Works to install air conditioning units and replace carpet at Cobradah Hall complete. Quoting further works including installing air conditioning units at Geelong West Town Hall.
Disability Access		OnS	Fairlie Lodge all works completed. Barwon Heads Senior Citizens toilet upgrade due for completion in April. Leisurelink Centre changeroom upgrade completed. Ceres Hall toilet upgrade to commence July. Leisuretime Centre upgrade to toilets out to quotation.
Early years sites playground renewal and upgrade program		OnS	Double swing installed at Kirralee kindergarten. Greenville kindergarten concrete amphitheatre to be quoted. New shade sails being installed at Ariston. Consultation with Belmont City Learning and Care re toddlers playground.
Geelong East Men's Shed - Resource Facility		Min	Finalising the scope of works and agreement between user groups.
Portarlington Parks Hall		OnS	A report and recommendation regarding future lease arrangements, the proposed minor capital works and future day to day governance has been forward to Bellarine Bayside Foreshore Committee for consideration at their April meeting.
Portarlington Rotunda Stairwell		OnS	Contractor selected for project. Construction works to remove old stairwell will commence in May.
Seniors kitchen upgrade		OnS	Yoorringa Seniors kitchen completed. Remaining works in program currently being scoped.
Community Hubs			

City Plan 2013-2017 Progress Report
For Quarter Ending: Mar 2017

(Attachment 2)

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
Drysdale Integrated Children's Hub construction		OnS	Project to proceed with design in 2017-2018. Completion of construction is scheduled for mid 2020.
Hendy Street Family and Children's Hub		Maj	Delay with the planning permit application due to some objections received. The objections will be addressed shortly to enable the planning permit to be issued and the construction to proceed.
Highton Enhanced Children's Centre - Year 2 construction		OnS	Design tender awarded. Design works commencing.
Leopold Community Hub Stage 2 - includes library, foyer, community space and café		OnS	Construction tender closed. Evaluation underway.
Neighbourhood Houses			
Cloverdale Community Centre - Detailed design		OnS	Design works awarded. Construction to commence later part of this year.
Rosewall Neighbourhood House construction		OnS	Project is currently progressing through the Detail Design Phase. Construction is scheduled for completion March 2018.
Springdale Neighbourhood Centre Kitchen Upgrade		OnS	Flooring and walls cladding nearing completion, sourcing quotes for electrical appliances.

City Plan 2013-2017 Progress Report
For Quarter Ending: Mar 2017

(Attachment 2)

City of Greater Geelong
14 April 2017

Description	Completion Date	Status	Comments
Strategic Direction: Growing our Economy			
Outcome: Support existing businesses and encourage new and emerging growth sectors			
Digital Implementation Plan - Business		OnS	This project is now focussing on building capacity in Geelong around Social Insurance and Disability Supply chain technology.
Geelong Small Business Festival 2016/17	Sep 2016	C	The Geelong Small Business Festival runs from 1-31 August each year. In 2016 the festival attracted 2,200 attendees across 45 events. Work on preparation of the 2017 Festival will commence following the delivery of the 2016 event.
McLeod Street improved access to Port of Geelong.		Min	Project has been placed on the design and construction schedule. Negotiations for the treatment to be used are continuing with this project. Grant funding approved. Project is scheduled to be undertaken for completion this financial year.
Outcome: Facilitate major infrastructure and investment to enable economic growth			
2016-2021 Economic Development Strategy Implementation		OnS	The delivery of an Economic Development Strategy will be pursued following the release of the City's 30 year Vision.
Activity Centres Urban Design Frameworks Program		OnS	Highton Village Urban Design Framework (UDF) is the pilot centre. Successful consultation completed with 140 participants. Preparation of draft UDF is underway.
Armstrong Creek Town Centre - Community Facilities Site		OnS	Purchase price and terms of settlement have been agreed. Land purchase contracts have been executed and deposit paid. Balance of settlement will be completed over the next two financial years. The final settlement will also include the demolition of the properties house and out buildings.
Armstrong Creek Urban Growth Area - Implementation (Year nine)		Min	Significant progress in planning scheme amendments for two Public Acquisition Overlay (drainage land), continued facilitation of the Sparrovale Wetlands and major planning permit applications across the growth area. Minor delays have been experienced for several urban growth initiatives due to other priorities and resource capacity.
Elcho Channel SRC Scheme		OnS	Contractor commenced 6 March 2017 in Heales Road. McManus Road culvert commenced 27 March 2017. Progressing well. Revised programmed completion date is late May 2017. The City's Engineering Services department is providing project management capability.
Land supply monitoring program		OnS	Housing development data collection has been completed. Report to Council in 2017 as part of broader Settlement Strategy. Land supply monitoring consultant appointed.
Managing Future Growth		OnS	Phase one of project nearing completion, with preparation of technical reports in accordance with Memorandum of Understanding with land consortiums. Consultant appointed to undertake Framework Plans.
Structure Planning		OnS	Work has commenced on the West Fyans Structure Plan.
Western Beach Boat Yard environment reclamation		NS	Project on hold at request of State Government until the Geelong Exhibition and Convention Centre Master Plan for Deakin University/Western Beach precinct is completed.
Outcome: A prosperous and innovative Geelong			

City Plan 2013-2017 Progress Report (Attachment 2)
For Quarter Ending: Mar 2017

City of Greater Geelong
14 April 2017

Description	Completion Date	Status	Comments
Govhack 2016	Sep 2016	C	Govhack completed for 2016 with a successful outcome of number of datasets used for entries into the national event.
Smart City pilot project		Min	Project is running behind schedule due to issues with the procurement process for public/private partnerships. Tender being released in April 2017.
Digital Geelong			
Digital Geelong consulting		OnS	Ongoing action. Upstart Challenge support initiated. Discussions commenced in community with regards to Federal Smart City Funding.
Digital Geelong Memberships	Mar 2017	C	Information Communication Technology and Australian Smart Communities Association memberships paid.
Digital Geelong Promotion and Investigation		OnS	Recent presentations at Victorian Local Governance Association spotlight session and Municipal Association of Victoria Emerging Technologies forum. Planned at company SMS (M&T) resources on transformation and Association Local Government Information Managers – NZ and Institute of Public Works Engineering Australia conferences later in the year.
Skill Development upstart	Aug 2016	C	Sponsorship program formalised for the 2016-2017 financial year.
Outcome: A successful and vibrant city centre			
Central Geelong Action Plan			
Central Geelong Action Plan - Conversation Series		NS	The conversation series will commence later this calendar year. Due to the amount of workshops and engagement taking place in the first half of 2017. It was decided this would be more beneficial and welcome later in 2017 when some of the first capital works project are completed or underway, such as the Green Spine.
Central Geelong Advancement Fund - matching fund		OnS	Design documentation for laneways, green spine, triangle park are on schedule.
Central Geelong Public Space Activation		OnS	Annual activation program and initiatives that includes Food Truck Fridays, free lunchtime music and other entertainment, events for the 'Over 50s' are on schedule.
Fenwick Street upgrade: Little Malop to station		NS	Works between Fenwick Street and Little Malop Street will not be proceeding at this time until the master plan for the arts and cultural precinct is resolved, the potential expansion of Johnston Park to the north and the station precinct master plan. Project to commence early 2018.
Little Malop Street Central Precinct Masterplan and Urban Design Guidelines		OnS	Draft Master Plan completed and currently being discussed with stakeholders - James Street precinct.
Malop Street: Green Spine Stage 2 detailed design and commencement of works		OnS	Design documentation completed and project currently being tendered for construction.
Utility Services Upgrades		OnS	Underway as part of the commencement of the Laneways physical works.
VicClue 2016 - Central Geelong Revitalisation Investment and Advocacy Package		NS	Proposed commencement for late 2017 once designs are completed on key capital works projects.
Outcome: Greater Geelong is a leading city for tourism, arts, culture and events			
Australian International Airshow including CoGG Corporate Activity	Mar 2017	C	Event staged successfully.
Cadel Evans Great Ocean Road Race	Feb 2017	C	Event staged successfully.
Catenary lighting Christmas star installation	Dec 2016	C	The Christmas Star has been removed and is in storage at Avalon Airport. Handover to be conducted.

City Plan 2013-2017 Progress Report

(Attachment 2)

For Quarter Ending: Mar 2017

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
Christmas Projection Programming	Dec 2016	C	Project completed successfully.
Geelong Art Gallery funding		OnS	Gallery continues to perform well with good visitation and second instalment due.
Geelong Major Events Funding		OnS	Program on schedule.
Implementation of the Public Arts Strategy		OnS	Mural project progressing extremely well and a range of partnerships being explored with indications at least two will progress further.
Peninsula Park and Ride service	Mar 2017	C	Barwon Coast with funding support from Council and Barwon Heads Community Bank provide a free shuttle bus service between 27.12.16 and 26.1.17. The service links Ocean Grove and Barwon Heads and their respective shopping centres and nearby beaches. Funding has now been allocated to support this initiative and the project is complete for 2016-2017. All required documentation completed.
Potato Shed Facility Renewal		OnS	Awaiting quotes on cost of replacement of lighting board and new carpet for venue. Deterioration of some unexpected equipment has resulted in more repairs needed than budgeted for, WiFi, Sound Desk, Projector, Gas Regulator and new OH&S access point in roof needed. Using most of existing Facility Renewal funds. Awaiting end of year to complete updates to equipment in theatre and technical storeroom.
Digital Geelong			
Digital Implementation Plan - Community Growing Great Ideas - Grovedale		OnS	Early work is beginning on a 3216 social assessment and gathering local data. Work through the Grovedale Neighbourhood House in scheduling workshops and events that engage local people in creative conversations and learning.

City Plan 2013-2017 Progress Report
For Quarter Ending: Mar 2017

(Attachment 2)

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
Strategic Direction: Sustainable Built and Natural Environment			
Outcome: Enhance and protect natural areas and ecosystem health			
Council environmental reserves maintenance and improvement works		OnS	Program of capital works is progressing, a number of projects have been completed, with the reallocation of funds to the The Dell pathway and upgrade of the Clifton Springs Boat Harbour. Other projects are underway while others about to commence. Currently 76 per cent of the budget has been expended, pending the transfer of funds to a number of other projects that have experienced overruns.
Ecological Sustainable Design (ESD) Policy		OnS	Pilot program is underway.
Friends of Buckley Falls funding		OnS	Expressions of Interest for contractors to undertake works has closed and documentation is being reviewed.
Ramblers Road Foreshore Shell Fish Reef		OnS	To date the majority of the work on this project has been in-house. Planning and design work has been completed in first half of the financial year with the approvals process about to commence. Raw materials, recycled shell, has been collected for construction. Expenditure for other materials has commenced, construction will commence in April and installation scheduled for May/June 2017. The State Government contributed \$80,000 towards the project which is for monitoring and evaluation for two years following the installation of the structure.
Tree Planting and Establishment		OnS	A total of 1,503 trees planted during spring, watering program for establishment over summer in place, recommence planting due in May.
Outcome: Support our community to live sustainably			
Future Proofing Geelong		OnS	Work Plan resolved for 2016-2017 with all work progressing as planned.
Hard waste and HACCC Support Program		OnS	Presentation to Administrators supported the ongoing expansion of the program. Additional advertising and facts sheets has been developed. Program has been extended following discussions with community service providers. Program being delivered with support from Community Services. Supported residents in need are accessing hard waste support services who pick up, remove and dispose of the hard waste material.
Hardwaste Initiatives		OnS	Presentation to Administrators regarding these services and other options. Administrators supported the ongoing program outlined below. Various programs being implemented to provide hard waste services including; - Lounge pick up service - Mattress recycling and pickup - Mobile muster – mobile phone collection stations. Council Resource Recovery Centres offer free disposal of many household items including televisions, computers, small electrical appliances such as toasters, vacuum cleaners, and kettles, paint and whitegoods.
Resource Recovery Centre Strategic Study		OnS	Consultancies being invited to undertake this study.
Sustainable Visitor Facilities Geelong Botanic Garden		OnS	Concept plans for the building, landscape and sewer is complete. Upcoming - Detailed design of the building and engagement with Heritage Victoria.

City Plan 2013-2017 Progress Report
For Quarter Ending: Mar 2017

(Attachment 2)

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
Outcome: Advocate for and promote sustainable design and development			
Implement and promote actions within Council's Sustainable Buildings Policy		OnS	All relevant building projects meet policy requirements.
Promotion and assistance with National Sustainable House Day	Dec 2016	C	Staff from Council's Environment and Waste department and Future Proofing Geelong worked closely with Geelong Sustainability Group to coordinate another highly successful event.
Waste Management Strategy		Min	Project awaiting completion of regional waste and resource recovery strategy, to provide guidance on State and Regional direction. Waste Management Strategy template to be prepared by region also. Consultant appointed. Completion date 7 May 2017, then Council project to commence and be implemented during June - July 2017.
Outcome: Minimise our environmental footprint			
CAA Flood Mitigation		OnS	Design documentation for pipe from Johnstone Park to Corio Bay.
Development of an integrated water cycle management plan		OnS	Integrated Water Cycle Management Barwon region meeting held to discuss new water plan for Victoria with Clearwater to prepare strategy. Meeting held with Clearwater in March to roll out capacity building activities.
Irrigation Water Asset Growth		OnS	Budget bids are put in for asset growth based on planning approval process for new green assets. Bids are retrospective of any new assets coming across. None claimed for 2017-2018 budget.
Landfill works			
Drysdale Evapotranspiration Cap Trial Pad		OnS	Quotes are being currently received, with works being awarded shortly.
Drysdale Landfill Cell 5 construction		OnS	Works have been tendered with submissions due 19 April 2017. Upcoming activities include the award of tender and commencement of works.
Drysdale Landfill leachate management		OnS	Project currently with Council's Capital Projects department.
Drysdale Landfill Sedimentation Control		Min	Plan is currently being prepared for this for presentation at the next community meeting currently scheduled for May. Some preliminary works should be able to be started prior to this however until the group approves the plan the bulk of the works are unlikely to be able to be commenced.
Drysdale Landfill Stormwater Diversion		OnS	Quotes have been received and reviewed for this work. Order to be placed shortly.
Drysdale Quarry to Landfill Investigation		Maj	Decision to not continue this landfill investigation is based on the initial study outcomes which provided some costing scenarios for the development of the quarry as a landfill. Further investigation is required on what will be required for the quarry now that the landfill option has been discarded.
Greenwaste Site Establishment		Min	Finalising detailed design and lease agreement. Delay has occurred in the execution of the lease by Landlord. Planning Permit granted 1st March 2017.
Hede Street landfill investigative works		Min	Brief has been sent out for the audit works associated with this. A high level of response has been provided. Once an auditor is selected then expenditure will begin to be incurred. It is unlikely that this will exhaust the funding provided for this job by the end of the financial year.
Sweeper Tailing Laydown Area - EPA certification		Min	Laydown pad is in operation however there is an unforeseen dewatering issue which has arisen. Engineering are currently undertaking a review to establish a solution. Consultant was engaged in March to provide a solution to the issue.

City Plan 2013-2017 Progress Report
For Quarter Ending: Mar 2017

(Attachment 2)

City of Greater Geelong
14 April 2017

Description	Completion Date	Status	Comments
Strategic Direction: How We Do Business			
Outcome: Lead by advocating and collaborating on issues important to the Greater Geelong community			
G21 Contribution		OnS	Contributions made as planned.
Gender Equity Framework		OnS	Deakin University and tandem Vox have been engaged for the development of a Gender Equity Framework for the City of Greater Geelong. This framework has a dual focus on external communities in the workforce of the City. Consultations with key internal and external stakeholders have commenced.
Outcome: Efficient and customer focused organisation			
Bridge upgrades - major renewal works		OnS	Gully Road completed (FBN03) works underway, maintenance and Level 2 inspections ongoing at Collendina reserve, new bridge work planned.
City Plan 2017-2021 community engagement		OnS	Being undertaken as part of the "Our Future" long term vision project. Stage One engagement was completed in February 2017 with 8,569 people providing their ideas and visions for the Greater Geelong region. Stage Two engagement - Time to Decide - is currently underway with over 12,000 people engaged to date. The engagement project will culminate at the Geelong Assembly event on 6 May, where up to 300 community members will debate what the future of Geelong should be.
Digital Information and Technology - annual software maintenance uplift		OnS	Maintenance being paid as invoices received. Ongoing activity.
Drainage design and construction program		OnS	Barwon Heads Outlet and Winter Reserve to commence April 2017. Coriyule Road, Moruya and Ceres Gully completed. Ballarat Road purchased.
Kerb and channel renewal program		OnS	Program near completion - Final project on program (Kennedy Grove) and will commence shortly. Program 92 per cent complete.
Media monitoring		OnS	Annual program has continued seamlessly from last financial year, producing excellent results for the City, on schedule, and with no issues.
News Media analysis and reporting		OnS	Annual program has continued seamlessly from last financial year, producing excellent results for the City, on schedule, and with no issues.
Roads - construction and design including local roads, Federal Roads Program and Vic Roads Funded works		OnS	Program on track. Program 74 per cent complete versus 70 per cent projected.
Special rates and charges to carry out roads, footpaths, kerb and channel and drainage works		OnS	Baker and Station Streets scheduled to commence shortly.
Traffic management - investigation, design and construction		OnS	All projects have been placed on the Design and Construction schedules and progress is on schedule.
Outcome: Responsible and sustainable financial management			
Financial Sustainability Review project actions implementation	Dec 2016	C	This has been undertaken as part of the Transformation project.
Oracle Financials upgrade		OnS	Go live scheduled for late April/early May.

City Plan 2013-2017 Progress Report (Attachment 2)
For Quarter Ending: Mar 2017

City of Greater Geelong
14 April 2017

Description	Completion Date	Status	Comments
Project Management Framework	Mar 2017	C	Budget Bids software development completed.
Valuations Module for 2018 Revaluation and Beyond		OnS	Testing of Valor has commenced with a go live date expected in April 2017.
Outcome: Informed and engaged community			
Corporate banner and billboard program		OnS	Annual program is proceeding as scheduled; no issues to date.
Distribution of Community Update via electronic media six times per year		OnS	CEO has approved the reinstatement of Community Update as a printed publication, distributed freely to all rateable properties at least six times per year (i.e. every two months). Council has now successfully distributed two editions of Community Update: the first on 8 and 9 October, and the second on 3 and 4 December. Production is proceeding as scheduled, with no issues to date.
Expand the use and increase the promotion of the MyGeelong personal web space to residents and ratepayers		OnS	MyGeelong development plan see's increase to number of members signed up growing.
Publication and distribution of annual calendar	Dec 2016	C	Annual project has concluded with the distribution of the City's Annual Calendar to all 109,000 rateable properties (as an insert to the December edition of Community Update, with the Annual Report Summary), and with no issues.
Publication of City News advertising weekly		OnS	This ongoing weekly task has continued seamlessly from last financial year, producing excellent results for the City, on schedule, and with no issues.
Social media development of channels and content		OnS	The City's social media activity continues to rate highly in the provision of useful information to our many online followers. We are rate consistently at number one or two in terms of our engagement on Facebook across all Victorian councils.
Undertake internal Plain English campaign		OnS	First review stage of this project has been completed, on schedule. We have now embarked on a phased review of key City documents, which will be completed in stages.
Outcome: Motivated and skilled staff in a safe work environment			
Creation of Employment Diversity Action Group to increase awareness and equity of diversity in the City's workforce	Oct 2016	C	The Employment Diversity Action Group has been created and meet regularly.
Development of Leadership Capability Framework, assessment and development for all People Leaders in the organisation		NS	Budget bid approved, and available for the next financial year. As per Council's People and Organisation Development Strategic Plan.
Diversity Equity Review		OnS	Victorian Equal Opportunity Commission are currently conducting interviews to comply with review and audit.
Implementation of the Organisation Action Plan to improve Workplace Culture, with the foundation of Positive Duty		OnS	Action plan included in the People and Organisation Development Strategy 2016-2019. Positive Duty training is being rolled out in the organisation.
Improved Performance Review and Management through the development of HR systems		OnS	Tender process complete, report being prepared for Council to appoint.
Improved Recruitment and Workforce Management through development of HR systems		OnS	Tender process complete, report being prepared for Council to appoint.
Increased Traineeships across the organisation for disadvantaged and diverse job seekers in the Geelong community		OnS	Traineeship/Apprenticeship Program in development, to be rolled out June.
Introduction of 'People First' agenda for Executive Team Meeting to review Workplace Culture, Safety and all People related matters in the	Oct 2016	C	'People First' is a regular agenda item for executive team meetings.

City Plan 2013-2017 Progress Report

(Attachment 2)

For Quarter Ending: Mar 2017

City of Greater Geelong

14 April 2017

Description	Completion Date	Status	Comments
organisation			
Introduction of Lost Time Injury reviews to improve workplace safety culture	Oct 2016	C	Meetings are conducted with relevant Managers following any staff Lost Time Injury's.
Mental Health in the Workplace: Beyond Blue National Workplace Program		OnS	Manager and employee sessions still running monthly in the corporate calendar. Sessions scheduled for November/December 2016 and January/February 2017 completed.
Monitor employee engagement through the introduction of an annual Employee Opinion Survey	Oct 2016	C	Project completed.
Ongoing compliance training for the entire workforce in the Prevention of Bullying and Harassment, Fraud Awareness, Equal Employment Opportunity, Positive Duty and Occupational Health and Safety	Dec 2016	C	Compliance training launched to the organisation in December 2016.
Ongoing review and communication of CitySafe procedures		OnS	CitySafe documentation currently being reviewed.
People Matter Employee Survey	Sep 2016	C	Survey has been completed.
Performance Review and Recruitment Project		OnS	Project on schedule.
Workplace Culture Review Action Plans		OnS	Program on schedule.

6. QUARTERLY FINANCIAL MANAGEMENT REPORT – MARCH 2017

Source: Strategy & Performance - Financial Services
Director: Joanne Moloney
Index Reference: Financial Management / Financial Reporting 2016-17

Purpose

The purpose of this report is to present the financial performance of Council for end of quarter 31 March 2017.

Background

This is a quarterly financial statement for the period January–March 2017, which compares the amended budget with the actual revenue and expense for both the period and financial year-to-date.

Key Issues

- The year-to-date (YTD) underlying surplus of \$26.1m is \$8.2m unfavourable to budget. The negative variance has been driven by the transfer of assets to the Kardinia Park Stadium Trust (\$28.8m). This is a one-off adjustment which does not impact on operational profitability of Council.
- Excluding the asset transfer to the Trust, the YTD operational surplus of \$20.6m is favourable to budget mainly due to below budget spend on discretionary projects of \$12.3m and salaries of \$5.7m.
- YTD Actual spend on capital projects is \$25.7m lower than the projected expenditure of \$46.3m, the impact being that anticipated project spend carryover into 2017-18 will increase from \$41m to \$62m.
- The positive net cash position of \$114.1m is a direct result of the lower than anticipated spend on capital works combined with savings achieved in operating expenditure.
- The closing loan balance of \$47.9m (which is \$2.3m down from the previous quarter) aligns with reduced capital expenditure.

L Gardner moved, P Dorling seconded -

That Council endorse the Quarterly Financial Report to 31 March 2017 (refer Attachment 2).

Carried.

Attachment 1

Discussion

Full year budget and projection

Since the quarter ended December 2016, the full year projection for the 2016-17 recurrent surplus has increased \$1.3m driven mainly by:

- Supplementary rates issued have provided additional revenue of \$500k.
- Interest received has exceeded December projections by \$300k due to higher investment balances.
- The deferral of borrowings has resulted in \$400k of projected savings in interest payments.

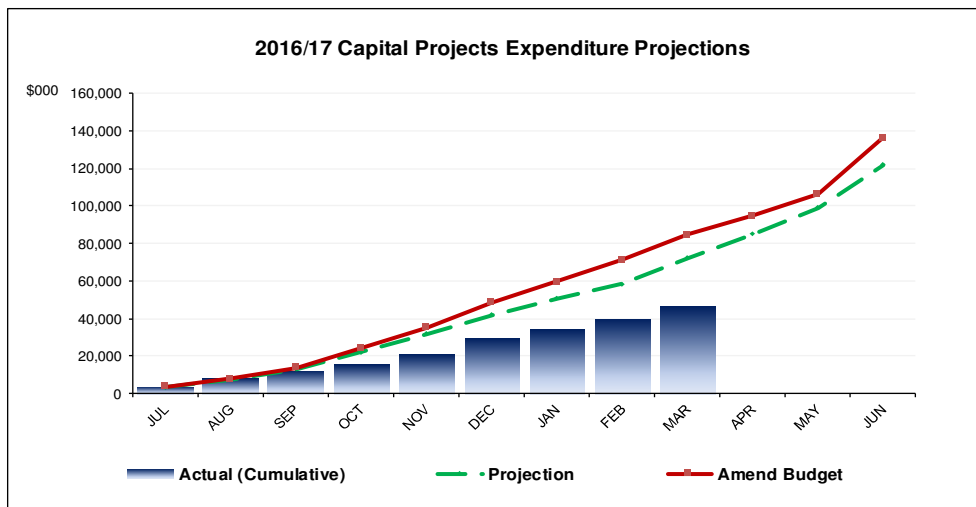
However, the full year projection for the underlying surplus of \$28.5m remains \$25.5m negative to the amended budget due to the transfer of assets to the Kardina Park Trust of \$28.8m.

	Annual Amended Budget \$000	Annual Projection \$000	Movement \$000
Recurrent Income	321,400	323,300	1,900
Recurrent Expenses	328,400	329,000	(600)
Recurrent Surplus / (Deficit)	(7,000)	(5,700)	1,300
Non Recurrent Surplus / (Deficit)	61,000	34,200	(26,800)
Net Surplus / (Deficit)	54,000	28,500	(25,500)

Capital Program

YTD spend on capital projects as at 31 March is \$46.3m against a full year projection of \$72.0m. The underspend of \$25.7m is inclusive of:

- \$15.1m for new assets.
- \$5.3m for asset renewals.
- \$3.2m for asset upgrades.
- \$2.8m for special rates and charges.



Carry-over expenditure on incomplete projects is projected to increase from the \$41m reported as at quarter ending December 16 to \$62m as at 30 June 2017 due to delays in either commencement or completion of projects.

Major projects which are behind schedule are inclusive of :

- Corio Landfill Rehabilitation \$7.6m - Design issues
- Hendy Street Family & Children's Centre \$5.0m - Delay in issue of planning permit
- Leopold Community Hub Stage 2 \$9.3m - Construction tender being evaluated
- Drysdale Landfill Cell 5 \$2.9m - Delay in EPA approval
- Drysdale/Clifton Springs Sports Precinct \$5.6m - Retiming of earthworks contract
- Highton Enhanced Children's Centre \$2.9m - Designs for Community consultation
- Central Geelong Action Plan \$5.5m - Main works to tender
- ACEP – NAC Community Complex \$9.0m - Construction to commence late 2017
- Greenwaste Site Establishment \$2.2m - Delay in issue of planning permit

Discretionary Expenditure

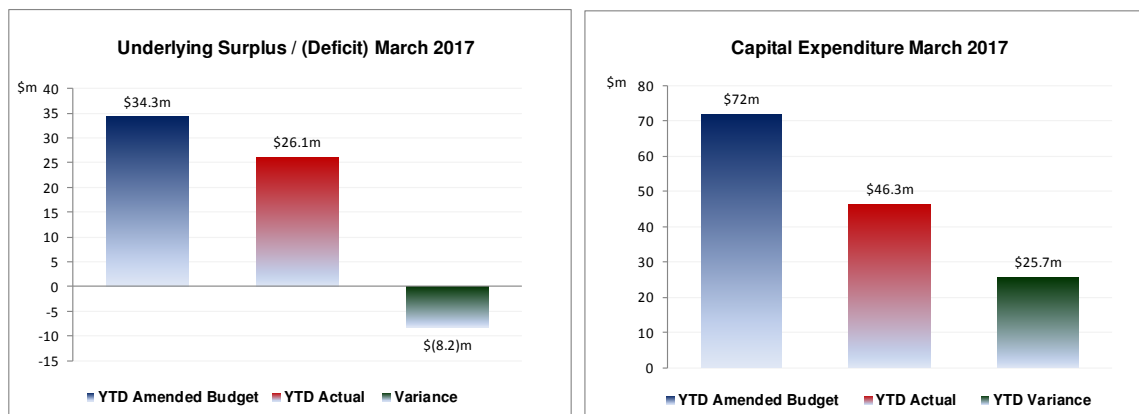
The full year projection for discretionary expenditure is \$21.9m with income of \$3.1m.

YTD actual income of \$3.14m as at 31 March already exceeds the full year projection. The positive to projection income position will carry through to year end.

The projected full year spend of \$21.9m will not be achieved. A more realistic projection is full year spend of \$15m. This is based on only 43% of the projected spend having been undertaken in the three quarters to 31 March 17.

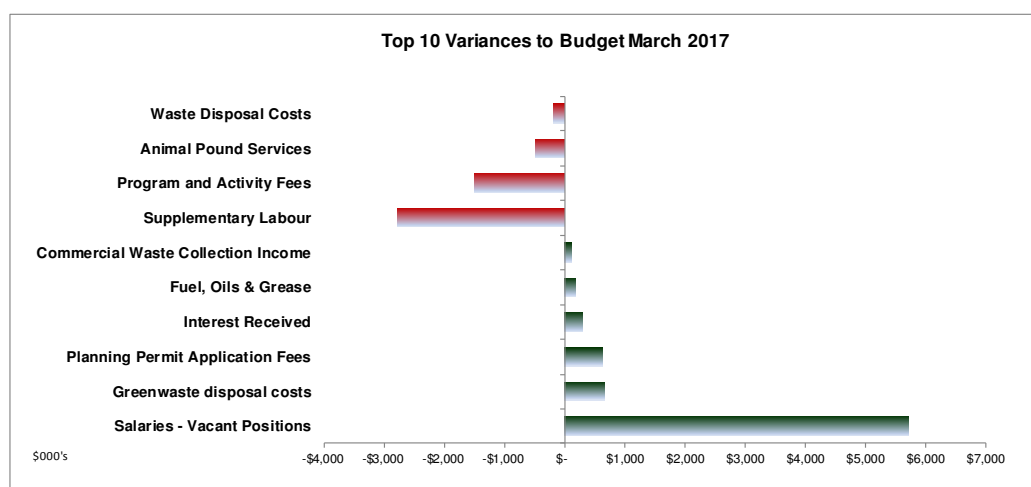
Attachment 2

EXECUTIVE OVERVIEW Report as at 31 March 2017



The YTD underlying surplus of \$26.1m is \$8.2m unfavourable to the amended budget mainly due to transfer of assets to Kardinia Park Stadium Trust (\$28.8m).

Recurrent Variances to Budget



Favourable Recurrent Variances

- Salaries – YTD \$5.73m favourable driven by vacant positions, partially offset by unfavourable Supplementary Labour spend of \$2.77m.
- Green Waste Disposal Costs – YTD \$659k favourable mainly due to lower than budgeted tonnages.
- Planning Permit Application Fees – YTD \$625k favourable due to both volume and statutory fee increases – projected to be \$483k favourable full year.
- Interest Received – YTD \$304k favourable due to higher investment balances.
- Fuels, Oils and Greases – YTD \$180k favourable due to lower than budgeted fuel prices.
- Commercial Waste Collection Income – YTD \$114k favourable driven by increased usage.

Unfavourable Recurrent Variances

- Program and Activity Fees - YTD \$1.5m unfavourable due to below budget fees received for Aged & Disability Services \$1.4m and Family Services \$814k. This has been partially offset by Leisure Services and Sport and Recreation fees being \$432k favourable to budget.
- Animal Pound Services – YTD \$492k unfavourable due to additional costs incurred for asset contribution and interim fees while awarding the Pound services contract.
- Waste Disposal Costs – YTD \$175 unfavourable due to costs associated with diversion of waste to Wyndham (required due to issues relating to the landfill audit and surcharge protection layer not forecast).

Financial Statements

Detailed Operating Statement Report as at 31 March 2017

Item	YTD Actual \$000s	YTD Amended Budget \$000s	YTD Variance \$000s	Full Year Projection \$000s	Full Year Amended Budget \$000s	Full Year Variance \$000s
Rates and Charges	153,258	152,308	950	203,724	202,724	1,000
Government Grants	35,875	34,669	1,206	46,721	46,586	135
User Charges	38,815	39,910	(1,095)	52,531	52,491	40
Other Fees and Charges	9,543	7,962	1,581	11,861	11,398	463
Sundry Income	5,202	5,041	161	6,283	6,241	42
Interest Investments	1,734	1,430	304	2,201	1,901	300
TOTAL RECURRENT INCOME	244,427	241,319	3,108	323,321	321,341	1,980
RECURRENT EXPENDITURE						
<i>Employee Related</i>						
Salaries	98,796	104,526	(5,730)	138,909	139,126	(217)
Workcover	1,657	1,722	(65)	2,286	2,293	(7)
<i>Goods and Services</i>						
General Works - Materials	5,849	5,984	(135)	7,995	7,974	21
General Works - Plant/Equipment/Vehicle Costs	5,279	5,545	(266)	7,285	7,266	19
General Works - External Services	62,263	65,867	(3,604)	88,528	88,132	396
Administration	7,931	8,760	(829)	10,970	11,422	(452)
Professional Services	3,850	5,514	(1,664)	8,672	7,596	1,076
Utilities	5,971	7,443	(1,472)	9,554	9,548	6
Depreciation	40,965	41,483	(518)	55,311	55,311	0
Gain/(Loss) on Sale of Plant & Equipment	226	171	55	504	284	220
TOTAL RECURRENT EXPENDITURE	232,335	246,674	(14,339)	329,006	328,384	622
RECURRENT SURPLUS/(DEFICIT)	12,092	(5,355)	17,447	(5,685)	(7,043)	1,358
NON-RECURRENT INCOME						
Subdivision Gifted Assets	31,862	25,875	5,987	34,500	34,500	0
Capital Grants and Income	7,259	11,636	(4,377)	29,221	30,093	(872)
Developer Contributions	4,250	4,485	(235)	5,980	5,980	0
Insurance Recovery	0	0	0	0	0	0
Gain/(Loss) on Sale of Property	(24,758)	1,605	(26,363)	(24,211)	1,742	(25,953)
TOTAL NON-RECURRENT INCOME	18,613	43,601	(24,988)	45,490	72,314	(26,824)
NON-RECURRENT EXPENDITURE						
Loss on Disposal of Infrastructure	3,610	3,968	(358)	5,290	5,290	0
Disbursements	0	0	0	6,000	6,000	0
Prior Year Adjustments	982	0	982	0	0	0
Non Council Assets	0	0	0	0	0	0
Asset Demolition	0	0	0	0	0	0
TOTAL NON-RECURRENT EXPENDITURE	4,592	3,968	624	11,290	11,290	0
NON-RECURRENT SURPLUS/(DEFICIT)	2,924	27,867	(24,943)	34,200	61,025	(26,825)
NET SURPLUS/(DEFICIT)	12,648	26,054	(13,406)	28,516	53,983	(25,467)
NON-RECURRENT SURPLUS/(DEFICIT)	14,020	39,633	(25,613)	34,200	61,025	(26,825)
NET SURPLUS/(DEFICIT)	26,112	34,278	(8,166)	28,515	53,983	(25,468)

**Statement of Financial Position
Report as at 31 March 2017**

Item	YTD Actual March 17 \$000s	YTD Actual March 16 \$000s	Movement YTD Actual \$000s
CURRENT ASSETS			
Cash and Cash Equivalents	114,124	110,756	3,368
Trade and Other Receivables	47,283	47,203	80
Prepayments	2626	(214)	2,840
Inventories	1,065	1,045	20
TOTAL CURRENT ASSETS	165,098	158,790	6,308
CURRENT LIABILITIES			
Trade and Other Payables	17,348	14,231	3,117
Unearned Income	52,962	49,403	3,559
Loans	10,137	10,409	(272)
Refundable Deposits	2,511	2,256	255
Employee Benefits	29,888	31,258	(1,370)
Landfill Provision	15,255	17,436	(2,181)
TOTAL CURRENT LIABILITIES	128,101	124,993	3,108
NET CURRENT ASSETS	36,997	33,797	3,200
NON-CURRENT ASSETS			
Land and Buildings	864,722	841,775	22,947
Plant and Equipment	24,059	22,845	1,214
Infrastructure	1,100,293	1,050,461	49,832
Work In Progress	78,724	124,820	(46,096)
Investments	11,640	12,002	(362)
Receivables	1,547	1,506	41
TOTAL NON-CURRENT ASSETS	2,080,985	2,053,409	27,576
NON-CURRENT LIABILITIES			
Developer Contributions Liability	0	0	0
Loans	37,737	46,845	(9,108)
Employee Benefits	509	642	(133)
Landfill Provision	0	0	0
Carbon Tax Future Liability	1,306	1306	0
TOTAL NON-CURRENT LIABILITIES	39,552	48,793	(9,241)
NET ASSETS	2,078,430	2,038,413	40,017
Represented by:			
RATEPAYER EQUITY			
Surplus Year to Date	26,112	50,712	(24,600)
Accumulated Surplus	1,154,233	1,102,394	51,839
Asset Revaluation Reserve	829,243	822,185	7,058
Reserves	68,842	63,122	5,720
TOTAL RATEPAYER EQUITY	2,078,430	2,038,413	40,017

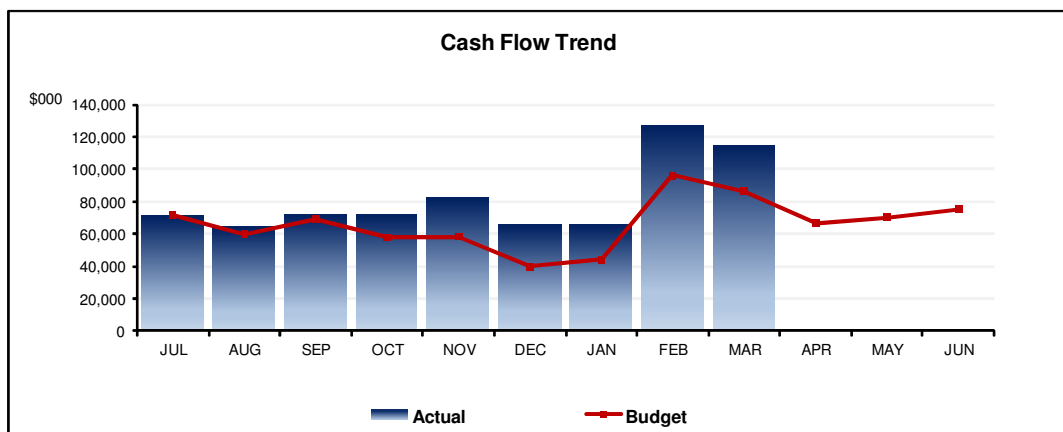
The YTD reporting of net assets shows a favourable position of \$40m from FY16 to FY17 due to an improved position in cash and receivables together with growth in non-current assets.

**Statement of Cashflows
Report as at 31 March 2017**

Item	March YTD Actual \$000s	March YTD Budget \$000s
Cash Flows from Operating Activities		
Payments		
Employee Costs	(103,104)	(104,020)
General Works / Utilities / Disbursements	(99,145)	(106,157)
Administration / Professional Services	(10,856)	(11,043)
Interest Expense	(1,837)	(2,036)
	(214,942)	(223,256)
Receipts		
General Rates	172,355	170,253
Fire Services Levy	1,353	0
Fees and Charges	57,155	56,515
Investment Income	1,734	1,451
GST Recoveries on Operating Transactions	8,770	8,900
Government Grants	35,991	36,746
	277,358	273,865
Net Cash Inflow/(Outflow) from Operating Activities before Capital Income	62,416	50,609
Cash Flows from Investing Activities		
Payments for Land & Buildings, Plant & Equipment and Infrastructure Assets	(46,261)	(84,464)
Payments for Investment in Associates	0	0
Capital Income	7,259	11,635
Proceeds from Sale of Land & Buildings	5,625	3,063
Proceeds from Sale of Plant & Equipment	499	1,263
Developer Cash Contribution	4,250	4,480
Net Cash Outflow from Investing Activities	(28,628)	(64,023)
Cash Flows from Financing Activities		
Repayment of Borrowings	(6,900)	(7,309)
Proceeds from New Loans	0	20,000
Net Cash Outflow from Financial Activities	(6,900)	12,691
Net Increase (Decrease) in Cash Held	26,888	(723)
Cash at the Beginning of the Financial Year	87,236	87,236
Cash at the End of Current Period	114,124	86,513
Loans	47,875	67,476
Closing Net Cash	66,249	19,037

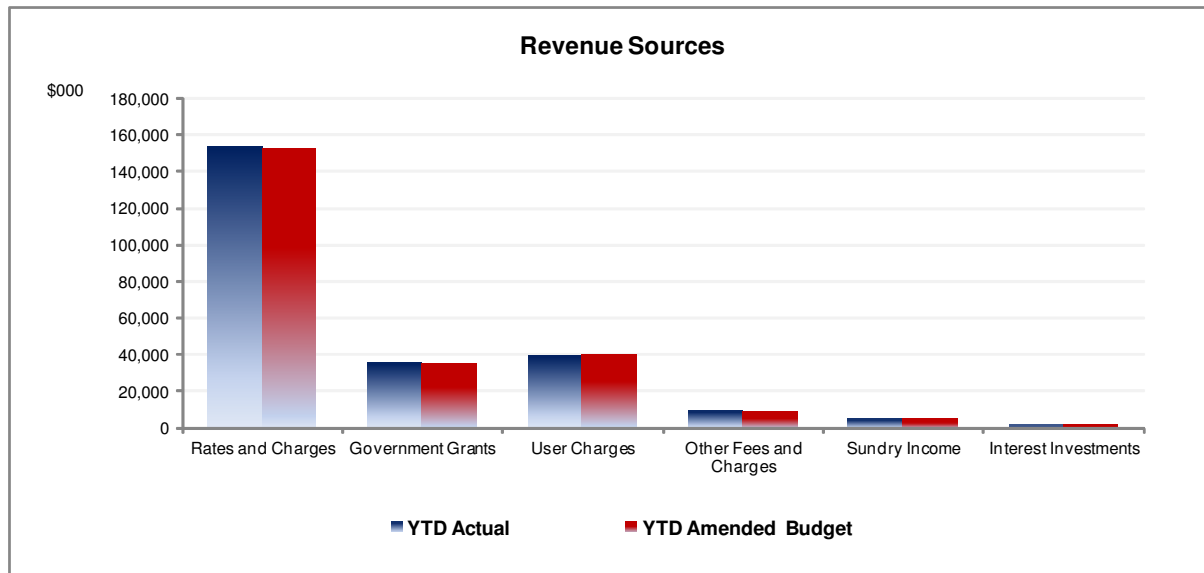
The closing positive cash position of \$114.1m is being driven by lower than expected capital works expenditure in conjunction with favourable operating performance variances against budget.

The reduction in the loan balance to \$47.9m is due to no new loans being completed in 2016-17.



Operating Results Analysis

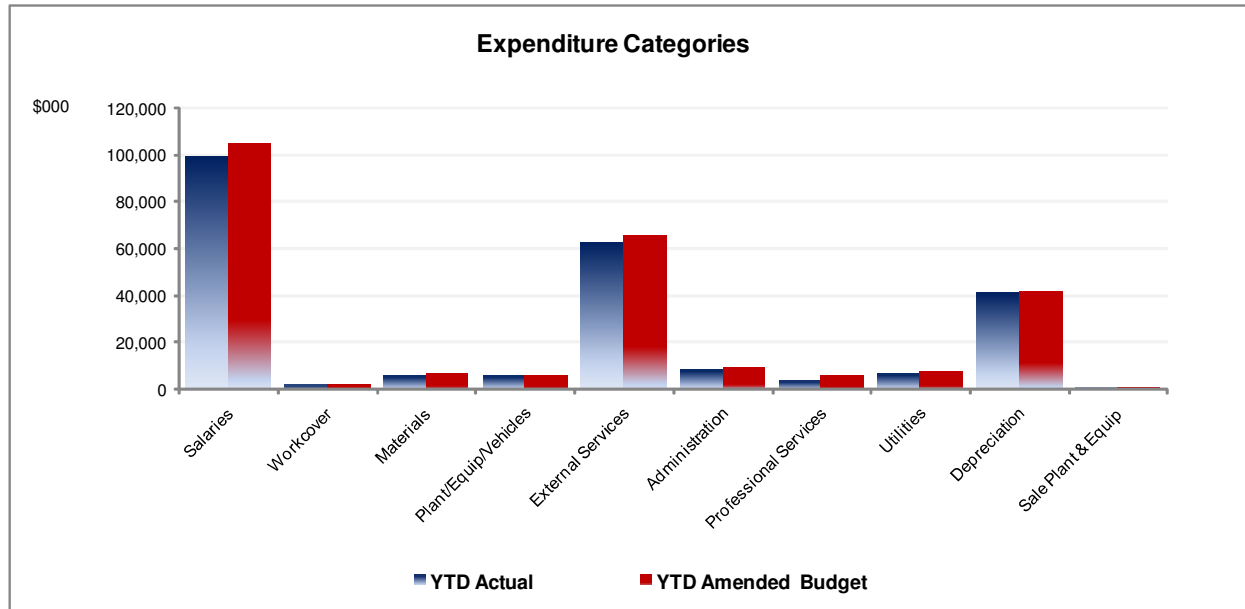
Revenue Summary As at 31 March 2017



Item	YTD Actual \$000s	YTD Amended Budget \$000s	YTD Variance \$000s	Full Year Projection \$000s	Full Year Amended Budget \$000s
RECURRENT INCOME					
Rates and Charges	153,258	152,308	950	203,724	202,724
Government Grants	35,875	34,669	1,206	46,721	46,586
User Charges	38,815	39,910	(1,095)	52,531	52,491
Other Fees and Charges	9,543	7,962	1,581	11,861	11,398
Sundry Income	5,202	5,041	161	6,283	6,241
Interest Investments	1,734	1,430	304	2,201	1,901
TOTAL RECURRENT INCOME	244,427	241,319	3,108	323,321	321,341

Revenue Source	Variance %	Variance \$000	Variance Analysis
Rates and Charges	0.62%	950	Favourable rates growth, expected to be partially offset by objections full year.
Government Grants	3.36%	1,206	- Community Development - \$319k favourable due to State discretionary grants. - Aged Care - both State and Federal grants favourable due to timing of grants. - Family Services - State recurrent and specific grants \$227k favourable due to timing of grants.
User Charges	(2.82)%	(1,095)	Activity and Program Fees - unfavourable results in Long Day Care, ICC's and Disability Care, partially offset by favourable results in Leisure Services income.
Other Fees and Charges	16.57%	1,581	- Planning and building applications favourable due to volume and Statutory Fee increases. - Increase in parking infringements.
Sundry Income	3.09%	161	Favourable due to animal infringement income.
Interest Investments	17.53%	304	Higher than budgeted cashflows.

Expenditure Summary As at 31 March 2017



Item	YTD Actual \$000s	YTD Amended Budget \$000s	YTD Variance \$000s	Full Year Projection \$000s	Full Year Amended Budget \$000s
RECURRENT EXPENDITURE					
Salaries	98,796	104,526	5,731	138,909	139,126
Workcover	1,657	1,722	66	2,286	2,293
Materials	5,849	5,984	134	7,995	7,974
Plant/Equipment/VehicleS	5,279	5,545	266	7,285	7,266
External Services	62,263	65,867	3,605	88,528	88,132
Administration	7,931	8,760	830	10,970	11,422
Professional Services	3,850	5,514	1,664	8,672	7,596
Utilities	5,971	7,443	1,472	9,554	9,548
Depreciation	40,965	41,483	518	55,311	55,311
Gain/(Loss) on sale Plant & Equipment	226	171	54	504	284
TOTAL RECURRENT EXPENDITURE	232,335	246,674	14,340	329,006	328,384

Expenses	Variance %	Variance \$000	Analysis
Salaries	5.80%	5,731	Favourable due to vacant positions against budgeted EFT.
Plant / Equipment / Vehicles	5.04%	266	Fleet - \$204k favourable to budget due to lower than budgeted fuel costs.
External Services	5.79%	3,605	Favourable due to: - Discretionary Projects - below budget spend of \$3.9m. - Waste Services - below budget costs of \$282k for Green Waste. - Grants and Contributions - \$656k favourable due to timing of receipt against budget. - Insurance premiums - \$139k favourable due to below budget cost. Partially offset by over budget spend on supplementary labour of \$2.8m due to coverage of vacant positions and backfill of staff.
Administration	10.47%	830	- Training and Development - \$232k favourable to budget. - Interest expense - \$200k favourable to budget due to deferral of loans.
Professional Services	43.22%	1,664	Favourable due to below budget spend on Consultants \$2.1m partially offset by over budget spend on legal expenses \$287k.
Utilities	24.65%	1,472	Electricity and Water expenses favourable to budget due to timing of invoices partially offset over budget spend on Communications \$205k.

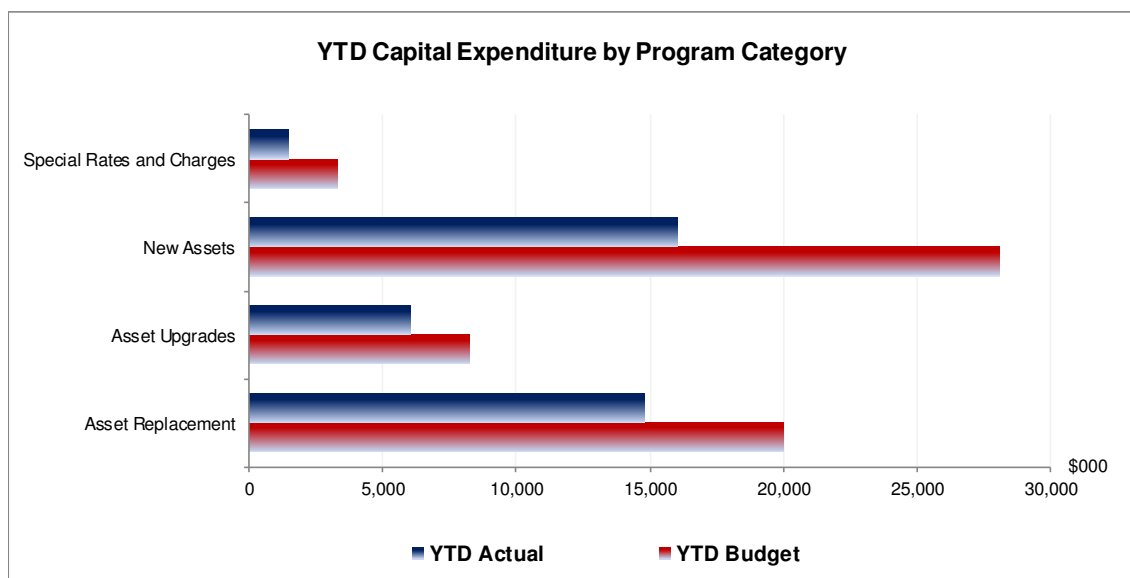
Capital Projects Analysis As at 31 March 2017

The table below summarises the YTD variance between actual and projected gross expenditure, income and net expenditure for capital projects.

	Total Expenditure \$000	Income \$000	Net Expenditure \$000
Year to Date Projection	72,011	12,347	59,664
Year to Date Actual	46,261	7,259	39,001
Variation Favourable/(Unfavourable)	25,750	(5,087)	20,663

Actual expenditure to 31 March was \$46.3m compared to a projected YTD expenditure of \$72.0m. The \$25.7m underspend is inclusive of:

- \$15.1m for new assets.
- \$5.3m for asset renewals.
- \$3.2m for asset upgrades.
- \$2.8m for special rates and charges.



YTD income is \$5.1m unfavourable against the projection of \$12.4m. The unfavourable variance is due to grants for Central Geelong Advancement Fund (\$1.7m), Melaluka Rd Clubroom upgrade (\$910k) and Leopold Community Hub (\$300k) not yet received and special rates and charges income for street construction of \$85k behind schedule.

Full Year Projection

The full year projection for capital expenditure is \$121.9m with income of \$29.2m.

The projected full year carryover to 2017-18 for incomplete capital projects is \$62m.

Department with projects expected to carryover are detailed below.

	Projected Carryover as at December 16 \$000	Projected Carryover as at June 17 \$000
City Services	24,266	43,362
Planning and Development	10,414	10,814
Community Life	922	2,022
Investment and Attraction	5,528	6,025
TOTAL	41,130	62,223

Discretionary Project Analysis As at 31 March 2017

The table below summarises the YTD variance between actual and projected gross expenditure, income and net expenditure for discretionary projects.

	Total Expenditure \$000	Income \$000	Net Expenditure \$000
Year to Date Projection	15,448	2,697	12,751
Year to Date Actual	9,484	3,144	6,340
Variation Favourable/(Unfavourable)	5,964	447	6,411

YTD income is \$447k positive against the projection of \$2.7m driven by additional grants being received.

Actual expenditure to 31 March is \$9.5m compared to a projected YTD expenditure of \$15.5m. The \$5.9m underspend by department is summarised below.

	YTD Actual \$000	YTD Projection \$000	Variance \$000
Chief Executive	998	1,672	674
Finance and Strategy	448	480	32
City Services	1,774	2,481	707
Planning and Development	828	2,151	1,323
Community Life	2,443	3,494	1,051
Investment and Attraction	2,993	5,168	2,175
TOTAL	9,484	15,446	5,962

Full Year Projection

The full year projection for discretionary expenditure is \$21.9m with income of \$3.1m.

YTD actual income of \$3.14m as at 31 March already exceeds the full year projection. The positive to projection income position will carry through to year end.

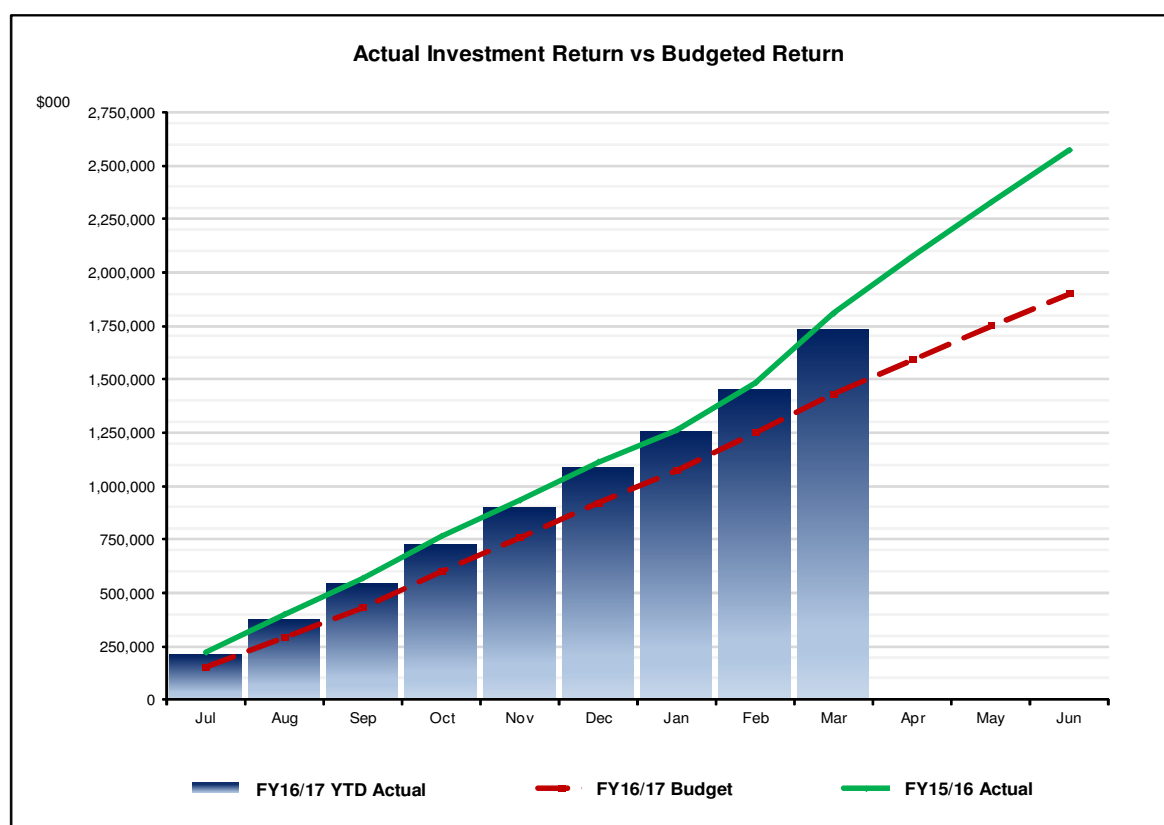
The projected full year spend of \$21.9m will not be achieved. A more realistic projection is full year spend of \$15m. This is based on only 43% of the projected spend having been undertaken in the three quarters to 31 March 17.

Investment Performance As at 31 March 2017

Council seeks to invest public funds in a manner that will provide the highest investment return with maximum security whilst meeting daily cash flow demands of the City of Greater Geelong.

A cash balance of \$120m with interest income of \$1.73m was achieved as at 31 March 2017. This is a positive variance of \$300k against the interest income budget of \$1.43m.

A YTD actual interest rate of return of 2.7% has been achieved. This is a strong return, the benchmark being the annualised USB Australian Index rate of 1.83%.

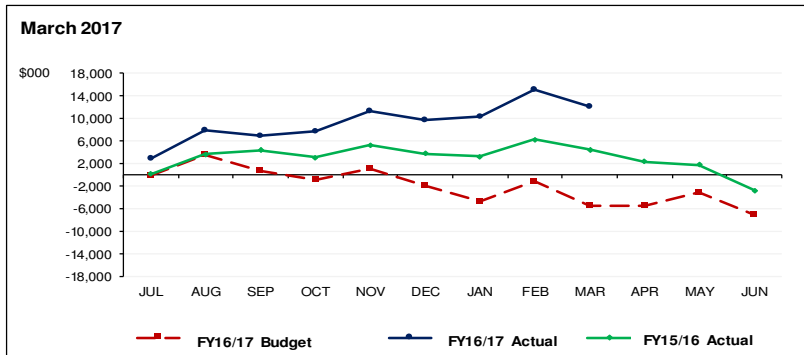


Investment returns are trending as per 2015-16 actuals and are favourable to budget.

Financial Performance Indicators As at 31 March 2017

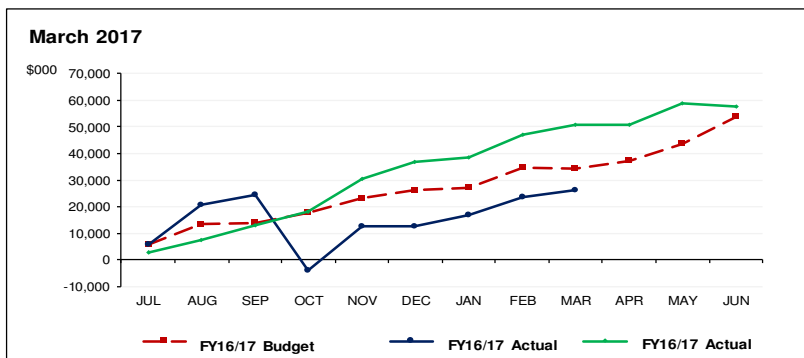
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Accumulated Recurrent Surplus / (Deficit)



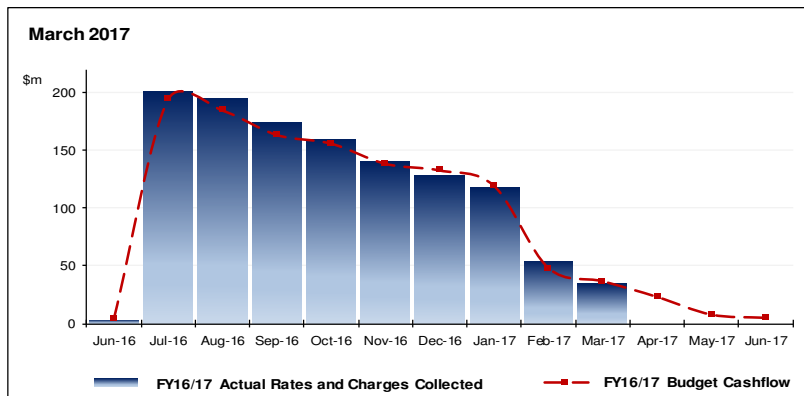
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Accumulated Net Surplus / (Deficit)



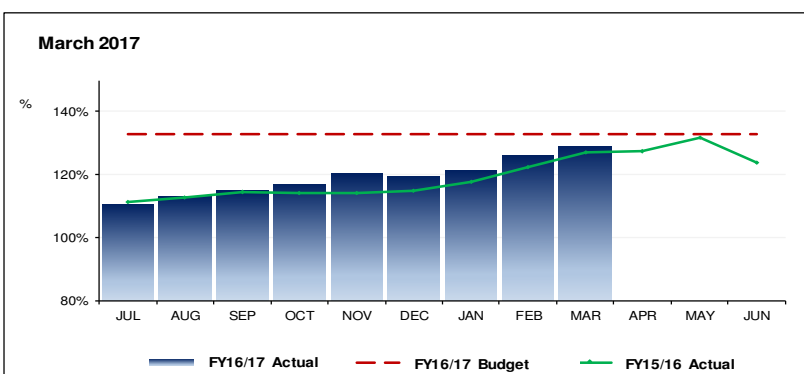
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Rates and Charges Collections



✓

Working Capital



✓

7. RETURN OF COUNCIL PLAN

Source: Legal Services & Governance
CEO: Kelvin Spiller
Index Reference: Subject: Council Election 2017

Purpose

To give an overview of the Return of Council Plan - a program of coordinated activities to ensure the right environment for the return of elected representatives.

Background

The City of Greater Geelong (COGG) will go to an election on 28 October 2017. This will be the first election since Councillors were dismissed in April 2016.

Key Issues

- The framework has been developed to ensure that Council is well positioned to ensure good governance arrangements are firmly embedded prior to and following on from the return of Council.
- The plan encompasses 4 phases:
 - The planning and design phase;
 - The communication and awareness raising to attract suitably qualified candidates;
 - The legislated phase of nomination and caretaker periods for the General Election; and
 - The induction and ongoing councillor professional development.
- The plan takes into account the outcomes and recommendations of the Commission of Inquiry report. It is flexible enough to accommodate the current legislative requirements for the return of Council as well as any major legislative decisions made by the State government. Currently, there is no certainty as to what the model of Council may look like, and ward boundaries have not been formalised.

P Dorling moved, L Gardner seconded -

That Council endorse the Return of Council Plan and Framework (Attachment 2).

Carried.

Attachment 1

Discussion

The Return of Council is a major component of the Transformation Program. The plan supports the successful transition to an elected Council in October 2017. Key components include:

- Councillor Code of Conduct
- Civic leadership program that will be run by our stakeholders
- Candidate training and information sessions
- Comprehensive induction program
- Councillor portal
- Ongoing training and development
- Governance policy and procedure review, including protocols
- Development of a communications plan (Geelong Decides) developed in collaboration with local government peak bodies and our stakeholders
- Statutory requirements associated with the Victorian Electoral Commission (VEC) conducting the Election on our behalf.

Financial Implications

Provision for the Return of Council has been made in the 2016-2017 and 2017-2018 Budget.

Stakeholder Consultation and Communication

A key component of the plan is extensive communications prior to the return of councillors, aimed at attracting diverse and suitably qualified candidates, promoting civic engagement and leadership and ensuring that the community actively participates in the democratic process.

Policy/Legal/Statutory Implications

The Return of Council Framework includes review of governance policies and procedures to ensure legislative requirements are adhered to.



Return of Council Plan

	Design and Planning	Raise Awareness	Nomination & Caretaker	Induction
	April – May 2017	June – August 2017	Sept – 28 October 2017	Nov 2017 – June 2018
Key milestone	• Our Future Assembly (6 May) • State Government Ward boundary consultation • Proposed COGG Act amendment • Develop communications plan with stakeholders • Update Councillor Code of Conduct • Update Caretaker Policy • Governance meeting procedure (Local Law) • Prepare policies and protocols • VEC election plan • WILD / WICLAC women sharing power event (11 May)	• Civic Leadership Program • VLGA Candidate Information sessions • MAV Stand for Council campaign & workshops in wards (6) • New Ward structure • COGG Community Update (10 June) • VEC enroll to vote advertising • Public notice of entitlement date (12-18 Aug) • Our Future vision released (July)	• Entitlement date (1 Sept) • Publication of election notice (4-8 Sept) • COGG Candidate Information Session (13 Sept) • VEC Candidate Information Session (19 Sept) • Nominations close (26th) • Caretaker period (26 Sept to 28 Oct) • COGG Community Update • VEC election and candidate management • Postal votes close 6pm 27 Oct • Election Day – 28 Oct	• Declaration – 8 Nov • Councillor Induction Program • Protocols and polices in place clarifying roles and responsibilities • Councillor Events • Accommodation and Staffing in place • Councillor Portal operating with digital agenda and minutes • Councillor planning • Ongoing Training and Development
Outcomes	• COGG Act updated • Council operations transforming • Communications plan prepared with stakeholders	• Community informed that council election taking place • Candidates attend training and information	• COGG caretaker compliance and is ready for return of elected representatives • VEC manages election • Voters decide and new council is elected	• Councillors have appropriate competencies and know the legislative and civic responsibilities • Sustainable Council

8. 2017 - 2020 CUSTOMER FOCUS STRATEGY

Source: People & Organisation Development - Customer Service
Executive Manager: Andrew Keen
Index Reference: Corporate Management

Purpose

The purpose of this report is to seek Council's endorsement of the 2017-2020 Customer Focus Strategy.

Background

An officer working party has finalised a Draft Customer Focus Strategy for the Council's consideration and endorsement.

The Customer Service Strategy focuses on aspects of customer service that will help to provide the overall conditions which the Council City Plan's objectives 2013-2017 strategic outcomes are achieved.

Key Issues

For the City to demonstrate that it is an efficient and customer focused organisation as published in City Plan 2013-2017, this Customer Focus Strategy will pursue the following strategic goals:

- To provide choice for our customers.
- To increase customer satisfaction.
- To deliver our services in the most cost effective way.

To assist with these priorities a number of strategic improvement actions have been identified that will involve implementation over the period 2017-2020. The strategic improvement actions have been designed to provide a structured approach for the organisation to improve service delivery and quality.

The strategy document has been revised to incorporate recent customer feedback, the newly developed organisational values and findings from a review of face-to-face customer service centres reported to Council via a confidential report in November 2014.

P Dorling moved, L Gardner seconded -

That Council endorse the 2017-2020 Customer Focus Strategy (Attachment 2).

Carried.

Attachment 1

Financial Implications

Items detailed in the strategic improvement actions section of the Strategy will be subject to budget approvals. Most of these actions are identified as being undertaken within existing operational budgets.

Stakeholder Consultation and Communication

The Customer Focus Strategy has been prepared by reviewing a range of documents and information and gathering views of a range of council staff and customers to compliment Council's 'community participation and engagement with local communities' theme

Policy/Legal/Statutory Implications

Council has a responsibility to ensure that services provided to the community are equitable, accessible and that resources are used efficiently to meet the needs of the community.

Alignment to City Plan

The strategy aligns with City Plan outcomes and there is a particular emphasis regarding the following two outcomes:

- Customer Focused Organisation
- Efficient Service Delivery

Conflict of Interest

No officers involved in the preparation of this report have any direct or indirect interests in the content of this report.

Risk Assessment

The strategy supports the minimisation of risk to ensure that Council delivers the objectives of City Plan and effective risk management activities are established in relation to service delivery.

Environmental Implications

Environmental implications are considered as an integral part of the Customer Focus Strategy.



Working better together

CUSTOMER FOCUS STRATEGY

2017–2020

Contents

1. Purpose

Part A: Background

2. Our customers
3. What has informed this strategy?
4. Our commitments

Part B: Goals, objectives and actions

5. An overall summary
6. Action plan
7. Who is responsible?
8. How we will measure ourselves
9. References

Appendix 1 Internal consultation

Appendix 2 *Customer Focus Strategy* summary

1. Purpose

The purpose of this strategy is to set a clear, shared vision for customer service at the City of Greater Geelong for 2017–2020.

This strategy is designed to deliver on the following [City Plan](#) objectives:

Strategic direction	How we do business
Priority	Efficient and customer focused organisation

Part A: Background

2. Our customers

Our ‘customers’ are generally defined as anyone we interact with when performing our duties as a local government. These duties include:

- planning and monitoring
- managing places
- service delivery
- lawmaking and enforcement
- policy development
- representation
- advocacy.¹

There are many different departments in the organisation that manage these functions. Customer service is therefore the responsibility of all employees – not just those working in our customer service department.

KEY FACTS

Existing population estimate:	234,999
Projected population by 2031:	299,000
Current staff:	2,643
Volunteers:	700

¹ Good Governance Guide (2016) *Functions of Local Government*. www.goodgovernance.org.au/about-good-governance/role-of-local-government/

Service types:	126
Total land area:	1250 square kms

3. What has informed this strategy?

The changing context

Service practice has changed across government agencies to meet changing expectations. Central to these changes are concepts such as ‘self-serve’, ‘collaboration’ and ‘shared services’.

We believe the following trends are going to change how we live and will therefore influence what defines good customer service.

- Digital everywhere

Increasing technology is already dramatically changing traditional customer service models and patterns of use. As the online options increase, there will be increasing acceptance of ‘virtual’ service delivery.

- Sustainable development

The way we currently live is turning natural resources into waste at a faster rate than nature can turn waste back into natural resources.² New technologies and a more thoughtful approach to how we use resources will be needed to minimise our impacts.

- Demographic change and diversity

The population is ageing and becoming more ethnically diverse. To meet the needs of the changing population, services will need to be integrated and more inclusive.

- Population Growth

Australia’s population is becoming increasingly urban³. New housing developments and an increased population density in existing urban areas will lead to increased demand for services. Keeping pace with these demands is an ongoing challenge for all government and utility services.

² City of Greater Geelong (2017) *Environment Management Strategy* 2014–2017, p 18.

- Security and safety

As the world changes and new threats emerge, concerns about community and personal safety are expected to increase. From a service perspective, there will be increasing concerns about privacy and the use of personal data.

Customer service data

The following table shows how the patterns of use for our *customer contact channels* (different methods for contacting us) changed over two financial years (2014–15 and 2015–16).

	2014-2015	2015--2016	Variation
Web Visits	2,029,680	2,058,843	1.4%
On-line payment transactions	35,677	43,008	20.6%
Customer Contact Centre	181,880	188,337	3.55%
On-line RFS transactions	8,988	18,007	100.3%
Contactus email	17,252	18,431	6.8%
Registered Mail	80,333	67,906	-15.5%
Customer Service Centre Visits	130,612	116,420	-10.9%
Customer Service Centre Payments	72,428	70,550	-2.6%
Payments as a % of Customer Service Centre visits	53%	54%	1%
% of Payments through Customer Service Centres	16%	14%	-2%

³ Australian Bureau of Statistics (2008) 4102.0 - *Australian Social Trends, 2008*. www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Chapter3002008

Our customer service data tells us the following:

- Our website continues to be our most popular and economical customer contact channel. In 2015–16, there was a 1.4 per cent increase in visits delivered at a cost of approximately 98 cents per customer contact.
- Our telephone line received 188,337 calls during the 2015-2016 period, emphasising its importance as a customer contact channel. At \$3.30 per contact, it is a relatively cost-effective way to meet customer need.
- There has been a notable decrease in the number of customers sending us registered mail (15.5 per cent) and visiting customer service centres (10.9 per cent).
- The number of online 'Request for Service' transactions increased by over 100 per cent.

Local Government Community Satisfaction Survey

Although customer service is just one part of this annual review, it is an area of performance we've been highly rated for a number of years.

In 2016, we achieved the following results:

- Our customer service rating index score increased to 74, up 6 points on the 2015 result.
- This result was 4 points higher than the average for all regional cities and 5 points above the state average.
- 'Very good' ratings for customer service increased by 11 points, compared to 2015.

City of Greater Geelong culture review 2015–16

In 2016, we conducted a survey to capture an up-to-date assessment of employee views of, and attitudes towards, our organisation.

A small percentage of our employees reported that a member of the public had bullied them in the workplace.

To meet occupational health and safety requirements, we have a responsibility to protect our people from bullying and inappropriate behaviour.

Internal consultation

While our Customer Service Working Group was instrumental in developing this strategy, employees at all levels of the organisation and across departments were also consulted (see appendix 1 for more information).

4. Our commitments

Our values

Our values represent who we are as an organisation and who we aspire to be.

They are:

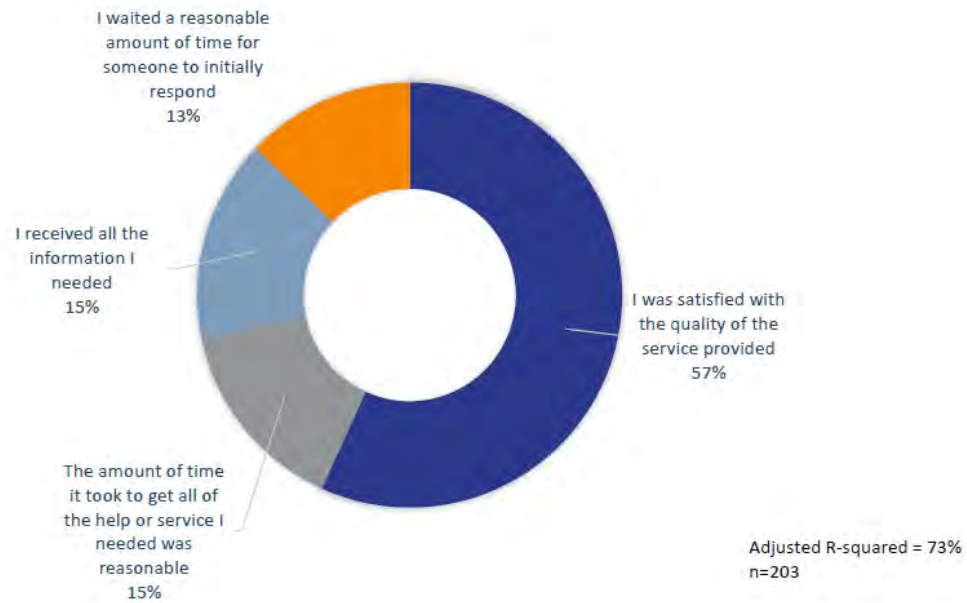
- Make people the centre of our business.
- Respect and encourage each other.
- Embrace new ideas and better ways to work.
- Create a healthy and safe environment for all.

Our Customer Service Charter

In November 2016, we commissioned Customer Service Benchmarking Australia to conduct a telephone survey of 254 people who had recently contacted us.

Respondents were asked to judge the quality of service they received, as well as to identify the 'service attributes' driving their levels of satisfaction.

The analysis revealed that the following service attributes drive customer satisfaction:



We developed a new Customer Service Charter (see below) that we feel will best help us deliver services to meet these attributes.

When we focus tested the standards with 100 local residents, their response was overwhelmingly positive.

Our plan is to expand the number of services we deliver according to a standard.

Customer Service Charter

Delivering service excellence by striving to achieve the following standards

In general

- We will act in line with our values.
- We will be realistic about what we can do and by when – and we'll let you know about delays.
- If you want us to look at or fix something, we will give you a reference number.
- We will act according to the legislation that governs us.
- We will encourage customer feedback and view it as an opportunity to improve.

By phone

- Our phone service will be available for general enquiries between 8.00am and 5.00pm on weekdays (excluding public holidays).
- We will provide an after-hours phone service for urgent calls.
- We will greet you using our name (organisation/department) and the first name of the person you are talking to.
- We will give you a direct number to call us back, if necessary.
- If your call needs to be transferred to someone else, we will ask you some basic information so we can introduce your call.
- We will give you options if that person isn't available, such as taking a message.
- Messages that are left on voicemail will be returned within one business day.

In writing

- We will acknowledge and try to resolve issues you write to us about within 10 business days.
- If we cannot meet that deadline, we will explain why, let you know who is handling our response and give you an expected reply date.

By email

- We will respond to emails received via contactus@geelongcity.vic.gov.au within one business day.

In person

- We will do our best to satisfy your request when you visit.
- If your enquiry is of a technical or specialised nature, we will contact the appropriate person to assist.
- If that person is unavailable, we will get in touch within 24 hours to arrange an appointment or discuss the matter over the phone.

Using our website or social media

- We will maintain our website with relevant, up-to-date information that is easily understood and accessible.
- We will respond to our social media platforms within one business day.

How you can help us

- Get in touch using any method advertised on www.geelongaustralia.com.au/contact
- Use officer contact details when provided in correspondence.
- Let us know if your details change, such as address or animal registration details.
- Respect and treat all our facilities, equipment and property with due care.
- Be polite and respectful towards our employees and other customers.
- Understand we can ask you to leave, cease a conversation, or contact the police if your behaviour is considered hostile, threatening or abusive.

Part B: Goals, objectives and actions

5. An overall summary

Our customer service goals for 2017–2020 are:

- To provide choice for our customers.
- To increase customer satisfaction.
- To deliver our services in the most cost-effective way.

To achieve this, we will:

- Increase investment in the customer contact channels our customers most want and reduce or remove those that are inefficient.
- Promote our Customer Service Charter (see page 9-10) to customers and increase the number of services we hold to a standard.
- Develop the skills of our employees to help them meet the standards in our Customer Service Charter.
- Simplify our processes to improve the speed of our customer service response times.
- Promote our 'MyGeelong' website as a secure and personalised way to make payments and lodge forms any time.
- Promote our telephone number as a cost-effective and personalised way we can reach customers who cannot visit us or use our services online.
- Produce a model for 'face-to-face' customer service centres that will consolidate the number of centres we have and deliver better value for money, while still meeting the needs of most people in the community.
- Work with our contractors to make sure they are delivering a service that meets the standards of our Customer Service Charter.
- Further improve our website so it becomes the 'first port-of-call' for all our customers – improvement of our intranet will also help us respond better to customer enquiries.
- Improve our complaints management system to meet the requirements of the Victorian Ombudsman's review and *Councils and Complaints – A Good Practice Guide February 2015*.
- Measure customer satisfaction, share results and address anything that doesn't meet the standards in our Customer Service Charter.

6. Action plan

	Action	Department/s responsible	Resources required	2017-2018	2018-2019	2019-2020
1.1	Establish a service improvement team to deliver the actions in this strategy.	Customer Service	Existing budget			
1.2	Promote our Customer Service Charter and work with internal departments to expand the number of services we deliver to a standard.	Customer Service/ Service Improvement Team	Existing budget			
1.3	Develop a strategy that will improve consistency across all our customer contact channels and provide 24/7 service options.	Customer Service/ Digital Information and Technology	Existing budget			
1.4	Expand investment in web-based self-service applications so that customers can search, interact and transact online with as many services as possible.	Customer Service/ Digital Information and Technology	Business case			
1.5	Develop a consolidated model for face-to-face customer service centres.	Customer Service	Business case			
1.6	Implement a communications campaign to promote customer contact channels, with an emphasis on online options (such as 'MyGeelong').	Corporate Communication and Marketing	Existing budget			
1.7	Develop our intranet and corporate websites to improve search capability, maintain content accuracy and enhance online	Customer Service/ Digital Information & Technology/Financial Services	Existing budget			

	Action	Department/s responsible	Resources required	2017-2018	2018-2019	2019-2020
	transactions.					
1.8	Monitor customer interactions across all platforms, such as phone, online and in-person, to inform the mix of customer contact channels we offer.	Customer Service/ Business Improvement	Existing budget			
1.9	Review and update the complaints handling process and improve our skills at handling and resolving complaints.	Customer Service	Existing budget			
1.10	Develop a uniform approach to customer billing and payment methods, to reduce complexity and improve efficiency.	Service Improvement Team	Existing budget			
1.11	Review our telephone-based customer service system to make sure it is meeting our Customer Service Charter.	Customer Service/ Digital Information and Technology	Existing budget			
1.12	Investigate methods to allow customers to prove their identity and personal information once for all our different services.	Digital Information and Technology	Business case required			
1.13	Carry out ongoing monitoring and management of contracted services to make sure they deliver value for money and quality service to our customers.	Customer Service/Environment and Waste/City Services/ Health and Local Laws.	Existing budget			
1.14	Undertake a review of our 'Request For Service' system and response times.	Customer Service	Existing budget			
1.15	Commence a plan of business process improvement (Lean	Business Improvement	Existing budget			

	Action	Department/s responsible	Resources required	2017-2018	2018-2019	2019-2020
	Thinking) to help departments deliver services that can best meet the needs of our customers.					
1.16	Develop and implement a portfolio of rolling customer service training for all staff.	Customer Service/ People and Organisational Development	Business case			
1.17	Provide a mechanism to report 'whole-of-City performance', measuring satisfaction across all customer contact channels.	Customer Service/ Strategy and Performance	Existing budget			

7. Who is responsible?

We acknowledge that customer service is the responsibility of everyone in the organisation. As such, all employees and others who work on our behalf will be expected to play their role in delivering the actions in this strategy.

Responsibilities can be broken down as follows:

CEO	Maintains overall responsibility for making sure the organisation develops and delivers a co-ordinated approach to customer service.
Directors	Each director has a duty to actively promote customer service within their divisional customer service teams, service improvement teams or similar, and to update action plans to ensure this strategy is implemented.
Department managers	Managers must actively promote customer service within their teams and implement actions in this strategy. They are expected to update staff on customer service issues through team meetings, personal development plans and training.
Employees and contractors	Our employees and contractors play a significant role in making sure that all our customers, clients and partners receive good customer service that meets our Customer Service Charter.

8. How we will measure ourselves

We will measure our performance in the following ways:

- performance improvement, as rated by the annual *Local Government Community Satisfaction Survey*
- improvement in our independent performance ratings
- performance against speed of response measures for telephone, written correspondence and 'Requests for Service' completion times
- qualitative information regarding staff courtesy, helpfulness and knowledge of current information
- by measuring the number of customer service improvement activities undertaken
- by our compliance with legislative requirements
- through increased online access, transactions and satisfaction
- by assessing our performance against our peers.

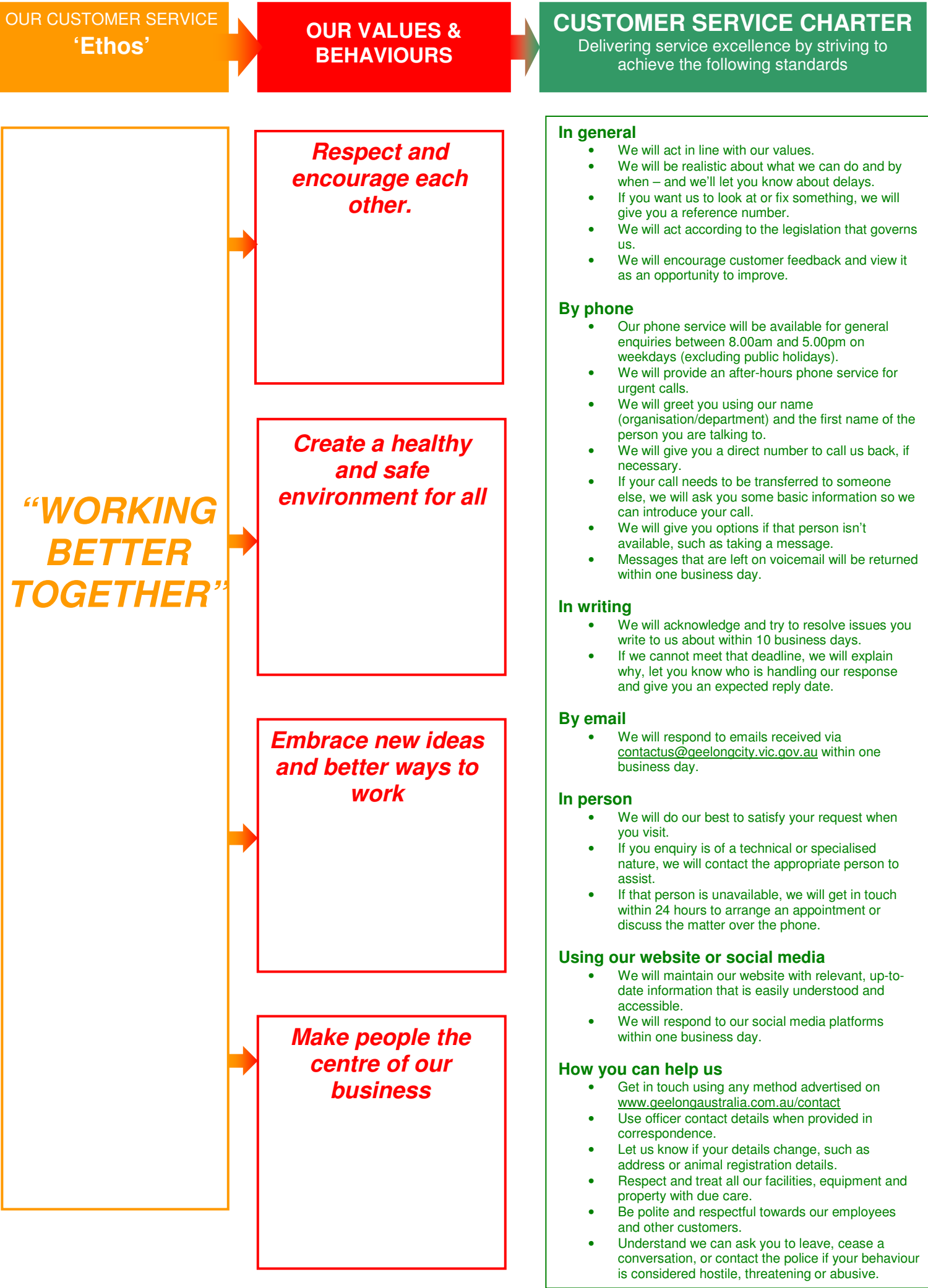
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Appendix 1- Internal consultation

The preparation of this *Customer Focus Strategy* draws upon:

- Consultation with City of Greater Geelong Directors, Managers and customer contact staff. As a result of their day-to-day contact with customers over many years, they have tremendous reserves of knowledge about customer contact and feedback.
- Individual service areas hold information and data about customers, including transaction records that can provide a rich understanding of service users and issues.
- Consultation exercises with departments involved in service delivery and customers involved in receiving services from the City of Greater Geelong.
- A detailed review of our customer service centres including population forecasts, feedback from residents that use our customer service centres, a review of transaction data and benchmark data from other councils.
- An independent review of customer satisfaction levels conducted by Customer Service Benchmarking Australia.
- The Customer Service Working Group - a cross-functional team of officers drawn from across the organisation to oversee development and implementation of the strategy - was engaged at various stages.
- Review of information about 'best practice' customer service methods employed by other government and private sector organisations, both nationally and internationally.



9. SPORT & RECREATION VICTORIA - 2018/19 COMMUNITY SPORT INFRASTRUCTURE FUND

Source: Community Life
Director: Linda Quinn
Index Reference: Grants and Funding – Sport and Recreation Grants

Purpose

To seek Council endorsement to submit projects to Sport & Recreation Victoria's Community Sport Infrastructure Fund (CSIF) for consideration.

Background

Sport & Recreation Victoria (SRV) has released the 2018/19 CSIF which provides an important opportunity for Council to secure funding for sport and recreation projects across the municipality. The funding round opened on 30 March 2017 and this report relates to the recommended submissions under this program.

Key Issues

- Council conducted an Expression of Interest (EOI) process, calling for applications from sport and recreation clubs across the municipality which are eligible under the Minor, Female Friendly and Cricket Facilities categories.
- The project proposed for submission under the Planning Category has been identified by Council staff.
- Project proposals are due to SRV by 7 June 2017.
- Project proposals supported by SRV will be invited to submit full applications, due by 11 September 2017.
- Funding announcements are expected from November 2017 onwards.
- Any financial commitment required from Council towards projects will be forwarded to the 2018/19 budget along with all other Council priorities for consideration.

P Dorling moved, L Gardner seconded -

That Council:

- 1) Endorse the development of submissions for SRV's Community Sport Infrastructure Fund as follows:**
 - **Kingston Park Sub-Regional Playground – Minor Facilities category**
 - **Armstrong Creek West Regional Soccer, Hockey and Tennis Master Plan and Feasibility Study – Regional Planning category**
 - **Lara Soccer Club Stage 2 Female Change Facility – Female Facilities category**
 - **Bell Park Sports Club Female Change Facility – Female Facilities category**
- 2) Pending the outcome of each application, refer the projected Council contribution for any successful projects to the 2018/19 budget for consideration.**

Carried.

Attachment 1

Discussion

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. This funding aims to support projects which:

- Increase sport and recreation participation for all Victorians;
- Increase female and junior participation;
- Increase access to sport and recreation opportunities;
- Better planning of sport and recreation facilities; and
- Encourage innovative, environmentally sustainable and universally designed facilities.

The full 2018/19 CSIF Application Guidelines can be found in Attachment 2.

Funding is available under the categories described below:

CSIF category	Max amount per grant	Funding ratio
Minor Facilities	\$100,000	\$1.5 State : \$1 Local
Cricket Facilities	\$100,000	\$1.5 State : \$1 Local
Female Friendly Facilities	\$100,000	\$1.5 State : \$ Local
Planning - Regional	\$50,000	\$2 State : \$1 Local
Planning – Local	\$30,000	\$2 State : \$1 Local
Better Pools	\$3,000,000	\$1 State : \$2 Local
Major Facilities	\$650,000	\$1 State : \$2 Local
Small Aquatic Projects	\$200,000	\$2 State : \$1 Local

Recreation and sporting clubs in the municipality were invited to submit projects for consideration under the Minor, Female Friendly and Cricket Facilities categories. Submissions were via an Expression of Interest (EOI) process through the Geelong Australia website from Friday 7 April 2017 to Friday 21 April 2017. This EOI process was restricted due to timeframes for Council reporting and submission dates to SRV.

A total of 15 submissions were received via the EOI. Council is eligible to submit a total of three (3) applications to SRV under the Minor, Female Friendly and Cricket Facilities categories.

Applications for the Planning category are traditionally selected by Council Officers based on local and regional planning priorities and alignment to the SRV grant assessment criteria. The project recommended within the Planning category has been identified by Officers as the next major strategic priority for recreation within Council.

At present, no projects have been identified as ready for submission under the Major Facilities, Better Pools, Small Aquatic Projects or Cricket Facilities categories.

Future projects currently being developed which may be suitable for subsequent funding rounds include Northern Arc, Geelong West Oval and Brearley Reserve Indoor Recreation Facility. It should be noted however that these project will likely significantly require more investment than this funding program offers.

Recommended Projects:

Minor Facilities category

Kingston Park Sub-Regional Playground - this project is strategically supported by Council's Play Strategy. This project involves creating a universally accessible play facility that complement the natural landscape.

Grant amount requested:	Council contribution required in 2018-19:	Total project cost
\$100,000	\$200,000	\$300,000

Planning category

Armstrong Creek West Regional Soccer, Hockey and Tennis Master Plan and Feasibility Study – this study will plan for the future provision of the regional sporting precinct and is supported by infrastructure planning for Armstrong Creek and G21 strategic planning for tennis and soccer.

Grant amount requested:	Council contribution required in 2018-19:	Total project cost
\$50,000	\$100,000	\$150,000

Female Friendly Facilities category

Lara Soccer Club Stage 2 Female Friendly Facilities – this project will deliver an extra set of female/unisex change rooms and supporting amenities to bring the facility up to standard that is adequate for their existing and future female membership base. This project is supported by the G21 Regional Football (Soccer) Strategy.

Grant amount requested:	Council contribution required in 2018-19:	Total project cost
\$100,000	\$650,000	\$750,000

Female Friendly Facilities category

Bell Park Sports (Soccer) Club Female Friendly Facilities – this project will deliver female change facilities and additional amenities to support existing and future participation. The club at present does not have change rooms for females. This project is supported by the G21 Regional Football (Soccer) Strategy.

Grant amount requested:	Council contribution required in 2018-19:	Total project cost*	In Kind and Club Contribution**
\$100,000	\$245,000	\$745,000	\$300,000 in kind \$100,000 cash

*Noting that this is a private sporting club, Bell Park Sports Club must demonstrate that broader community use of the facility will be established as a result of the project. This demonstration must be to the satisfaction of Council before the application can be submitted to Sport & Recreation Victoria. In addition, Bell Park Sports Club must enter into a formal project funding agreement with Council that outlines commitments of all parties to the project and agree to sale of asset, organisational wind up clauses or contractual arrangements to protect Council's investment for the term of the asset life.

**Noting that there is a 40% in kind component, all in kind works provided by Bell Park Sports Club to be quantified and secured prior to submission to Sport & Recreation Victoria.

Financial Implications

There are no financial implications associated with adopting the recommendations of this report.

If funding applications to SRV are successful for the proposed projects, these will need to be referred to the 2018/19 budgetary process along with all other Council priorities. Business cases for any contributions required by Council will be developed for consideration. Should these budget referrals not be adopted, any funding received within the CSIF program will be returned to the State Government.

Stakeholder Consultation and Communication

The Expression of Interest process for the Minor, Female Friendly and Cricket Facilities categories was advertised via Council's Facebook and website, as well as City News and the Sport and Recreation department's e-newsletters and email database.

The EOI's which were awarded the highest priority were ones that:

- Aligned closely to SRV's funding guidelines;
- Included concept plans;
- Included detailed cost estimates;
- Were strategically supported by local or regional plans;
- Consulted with stakeholders;
- Demonstrated participation increases as a result of the project, particularly in juniors and females;
- Aligned to Council's budget drivers; and
- Aligned to the Our Future successful communities indicators.

Submissions which did not provide this information were awarded a lower priority than other projects. Projects which require further development will be supported by Council Officers to strengthen their proposals for subsequent funding rounds.

Council Officers met with local Sport & Recreation Victoria (SRV) staff to discuss EOI's.

Attachment 3 details the list of projects received from sport and recreation clubs via the EOI process including ranking and assessment criteria.

Policy/Legal/Statutory Implications

There are no legislative or legal ramifications associated with the adoption of this report.

Alignment to City Plan

The recommended projects align to the City Plan's priority of *Community Wellbeing*, encouraging healthy lifestyles and connected communities through active recreation and participation in sport.

Conflict of 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.

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.

2018-2019 Community Sports Infrastructure Fund

Application Guidelines



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Accessibility

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Available at **www.sport.vic.gov.au/grants**

(1703040)

Message from the Minister for Sport, John Eren



Sport and recreation is the heart and soul of our communities, bringing families and locals together.

The Victorian Government is committed to ensuring that more people can improve their health, get active and involved with sport and active recreation at local clubs, using community infrastructure across the state.

With the state's population on the rise, we're proud to invest in a range of initiatives that ensure grassroots sport infrastructure is modernised and developed consistent with growing community demand and expectations.

I'm delighted that the *Community Sports Infrastructure Fund* is open for the 2018-19 round. The Community Sports Infrastructure Fund continues exciting new developments that will meet the needs of the Victorian community.

Sport and active recreation organisations and clubs, working with their local councils, can apply for funding through a range of categories that support upgrades to existing infrastructure or the development of new infrastructure.

Eligible projects include local aquatic centre upgrades, sport pavilion developments, sport surfaces and sport lighting installations, recreation facilities, play spaces and feasibility studies.

I'm particularly proud that the *Community Sports Infrastructure Fund* has again been extended to include the categories that implement our significant commitments to female changerooms and cricket facilities.

The Female Friendly Facilities category gives local councils funding to build new and upgrade existing, out-dated change facilities at clubs around the state that cater for female sport and active recreation, with a focus on promoting female and family friendly environments.

The Cricket Facilities category forms part of the \$12.4 million *Community Cricket Program: On Common Ground*, a partnership with Cricket Victoria and Cricket Australia to provide local councils with the ability to upgrade and develop new buildings, grounds and training spaces.

The fund supports the Victorian Government's determination to address the growing demand for local cricket facilities, female change rooms at local grounds and the need for more modern and accessible community sports infrastructure that can be enjoyed by everyone, regardless of their age, background, gender or ability.

The program reflects our major commitment to health, wellbeing, and community sport and active recreation as well as boosting the capacity of communities to attract and host local and regional competitions and events.

I'm confident that by working together we can make sport more inclusive, increase local participation and the accessibility of sport, stimulate local economies and create new jobs and volunteer opportunities. I look forward to seeing new and exciting projects benefitting even more Victorians as part of the *Community Sports Infrastructure Fund*.

A handwritten signature in black ink that reads "John Eren". The signature is written in a cursive, flowing style.

Hon John Eren MP

Minister for Sport

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1. What is the Community Sports Infrastructure Fund?

The *Community Sports Infrastructure Fund* is a Victorian Government funding program that helps provide high quality, accessible community sport and active recreation infrastructure across Victoria by encouraging:

- 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* provides grants for planning, building new, and improving existing infrastructure where communities conduct, organise and participate in sport and recreation. Funding is available under the following categories*:

- **Better Pools** – Grants of up to \$3 million are available to provide high-quality aquatic leisure facilities through new or redeveloped aquatic leisure centres.
- **Major Facilities** – Grants of up to \$650,000 (where the total project cost is more than \$500,000, excluding GST) are available to develop or upgrade sub-regional and regional sport and recreation facilities.
- **Small Aquatic Projects** – Grants of up to \$200,000 are available to improve and upgrade aquatic facilities, seasonal pools and develop new water play spaces.
- **Minor Facilities** – Grants of up to \$100,000 for any one project (where the total project cost is up to \$1,000,000 excluding GST) are available for community sport and recreation groups, working in partnership with local government, to develop or upgrade community sport and recreation facilities.

- **Cricket Facilities** – Grants of up to \$100,000 are available to assist local councils, cricket associations and local cricket clubs to upgrade and develop cricket specific club infrastructure including new buildings, grounds, and training facilities.
- **Female Friendly Facilities** – Grants of up to \$100,000 are available to build new and upgrade existing, outdated change facilities at sports clubs around the state that cater for female sport, with a focus on promoting female and family friendly environments.
- **Planning** – Funding is available for planning initiatives that address the future sport and recreation needs of communities through better information gathering, consultation and strategic planning, including:
 - grants of up to \$30,000 for projects focusing on recreation planning or facility feasibility in one municipality
 - grants of up to \$50,000 for regional planning initiatives that demonstrate inter-municipal needs and financial support from multiple local government authorities
 - grants of up to \$30,000 for female participation strategies.

**For specific details on the number of applications that can be submitted under each category please refer to sections 9-15.*

1.1. Why is the Victorian Government funding these grants?

Strong, active and healthy communities need high-quality, accessible, well-designed and managed infrastructure for sport and active recreation activities. Developing new facilities or improving the quality of existing facilities to increase participation and wellbeing is a priority for the Victorian Government.

Construction of new or improved facilities also stimulates the local economy and creates a range of employment and volunteer opportunities, from construction and facility management, through to coaching and officiating.

The program reflects the government's commitment to health, wellbeing, and community sport and recreation, as well as boosting the capacity of communities to attract and host local and regional competitions and events.

2. Who can apply?

Only local government authorities can apply directly to the Department of Health and Human Services for funding from this program.

Councils are required to discuss their project(s) with their Sport and Recreation Victoria representative before submitting their Project Proposal(s) or Application(s).

Community organisations can only seek access to support from the fund through 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. Community organisations are advised to contact their local council about timelines for expressions of interest.

3. What types of activities might be funded?

A wide variety of sport and recreation planning and infrastructure projects will be considered for funding.

Improving participation outcomes is a key objective of the program. Applications must clearly demonstrate how the projects will improve participation outcomes.

Specifically, proposals should demonstrate how the project:

- will increase or maintain participation
- encourages participation by females, juniors, people living in growth areas and communities experiencing disadvantage
- improves health and wellbeing of the community

- encourages development of multi-use, shared and co-located facilities
- collaborates with schools and community groups
- collaborates with state sporting associations or relevant peak bodies
- improves environmental sustainability
- applies or demonstrates principles of Universal Design
- applies the Healthy Choices Guidelines (Better Pools category).

Priority will be given to communities in areas of need that have experienced natural disasters, such as bushfires, flood and drought, or communities experiencing strong population growth or significant change in circumstances (e.g. economic challenges).

Councils should make contact with peak bodies, local leagues/associations, state sporting associations and regional sports assemblies (where appropriate) to seek their support and input into the planning and design of facilities along with developing participation/programming initiatives.

Councils are encouraged to explore funding models that demonstrate stakeholder commitment to the project.

Staged components of a larger facility development, providing the particular stage meets the program criteria are eligible.

Projects on private land are eligible, but will be subject to the establishment of a legally binding agreement between the organisation and local council to ensure ongoing public access. Such proposals should demonstrate evidence of a legally binding agreement in the Full Application.

Projects on school land are eligible subject to a completed *Community Joint Use Proposal* (to the Department of Education and Training) which is completed by the applicant and the school. (Schools can access this document from the Department of Education and Training website.) Applicants must allow sufficient time to



complete this document and obtain the necessary endorsement from the Department of Education and Training at both the regional office and central office.

Proposals may include project management fees of up to 5 per cent of the total project cost.

Councils wanting to undertake Design and Construct projects are eligible. However, councils will still need to demonstrate appropriate levels of planning and are required to submit schematic designs and appropriate cost estimates with full applications.

3.1. What will not be funded?

The *Community Sports Infrastructure Fund* will not fund:

- projects where contributions from funding partners are not confirmed in writing or underwritten by council
- tenant clubs that have failed to resolve a breach of the *Victorian Code of Conduct for Community Sport*
- projects that do not strongly meet the assessment criteria
- projects that do not meet the eligibility criteria
- projects that do not align with the objectives of the program
- Minor Facility projects that exceed the maximum total project cost of \$1,000,000 (ex GST)
- projects that do not meet relevant Australian standards (e.g. lighting projects or netball court dimensions)
- projects that are deemed by Sport and Recreation Victoria as not ready to proceed
- applications submitted after the closing date, unless written approval from Sport and Recreation Victoria has been obtained before the closing date which will only be granted under exceptional circumstances (e.g. significant technology disruptions)
- requests for retrospective funding, where projects have commenced construction or are completed prior to the execution of a funding agreement (construction includes, but is not limited to, site clearing, earthworks, building works and any form of early works)
- the purchase of land (in general, the land on which the facility development is proposed will be municipal property, a Crown reserve, land owned by a public authority, or land held for public purposes by trustees)
- facilities where little or no public access is available
- applications where the recipient organisation/s receive revenue from electronic gaming machines will generally be given a lower priority
- facilities designated for electronic gaming machine operations
- in general, areas designated as licenced areas within a proposed facility will not be eligible for funding. The Department of Health and Human Services may consider applications where a restricted club licence is proposed or in place, provided that the restricted licence does not interfere with the facility's other amenities or services, such as child care or access by young people
- routine or cyclical maintenance works
- repair of facilities damaged by vandalism, fire or other natural disasters where the damage can be covered by insurance
- requests for ongoing operational costs such as, but not limited to, salaries, electricity, water, asset maintenance and other utilities
- costs associated with the purchase of transport or any other type of vehicle
- upgrading or redeveloping kitchen or public toilet facilities, except as part of a larger project that meets the objectives of the funding program
- purchasing or maintaining recreation, entertainment, sporting, life-saving or any other equipment (except as part of facility fit out)
- projects previously funded by Sport and Recreation Victoria, unless applicants can demonstrate additional or new uses resulting in increased participation/programming outcomes

- the replacement of like-for-like surfaces (e.g. tennis hard-court surface replaced by a similar hard-court surface) will not be considered a priority to receive funding unless it can be demonstrated that additional uses are proposed and/or a multi-purpose element is being introduced. Additional use should be confirmed through letter of support and schedule of use. Exceptional circumstances may be considered where a safety standard or compliance issue is evident
- projects that do not demonstrate how the principles of Universal Design and Environmentally Sustainable Design have been incorporated
- costs for the design of sport and recreation facilities only.

3.2. Past performance

Sport and Recreation Victoria will review an applicant's past performance and assess whether this is likely to have an impact on the successful delivery of a future project. Poor past performance will be taken into account when assessing applications and may be reason for projects not being supported.

This assessment will include consideration of whether:

- organisations have taken the appropriate steps to implement any previous projects funded by Sport and Recreation Victoria (within appropriate timeframes)
- organisations have overdue projects funded by Sport and Recreation Victoria and whether they have requested a variation
- organisations have completed projects funded by Sport and Recreation Victoria and whether they have submitted required final acquittal documentation.

4. Partnership Approach

To strengthen the identified outcomes from the *Community Sports Infrastructure Fund* for communities, councils are required to engage Sport and Recreation Victoria and other key stakeholders as early as possible to develop proposals that strongly align with the fund.

This includes engaging with Sport and Recreation Victoria early in the development of a project, rather than just in the development of an application. Sport and Recreation Victoria will provide guidance on how project ideas or proposals align with the fund prior to developing an application.

Once funded, councils are required to fulfil specific obligations to maintain funding commitments to projects. These obligations are outlined in the Funding Agreements. Project Managers are required to be familiar with these obligations.

To ensure appropriate support is provided to meet these obligations, Sport and Recreation Victoria requires all councils to provide a Project Governance Framework (template provided on www.sport.vic.gov.au) that outlines the governance model for delivery of projects from the Better Pools, Major Facilities, Small Aquatic Projects and Planning categories.

The Project Governance Framework will provide Sport and Recreation Victoria with confidence that an appropriate engagement process will be implemented as the project is developed, particularly during design phases, where changing project circumstances have the potential to diminish the original intent of a project or diminish the rationale for its support from the fund.



5. What is the application process?

5.1. Process for clubs

Only local councils are able to submit applications directly to Sport and Recreation Victoria. Community organisations can seek access to support from the fund through 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.

Any clubs wishing to discuss a project should contact their local council who will provide further advice.

5.2. Process for councils

The application process will require the submission of both a Project Proposal and Full Application for all categories.

This approach gives applicants the opportunity to receive advice on their proposals earlier and supports clubs and local groups to work more closely with their council to develop project proposals for funding, while reducing the work involved in developing full applications.

Step One: Contact Sport and Recreation Victoria

Council must discuss project ideas with a Sport and Recreation Victoria representative before submitting a Project Proposal. They will provide:

- advice on the most appropriate form of support for your project
- guidance on the development of those proposals that have merit, that align with program objectives and that are ready to proceed
- high-level design advice.

Step Two: Project Proposal

Complete the project proposal form answering questions relating to project development, strategic justification, stakeholder engagement and participation outcomes.

If available, a concept or schematic design should be submitted at the Project Proposal stage. Any additional documentation is not required, and will not be assessed at project proposal stage.

Project Proposals will be assessed by the alignment of the project's proposed outcomes and the program objectives, criteria, and timelines to confirm project readiness.

Project Proposals can be submitted via Grants Online at www.sport.vic.gov.au/grants by **11.59pm Wednesday 7 June 2017**.

Step Three: Notification

Sport and Recreation Victoria will advise councils (via email) of Project Proposals supported to Full Application stage from **Monday 24 July 2017**.

Step Four: Full Application

Councils notified of supported Project Proposals in Step Three will be invited to submit a Full Application via web link. Full Applications may only seek an amount equal or lesser than that approved in Step Three and should not change in scope.

All supporting documentation should be emailed to csif@sport.vic.gov.au copying in your Sport and Recreation Victoria representative. Please quote your category and project name in the subject line of your email (e.g. Minor – Smith Reserve Lighting). Attach all documents to one email, zipping the files if required.

You can also send attachments on a CD or USB, quoting your project name, to:

Community Infrastructure and Regional Facilitation Group

Sport and Recreation Victoria
Department of Health and Human Services
GPO Box 4057
Melbourne, Victoria 3001

Full Applications will be assessed against the *Community Sports Infrastructure Fund* assessment criteria and the required documents. The more effort applied to providing and addressing these questions and providing relevant supporting documentation, the more likely the project will attract grant funding.

Application(s) addressing all criteria and including all additional information must be submitted by **11.59 pm on Monday 11 September 2017**.

If you need assistance with applying online, please call the Grants Information Line on 1300 366 356 between 8.30 am and 5 pm weekdays.

6. Timelines and assessment

There are a number of common features in successful applications. Good applications are well planned, involve co-ordination and collaboration with Sport and Recreation Victoria, involve other relevant stakeholders and are clear about what issue they are trying to address. Answering each of the assessment criteria questions will help applicants develop a more thorough project proposal.

Questions about Project Development, Strategic Justification, Stakeholder Engagement and Participation are incorporated under the assessment criteria section for each category. The percentage weightings allocated to each criterion represents the importance and the different weighting Sport and Recreation Victoria will use to assess project applications.

Program opens	March 2017
Project Proposals closing date	7 June 2017
Notification of successful Project Proposals	24 July 2017 onwards
Full Applications closing date	11 September 2017
Funding Announcements and Notification of Outcomes	November 2017 onwards

7. Resources and Additional Information

Sport and Recreation Victoria has consolidated a number of helpful tools and resources to assist with application development that can be found at www.sport.vic.gov.au

Use the search engine to locate the specific resource required.

Planning guides

Sport and Recreation Victoria and other industry stakeholders have developed a series of planning guides and other informative resources for 'best practice' sport and recreation facility development. Resources include, but are not restricted to:

- Design for Everyone Guide
- Community Sporting Facility Lighting Guide
- Female Friendly Sport Infrastructure Guidelines
- Artificial Grass for Sport Guide
- Ten ways local government can advance gender equity – Sport and Recreation
- Community Cricket Facility Guidelines
- AFL Preferred Facility Guidelines
- Netball Australia National Facilities Policy
- Tennis Facility Planning Guide
- Skate Facility Guide
- Good Play Space Guide
- Indoor Aquatic and Recreation Facility Development Guidelines
- Pool Concourse Guidelines
- Healthy Choices: policy guidelines for sport and recreation centres
- VicHealth Drinking Water Fountain Guidelines
- DHHS – Safe Pool Operations
- Open Space Planning Guide

Project Development

In addition to these planning guides, a range of project resources are also available to support the development of projects that incorporate best practice.

Universal Design

The concept of Universal Design is to make the built environment more usable to as many people as possible, at little or no additional cost. The Design for Everyone Guide incorporates the Universal Design Principle approach to best practice facility design.

Schedule of Use

A Schedule of Use is a list of all the sport and active recreation activities highlighting the extent to which the proposed facility development will be used. The schedule summarises the type and duration of the activity over a period of time and is a valuable tool to measure participation outcomes. Councils can use the Schedule of Use as provided or adapt and provide their own.

Environmentally Sustainable Design

Proposals should incorporate Environmentally Sustainable Design initiatives in project designs. For example all Better Pools, Small Aquatics and Major Facilities projects ***must allocate a minimum of 25 per cent of the requested grant amount to components that will improve energy or water efficiency and environmental sustainability. This is demonstrated with a specific Environmental Sustainable Design budget in the Full Application.*** It is good practice to incorporate Environmental Sustainable Design initiatives in all projects where possible.

Crime Prevention Through Environmental Design Principles

Proposals are encouraged to incorporate Crime Prevention Through Environmental Design Principles in planning and designing projects. The Safer Design Guidelines provide guidance for designing safer environments that minimise the opportunity for crime to occur and promote safe, accessible and liveable places that encourage

community participation. For more information www.crimeprevention.vic.gov.au/home/resources/safer+design+guidelines+for+victoria

Capital Replacement Planning

A Capital Replacement Plan is a tool (not mandatory) that can help you plan for the maintenance and eventual replacement of facilities. The development of a capital replacement plan is recommended by Sport and Recreation Victoria where facilities need to be periodically replaced or renewed.

Voluntary Labour and In-kind Support

Consideration will be given to claiming in-kind expenses to a maximum of 50 per cent of the total project cost for Minor Facilities, Cricket Facilities, Female Friendly Facilities and 25 per cent of Major Facilities and Small Aquatic Projects.

Victorian Code of Conduct for Community Sport

The facility tenant club(s) are expected to adhere to the *Victorian Code of Conduct for Community Sport* or related *State Sporting Association Code of Conduct*. More information can be obtained from www.sport.vic.gov.au

SunSmart Online Shade Audit Tool

This online tool helps determine whether existing shade at a site is adequate and provides practical recommendations to improve both built and natural shade. For more information www.sunsmart.com.au/shade-audit/

Competitive Neutrality Policy

Under the Council of Australian Governments' Competition Principles Agreement, Victoria is a signatory to the Council of Australian Governments' Competitive Neutrality Policy.



Healthy Choices: policy guidelines for sport and recreation centres

Guidelines to help sport and recreation centres improve the availability and promotion of healthier foods and drinks.

The Healthy Eating Advisory Service (HEAS) provides the necessary support and tools to assist organisations in undertaking an independent assessment of food and drinks sold within the premises. HEAS can be contacted on www.heas.health.vic.gov.au or on **1300 22 52 88**.

8. Conditions that apply to applications and funding

8.1. Funding Agreements

Successful applicants must enter into a Funding Agreement with the Department of Health and Human Services. Funding Agreements establish the parties and outline their commitments and obligations to each other, as well as setting out the general funding terms and conditions. It is recommended that applications review the Department of Health and Human Services standard terms and conditions before applying.

- The agreement establishes the parties and their commitments and obligations to each other and sets out the terms and conditions of funding. It is recommended that you view the terms and conditions available at www.sport.vic.gov.au/resources.
- A Schedule is required to be executed (signed) by both parties. The Schedule sets out the:
 - activity details
 - funding amounts
 - agreed actions and payments
 - reporting requirements
 - acknowledgement and publicity requirements
 - other activity specific requirements
 - notices.

- Funds must be spent on the project as described in the application and outlined in the Schedule, unless changes are agreed to in writing.
- Minor Facilities, Cricket Facilities, Female Friendly Facilities and Planning projects are to be completed and funds claimed by **31 December 2019**.
- Better Pools, Major Facilities and Small Aquatic Projects are to be completed and funds claimed by **31 May 2020**.
- The facility tenant club(s) or association(s) are expected to adhere to the *Victorian Code of Conduct for Community Sport*. The *Victorian Code of Conduct for Community Sport – Forms for Tenants* must be completed and signed by each facility tenant club and submitted with the Full Application to Sport and Recreation Victoria. Applications without this form will not be considered for funding. More information about the *Victorian Code of Conduct for Community Sport* can be obtained from www.sport.vic.gov.au/
- Successful Better Pools applicants with existing facilities, will be required to provide an independent assessment of food and drink availability from café/canteen and vending. The Healthy Eating Advisory Service (HEAS) provides the necessary support and tools to assist organisations in undertaking an independent assessment. HEAS can be contacted on www.heas.health.vic.gov.au or on **1300 22 52 88**.
- A request to vary the timing or scope of an approved project must be discussed with your Sport and Recreation Victoria representative before submitting your request or commencing new works. Variation approval is at Sport and Recreation Victoria's discretion and may lead to a reduction or cancellation of the grant depending on the change in scope.
- Councils must inform the participating organisation(s), where applicable, of all funding arrangements and obligations in relation to the grant allocation. This includes ensuring the funded project does not commence prior to the endorsement of the Schedule.

- Councils are obliged to liaise with Sport and Recreation Victoria on the progress of funded projects, as requested throughout the life of projects as outlined in the Schedule.
- The principles of the Victorian Industry Participation Policy should be observed throughout relevant projects.

For further information go to:

<http://dsdbi.vic.gov.au/our-department/strategies-and-initiatives/victorian-industry-participation-policy>

- A local government officer must be designated to manage the project and provide information to the department according to the following key reporting requirements:
 - a Project Governance Framework** must be completed and submitted with the Full Application for Better Pools, Major Facilities, Small Aquatic and Planning projects
 - a Project Management Framework*** must be completed and submitted with the Full Application for all Better Pools, Major Facilities, Small Aquatic and Planning projects
 - through the partnership approach and process of appropriate engagement outlined in the project's governance framework, councils must secure Sport and Recreation Victoria's endorsement of key documents such as schematic and detailed plans and architectural/planning briefs prior to work commencing. Projects must not commence or be tendered until endorsement is provided. Sport and Recreation Victoria may not make milestone payments if endorsement is not secured in a timely manner
 - councils must provide project acquittal documentation as required
 - councils are expected to guarantee the cash flow payments towards works where a community organisation is providing funding contributions for a project.

- Successful applicants will be required to contribute information on activity outcomes for use in outcomes reporting, program evaluation reviews or Department of Health and Human Services publications, 12 months after project acquittal.

***A Project Governance Framework establishes a framework for project decision making amongst project partners.*

****A Project Management Framework is a statement/ spreadsheet that includes the name of the local government officer responsible for the project, project activities and project timelines. The Project Management Framework Fact Sheet, along with a basic Project Management Framework template, can be obtained from <http://www.sport.vic.gov.au/grants-and-programs/community-sports-infrastructure-fund>*

8.2. Acknowledging the Victorian Government's support and promoting success

Successful applicants need to acknowledge the Victorian Government's support through the *Community Sports Infrastructure Fund*. Acknowledgement and publicity guidelines form part of the Activity Schedule and include the requirement that all activities acknowledge Victorian Government support through logo presentation on any activity-related publications, media releases, promotional material and placement of a permanent Victorian Government endorsed sign/plaque at the site during construction and upon completed of infrastructure activities.

The Minister for Sport is to be given the opportunity to participate in any formal activity to officially open or launch the project, or associated with the progress or completion of a facility. Openings and launches of Community Sports Infrastructure Fund projects are to be coordinated through the Office of the Minister for Sport. Councils considering staging an opening or launch must give adequate notice.

These guidelines have recently been updated to reflect current expectations of Victorian Government recognition. Acknowledgement and Publicity Guidelines can be found at **www.sport.vic.gov.au**



8.3. Payments

Upfront payments for funded projects may be made if/when:

- a Funding Agreement has been signed by both parties and any special conditions have been met
- grant recipients provide reports as required, or otherwise demonstrate that the activity is progressing as expected
- other terms and conditions of funding continue to be met.

For all grants at least 10 per cent of the total funding is paid in arrears on evidence of satisfactory completion of the activity.

9. Better Pools*

Objectives

To enable:

- development or redevelopment of aquatic leisure facilities supported by comprehensive planning, in consideration of regional aquatic needs and demands
- councils to meet the needs of current and future aquatic leisure centre users
- new or redeveloped spaces that create participation and programming opportunities for the entire community.

What type of projects might be funded?

- Projects that provide new or redeveloped aquatic leisure facilities.
- Redevelopments that focus on increasing participation and access to aquatic activities.

Funding details

Maximum grant	Local government authority	Funding ratios
Up to \$3 million No maximum Total Project Cost	Metropolitan	SRV \$1:\$3 local
	Cardinia, Casey, Hume, Melton, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges	SRV \$1:\$2 local
	Ballarat, Bendigo, Geelong	SRV \$1:\$2 local
	Rural	SRV \$1:\$1 local

*Only one project can be submitted under the Better Pools, Major Facilities, and Small Aquatic Projects categories.

9.1. Better Pools – Full Application assessment criteria

Project Development	
30%	Clearly identify the project scope, methodology and how proposed outcomes will be completed within a prescribed timeframe.
	Include evidence of project costing and confirmation of funding sources.
	Include site specific schematic plans (developed with stakeholder input including Sport and Recreation Victoria), safety, risk management, Universal Design Principles, Environmentally Sustainable Design.**
	How does the project demonstrate economic impact during construction and operation, including employment during and after construction?
Strategic Justification	
20%	Why is this project required? Describe how it responds to identified community needs, issues and addresses a gap in local facilities.
	Provide evidence of how the project is strategically supported by local or regional aquatic or major facility planning and/or state sporting associations/peak body plans.
	Respond to current market demand and trends in aquatic leisure provision.
Stakeholder Engagement	
10%	What are the outcomes of the consultation undertaken with project stakeholders including Sport and Recreation Victoria, relevant state sporting associations, clubs/leagues and community groups?
	Will the project be managed by an appropriately qualified team?
	Has consideration been made regarding inter-municipal linkages and issues where appropriate?
Participation Outcomes	
40%	Describe how the project increases (or in certain cases maintains) participation in sport and active recreation. Please provide letters of support that clearly state how each partner will contribute to and benefit from the project.
	Describe any additional programming opportunities identified and planned to increase (or in certain cases maintain) participation.
	How does the project encourage the broadest possible community participation in sport and active recreation activities?
	Describe the project's regional/district and multi-purpose benefits.
	Demonstrate appropriate business and management planning, which addresses operational and financial sustainability.
	Demonstrate how this project or the broader facility promotes gender equity through usage policies and facility management plans.
	Demonstrate how Healthy Choices Guidelines will be implemented in the project.

****Major Facilities, Better Pools and Small Aquatic Projects must allocate a minimum of 25 per cent of the requested grant amount to components that will improve energy or water efficiency and environmental sustainability. This must be demonstrated with a specific Environmental Sustainable Design budget in the Full Application.**

9.2. Better Pools Application Checklist

Please submit the following **mandatory documentation** with your Full Application only.

Sport and Recreation Victoria recommends that council attaches a copy of this completed checklist to the front cover of each submitted project.

- ☐ Site specific plan/aerial map showing location of proposed project
- ☐ Schematic Plans (site specific) developed with stakeholder and Sport and Recreation Victoria input (generic plans or plans from previous projects will not be accepted)
- ☐ Quantity Survey, tender price or independent qualified expert report
- ☐ Project Governance Framework
- ☐ Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO or club bank statements)
- ☐ Completed in-kind and voluntary labour support form (if applicable)
- ☐ Letters of support from organisations that clearly indicate how the group will either support or benefit from the project (as described in the 'Participation Outcome' section of the Assessment Criteria)
- ☐ Project Management Framework
- ☐ Relevant sections of council reports/plans/strategies/community consultation to support the project (please do not attach entire documents)
- ☐ Facility Management Plan
- ☐ Detailed Schedule of Use
- ☐ Environmentally Sustainable Design report(s) and budget
- ☐ Technical and/or Access audits (where available)
- ☐ Completed *Victorian Code of Conduct Form for Tenants* from all clubs that are tenants of the facility
- ☐ A legally binding land-use agreement for projects located on private land
- ☐ For those projects located on school land, a completed Joint Use Agreement, or a completed *Community Joint Use Proposal* to enter into a Community Joint Use Agreement, plus a letter from the Department of Education and Training that indicates endorsement of the project at both the regional office and central office level



10. Major Facilities*

Objectives

To enable the development of major community sport and recreation facilities that are high quality, accessible, innovative, effectively managed, sustainable and well used.

Major Facilities encompasses projects with a total project cost of more than \$500,000 (GST exclusive).

What type of projects might be funded?

The development of new, or redevelopment of existing multi-purpose facilities that cater for a range of activities and user groups with regional significance. Examples include the development of multi-sport precincts.

The development of single purpose regional or sub-regional facilities, which usually include:

- a catchment of more than one municipality
- users who are likely to travel some distance to participate
- regionally significant projects for the sport(s) or activity
- facilities for regional or representative training, competition and events

Funding Details

Maximum grant	Local government authority	Funding ratios
Up to \$650,000*** No maximum Total Project Cost	Metropolitan	SRV \$1:\$3 local
	Cardinia, Casey, Hume, Melton, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges	SRV \$1:\$2 local
	Ballarat, Bendigo, Geelong	SRV \$1:\$2 local
	Rural	SRV \$1:\$1 local

***Consideration will be given to claiming in-kind expenses to a maximum of 25 per cent of the total project cost for Major Facilities. Councils must approve and underwrite any in-kind contribution.

*Only one project can be submitted under the Better Pools, Major Facilities, and Small Aquatic Projects categories.

10.1. Major Facilities assessment criteria

Project Development	
30%	Clearly identify the project scope, methodology and how proposed outcomes will be completed within a prescribed timeframe.
	Include evidence of project costing, quotations and site specific schematic plans (developed with stakeholder input including Sport and Recreation Victoria).
	Include site specific schematic plans (developed with stakeholder input including Sport and Recreation Victoria) that address site considerations, safety, risk management, Universal Design Principles, Environmentally Sustainable Design.**
	How does the project demonstrate economic impact during construction and operation, including employment during and after construction?
Strategic Justification	
20%	Why is this project required? Describe how it responds to identified community needs, issues and addresses a gap in local facilities?
	Provide evidence how the project is strategically supported by local or regional plans and/or state sporting associations/peak body plans.
Stakeholder Engagement	
10%	What are the outcomes of the consultation undertaken with project stakeholders including Sport and Recreation Victoria, relevant state sporting associations, clubs/leagues and community groups?
	Will the project be managed by an appropriately qualified team?
	Has consideration been made regarding inter-municipal linkages and issues where appropriate?
Participation Outcomes	
40%	Describe how the project increases (or in certain cases maintains) participation in sport and active recreation. Please provide support letters that clearly state how each partner will contribute to and benefit from the project.
	Describe any additional programming opportunities identified and planned to increase (or in certain cases maintain) participation.
	How does the project encourage the broadest possible community participation in sport and active recreation activities?
	Describe the project's regional/sub-regional and multi-purpose benefits.
	Demonstrate appropriate business and management planning, which addresses operational and financial sustainability.
	Demonstrate how this project or the broader facility promotes gender equity through council policies and facility management plans.

****Major Facilities, Better Pools and Small Aquatic Projects must allocate a minimum of 25 per cent of the requested grant amount to components that will improve energy or water efficiency and environmental sustainability. This must be demonstrated with a specific Environmental Sustainable Design budget in the Full Application.**

10.2. Major Facilities Application Checklist

Please submit the following **mandatory documentation** with your Full Application only.

Sport and Recreation Victoria recommends that council attaches a copy of this completed checklist to the front cover of each submitted project.

- ☐ Site specific plan/aerial map showing location of proposed project
- ☐ Schematic Plans (site specific) developed with stakeholder and Sport and Recreation Victoria input (generic plans or plans from previous projects will not be accepted)
- ☐ Lighting Plans including lux charts that are site specific (for projects incorporating lighting)
- ☐ Quantity Survey, tender price or independent qualified expert report
- ☐ Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO or club bank statements)
- ☐ Project Governance Framework
- ☐ Completed in-kind and voluntary labour support form (if applicable)
- ☐ Letters of support from organisations that clearly indicate how the group will either support or benefit from the project (as described in the 'Participation Outcome' section of the Assessment Criteria)
- ☐ Project Management Framework
- ☐ Relevant sections of council reports/plans/strategies/community consultation to support the project (please do not attach entire documents)
- ☐ Facility Management Plan
- ☐ Detailed Schedule of Use
- ☐ Environmentally Sustainable Design report(s) and budget
- ☐ Technical and/or Access audits (where available)
- ☐ Completed *Victorian Code of Conduct Form for Tenants* from all clubs that are tenants of the facility
- ☐ A legally binding land-use agreement for projects located on private land
- ☐ For those projects located on school land, a completed *Joint Use Agreement*, or a completed *Community Joint Use Proposal* to enter into a *Community Joint Use Agreement*, plus a letter from the Department of Education and Training that indicates endorsement of the project at both the regional office and central office level
- ☐ Where applicable attach evidence that the *Aboriginal Heritage Act 2006*, Aboriginal Heritage Planning Tool has been completed to determine if a Cultural Heritage Management Plan is required for the project. The Aboriginal Heritage Planning Tool can be accessed at www.dpc.vic.gov.au/index.php/aboriginal-affairs/aboriginal-affairs-overview



11. Small Aquatic Projects*

Objectives

To enable the renewal, redevelopment and modernisation of aquatic leisure facilities, including installing water play spaces and provide minor upgrades to year-round aquatic facilities and outdoor seasonal pools to improve access, sustainability and usability.

What type of projects might be funded?

The Small Aquatic Projects category will prioritise proposals that focus on increasing participation and access to aquatic activities.

Examples of possible projects that may be funded include:

- increasing the amount of leisure water and aquatic play features
- development of outdoor water play spaces
- upgrades/redevelopments of outdoor seasonal pools
- environmentally sustainable infrastructure initiatives
- works to raise water temperatures
- improving amenities such as better change areas and shelter/shade
- improving accessibility to aquatic spaces and change facilities.

Funding Details

Maximum grant	Local government authority	Funding ratios
Up to \$200,000*** No maximum Total Project Cost	Metropolitan	SRV \$1:\$1 local
	Ballarat, Bendigo, Geelong	SRV \$2:\$1 local
	Cardinia, Casey, Hume, Melton, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges	SRV \$1.5:\$1 local
	Rural	SRV \$2:\$1 local

***Consideration will be given to claiming in-kind expenses to a maximum of 25 per cent of the total project cost for Small Aquatic Projects. Councils must approve and underwrite any in-kind contribution.

*Only one project can be submitted under the Better Pools, Major Facilities and Small Aquatic Projects categories.

11.1 Small Aquatic Projects – Full application assessment criteria

Project Development	
30%	Clearly identify the project scope, methodology and how proposed outcomes will be completed within a prescribed timeframe.
	Include evidence of project costing, quotations/internal cost estimates and site specific schematic plans (developed with stakeholder input including Sport and Recreation Victoria).
	Include confirmation of funding sources and contributions (both financial and in-kind) with evidence detailing level and type of in-kind contribution provided.
	How does the project address issues of safety, risk management, Universal Design Principles and Environmentally Sustainable Design?
	Include project costs provided by a certified quantity surveyor, tender price or independent qualified expert for projects with a total project cost of more than \$500,000 (excluding GST).
Strategic Justification	
20%	Why is this project required? Describe how it responds to identified community needs, issues and addresses a gap in local facilities.
	Provide evidence how the project is strategically supported by local or regional plans and/or state sporting associations/peak body plans.
Stakeholder Engagement	
10%	What are the outcomes of the consultation undertaken with project stakeholders including Sport and Recreation Victoria, relevant state sporting associations, clubs/leagues and community groups?
Participation Outcomes	
40%	Describe how the project increases (or in certain cases maintains) participation in sport and active recreation. Please provide support letters that clearly state how each partner will contribute to and benefit from the project.
	Describe any additional programming opportunities identified and planned to increase (or in certain cases maintains) participation.
	How does the project encourage the broadest possible community participation in sport and active recreation activities?
	Describe any multi-use opportunities and how it improves the quality and range of sport and active recreation.
	Demonstrate how this project or the broader facility promotes gender equity through council policies and facility management plans.

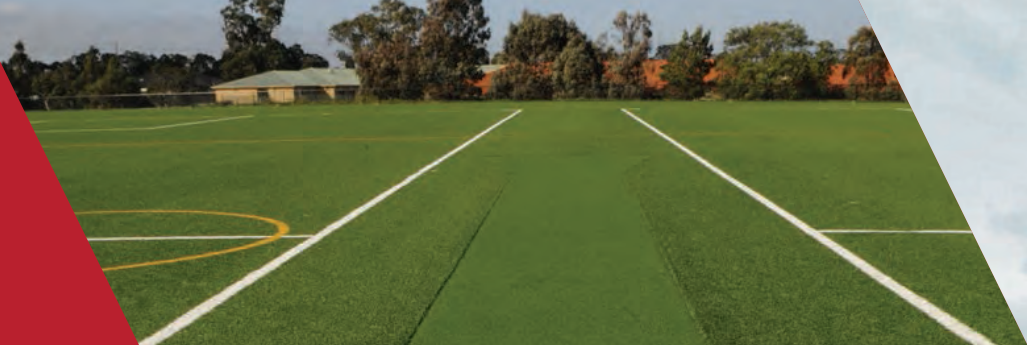
****Major Facilities, Better Pools and Small Aquatic Projects must allocate a minimum of 25 per cent of the requested grant amount to components that will improve energy or water efficiency and environmental sustainability. This must be demonstrated with a specific Environmental Sustainable Design budget in the Full Application.**

11.2 Small Aquatic Projects Application Checklist

Please submit the following **mandatory documentation** with your Full Application only.

Sport and Recreation Victoria recommends that council attaches a copy of this completed checklist to the front cover of each submitted project.

- ☐ Site specific plan/aerial map showing location of proposed project
- ☐ Schematic Plans (site specific) developed with Sport and Recreation Victoria and stakeholder input (generic plans or plans from previous projects will not be accepted)
- ☐ Quotes, internal cost estimates
- ☐ Quantity Survey, tender price or independent qualified expert report for projects only over \$500,000 (excluding GST). If a Quantity Survey is not provided council must provide a detailed cost estimate and underwrite any additional expenditure required to deliver the scope proposed.
- ☐ Environmentally Sustainable Design report(s) and budget
- ☐ Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO or club bank statements)
- ☐ Completed in-kind and voluntary labour support form (if applicable)
- ☐ Letters of support from organisations that clearly indicate how the group will either support or benefit from the project (as described in the 'Participation Outcomes' section of the assessment criteria)
- ☐ Project Management Framework
- ☐ Relevant sections of council reports/plans/strategies/community consultation to support the project (please do not attach entire documents)
- ☐ Technical and/or Access audits (where available)
- ☐ Completed *Victorian Code of Conduct for Community Sport Form for Tenants* from all clubs that are tenants of the facility
- ☐ A legally binding land-use agreement for projects located on private land
- ☐ For those projects located on school land, a completed Joint Use Agreement, or a completed Community Joint Use Proposal to enter into a Community Joint Use Agreement, plus a letter from the Department of Education and Training that indicates endorsement of the project at both the regional office and central office level
- ☐ Where applicable attach evidence that the *Aboriginal Heritage Act 2006*, Aboriginal Heritage Planning Tool has been completed to determine if a Cultural Heritage Management Plan is required for the project. The Aboriginal Heritage Planning Tool can be accessed at www.dpc.vic.gov.au/index.php/aboriginal-affairs/aboriginal-affairs-overview



12. Minor Facilities*

Objectives

- To encourage participation in sport and recreation through innovative facility initiatives.
- To encourage involvement of community organisations in planning and developing facilities.
- To encourage cooperation between Sport and Recreation Victoria, councils, state sporting associations/peak bodies and local sports clubs and organisations.
- To strengthen communities through the development of sustainable sport and recreation facilities.
- To encourage greater participation by females and juniors and by disadvantaged population groups and communities.

What types of projects might be funded?

- Unisex accessible change facilities.
- Sports surfaces – new and/or improved surfaces that increase use or safety.
- Sports lighting that improves participation opportunities and safety.
- Play spaces, skate parks, BMX tracks or youth recreation facilities.
- Multi-use recreation/meeting spaces.
- Shared paths and trails.
- Projects that result in energy or water efficiency, such as warm season grass conversions.
- Multipurpose training facilities.

Funding Details

Maximum grant	Local government authority	Funding ratios
\$100,000 with a Total Project Cost not exceeding \$1,000,000***	Metropolitan	SRV \$1:\$1 local
	Mornington Peninsula, Nillumbik, Yarra Ranges, Ballarat, Bendigo and Geelong	SRV \$1.5:\$1 local
	Cardinia, Casey, Hume, Melton, Whittlesea, Wyndham and Mitchell	SRV \$2:\$1 local
	Rural	SRV \$2:\$1 local

Smaller projects that achieve the objectives of this program are encouraged and will be highly regarded.

***Consideration will be given to claiming in-kind expenses to a maximum of 50 per cent of the total project cost for Minor Facilities, Cricket Facilities and Female Friendly Facilities. Councils must approve and underwrite any in-kind contribution.

*Councils may apply for the maximum grant amount for up to three projects from the Minor Facilities and Cricket Facilities categories, with a maximum of two applications from any single category.



12.1 Minor Facilities assessment criteria

Project Development	
30%	Clearly identify the project scope, methodology and how proposed outcomes will be completed within a prescribed timeframe.
	Include evidence of project costing, quotations/internal cost estimates and site specific schematic plans (developed with stakeholder input including Sport and Recreation Victoria).
	Include confirmation of funding sources and contributions (both financial and in-kind) with evidence detailing level and type of in-kind contribution provided.
	How does the project address issues of safety, risk management, Universal Design Principles and Environmentally Sustainable Design?
	Include project costs provided by a certified quantity surveyor, tender price or independent qualified expert for projects with a total project cost of more than \$500,000 (excluding GST).
Strategic Justification	
20%	Why is this project required? Describe how it responds to identified community needs, issues and addresses a gap in local facilities.
	Provide evidence how the project is strategically supported by local or regional plans and/or state sporting associations/peak body plans.
Stakeholder Engagement	
10%	What are the outcomes of the consultation undertaken with project stakeholders including Sport and Recreation Victoria, relevant state sporting associations, clubs/leagues and community groups?
Participation Outcomes	
40%	Describe how the project increases (or in certain cases maintains) participation in sport and active recreation. Please provide support letters that clearly state how each partner will benefit from the project.
	Describe any additional programming opportunities identified and planned to increase (or in certain cases maintain) participation.
	How does the project encourage the broadest possible community participation in sport and active recreation activities?
	Describe any multi-use opportunities and how it improves the quality and range of sport and active recreation.
	Demonstrate how this project or the broader facility promotes gender equity through council policies and facility management plans.

12.2. Minor Facilities Application Checklist

Please submit the following **mandatory documentation** with your Full Application only.

Sport and Recreation Victoria recommends that council attaches a copy of this completed checklist to the front cover of each submitted project.

- ☐ Site specific plan/aerial map showing location of proposed project
- ☐ Schematic Plans (site specific) developed with Sport and Recreation Victoria and stakeholder input (generic plans or plans from previous projects will not be accepted)
- ☐ Lighting Plans including lux charts that are site specific (for projects incorporating lighting)
- ☐ Quotes, internal cost estimates
- ☐ Quantity Survey, tender price or independent qualified expert report for projects only over \$500,000 (excluding GST)
- ☐ Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO or club bank statements)
- ☐ Completed in-kind and voluntary labour support form (if applicable)
- ☐ Letters of support from organisations that clearly indicate how the group will either support or benefit from the project (as described in the 'What' section of the assessment criteria)
- ☐ Detailed Schedule of Use
- ☐ Project Management Framework
- ☐ Relevant sections of council reports/plans/strategies/community consultation to support the project (please do not attach entire documents)
- ☐ Technical and/or Access audits (where available)
- ☐ Completed *Victorian Code of Conduct for Community Sport Form for Tenants* from all clubs that are tenants of the facility
- ☐ A legally binding land-use agreement for projects located on private land
- ☐ For those projects located on school land, a completed Joint Use Agreement, or a completed Community Joint Use Proposal to enter into a Community Joint Use Agreement, plus a letter from the Department of Education and Training that indicates endorsement of the project at both the regional office and central office level
- ☐ Where applicable attach evidence that the *Aboriginal Heritage Act 2006*, Aboriginal Heritage Planning Tool has been completed to determine if a Cultural Heritage Management Plan is required for the project. The Aboriginal Heritage Planning Tool can be accessed at www.dpc.vic.gov.au/index.php/aboriginal-affairs/aboriginal-affairs-overview



13. Cricket Facilities

The Cricket Facilities category is a major initiative of the Community Cricket Program a significant four year partnership between the Victorian Government, Cricket Victoria and Cricket Australia to improve cricket participation opportunities for all Victorians.

Cricket Australia recently released their Community Cricket Facilities Guidelines, which should be referred to in the development of applications to help plan, design and cost cricket facility projects.

Aim

The Cricket Facilities category will provide funding towards the development of new and upgrade of existing cricket facilities at clubs around the state.

Objectives

- To strengthen communities through the development of sustainable cricket facilities.
- To encourage and provide opportunities for female, multicultural, Aboriginal and all-abilities participants in cricket through facility development.

- To encourage involvement of community organisations in planning and developing facilities.
- To encourage collaboration between councils, Sport and Recreation Victoria, Cricket Victoria, associations/leagues and local sports clubs to actively promote inclusive cultures and programs that increase cricket participation.
- Increase the ability of clubs to build capacity and provide for current needs through the delivery of appropriate high quality cricket facilities.

What types of projects might be funded?

- Pavilion upgrades including change room upgrades for players and officials.
- Training facilities including multipurpose training facilities, indoor training facilities, turf and synthetic off-field training wickets.**
- On-ground improvements such as co-located synthetic/turf wickets, and ground surface conversions and improvements including irrigation and drainage.

**** All training net facilities must include public access**



Funding Details

Maximum grant	Local government authority	Funding ratios
Up to \$100,000*** No maximum Total Project Cost	Metropolitan	SRV \$1:\$1 local
	Mornington Peninsula, Nillumbik, Yarra Ranges, Ballarat, Bendigo and Geelong.	SRV \$1.5:\$1 local
	Cardinia, Casey, Hume, Melton, Whittlesea, Wyndham and Mitchell	SRV \$2:\$1 local
	Rural	SRV \$2:\$1 local

Smaller projects that achieve the objectives of this program are encouraged and will be highly regarded.

*****Consideration will be given to claiming in-kind expenses to a maximum of 50 per cent of the total project cost for Minor Facilities, Cricket Facilities and Female Friendly Facilities. Councils must approve and underwrite any in-kind contribution.**

*Councils may apply for the maximum grant amount for up to three projects from the Minor Facilities and Cricket Facilities categories, with a maximum of two applications from any single category.

13.1. Cricket Facilities assessment criteria

Project Development	
30%	Clearly identify the project scope, methodology and how proposed outcomes will be completed within a prescribed timeframe.
	Include confirmation of funding sources contributions (both financial and in-kind) with evidence detailing level and type of in-kind contribution provided.
	Include quotations/internal cost estimates for projects with a total project cost under \$500,000. Include project costs provided by a certified quantity surveyor, tender price or independent qualified expert for projects with a total project cost of over \$500,000.
	Include site specific schematic plans (developed with stakeholder input including Cricket Victoria and Sport and Recreation Victoria) including issues of safety, risk management, Universal Design Principles, Environmentally Sustainable Design and Cricket Australia's Community Cricket Facilities Guidelines.
Strategic Justification	
20%	Why is this project required? Describe how it responds to identified community needs, issues and addresses a gap in local cricketing facilities.
	Provide evidence of how the project is strategically supported by local or regional planning and/or Cricket Victoria plans such as Cricket Victoria's facility strategy "Common Ground".
Stakeholder Engagement	
10%	What are the outcomes of the consultation undertaken with project stakeholders including Sport and Recreation Victoria, Cricket Victoria, associations/leagues, clubs and community groups?
Participation Outcomes	
40%	Describe how the project increases (or in certain cases maintains) participation in cricket. Please provide support letters that clearly state how each partner will benefit from the project.
	Describe any additional programming opportunities identified and planned to increase (or in certain cases maintain) participation.
	How does the project encourage the broadest possible community participation in cricket activities?
	Describe any multi-use opportunities and how it improves the quality and range of sport and active recreation.
	Demonstrate how this project or the broader facility promotes gender equity through Council policies and facility management plans.

13.2. Cricket Facilities Application Checklist

Please submit the following **mandatory documentation** with your Full Application only.

Sport and Recreation Victoria recommends that council attaches a copy of this completed checklist to the front cover of each submitted project.

- ☐ Site specific plan/aerial map showing location of proposed project
- ☐ Schematic Plans (site specific) developed with Cricket Victoria, Sport and Recreation Victoria and stakeholder input (generic plans or plans from previous projects will not be accepted)
- ☐ Lighting Plans including lux charts that are site specific (for projects incorporating lighting)
- ☐ Quotes, internal cost estimates
- ☐ Quantity Survey, tender price or independent qualified expert report for projects only over \$500,000 (excluding GST)
- ☐ Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO or club bank statements)
- ☐ Completed in-kind and voluntary labour support form (if applicable)
- ☐ Letters of support from organisations that clearly indicate how the group will either support or benefit from the project (as described in the 'What' section of the assessment criteria)
- ☐ Detailed Schedule of Use
- ☐ Project Management Framework
- ☐ Relevant sections of council reports/plans/strategies/community consultation to support the project (please do not attach entire documents)

- ☐ Technical and/or Access audits (where available)
- ☐ Completed *Victorian Code of Conduct for Community Sport Form for Tenants* from all clubs that are tenants of the facility
- ☐ A legally binding land-use agreement for projects located on private land
- ☐ For those projects located on school land, a completed Joint Use Agreement, or a completed Community Joint Use Proposal to enter into a Community Joint Use Agreement, plus a letter from the Department of Education and Training that indicates endorsement of the project at both the regional office and central office level
- ☐ Where applicable attach evidence that the *Aboriginal Heritage Act 2006*, Aboriginal Heritage Planning Tool has been completed to determine if a Cultural Heritage Management Plan is required for the project. The Aboriginal Heritage Planning Tool can be accessed at www.dpc.vic.gov.au/index.php/aboriginal-affairs/aboriginal-affairs-overview

14. Female Friendly Facilities*

Aim

The Female Friendly Facilities category will provide funding to build new and upgrade current, outdated change facilities to improve equity and access for female participants and officials.

Objectives

- Increase equity, access and opportunities for existing and emerging female participants and officials in sport and active recreation.
- To encourage greater female (junior and senior) participation in female sports.
- To encourage female participation in sport and active recreation through more accessible and safer facility design.



- To encourage greater involvement of females in planning and developing facilities.
- To encourage collaboration between Sport and Recreation Victoria, councils, state sporting associations/peak bodies, regional sports assemblies, local sports clubs and organisations to actively promote inclusive cultures, policies and initiatives that promote female participation.
- To strengthen communities through the development of sustainable participation opportunities for females.

What types of projects might be funded?

- Build new unisex accessible change rooms to facilitate female participation.
- Redevelop or refurbish current change facilities and amenities to cater for female participants.
- Develop new or redevelop/refurbish existing change rooms and amenities for female officials.

Funding Details

Maximum grant	Local government authority	Funding ratios
Up to \$100,000*** No maximum total project cost	Metropolitan	SRV \$1:\$1 local
	Mornington Peninsula, Nillumbik, Yarra Ranges, Ballarat, Bendigo and Geelong.	SRV \$1.5:\$1 local
	Cardinia, Casey, Hume, Melton, Whittlesea, Wyndham and Mitchell	SRV \$2:\$1 local
	Rural	SRV \$2:\$1 local

Smaller projects that achieve the objectives of this program are encouraged and will be highly regarded.

Applications from emerging non-traditional female sports will be highly regarded.

****Consideration will be given to claiming in-kind expenses to a maximum of 50 per cent of the total project cost for Minor Facilities, Cricket Facilities and Female Friendly Facilities. Councils must approve and underwrite any in-kind contribution.*

*Councils may apply for the maximum grant amount for up to three projects from the Female Friendly Facilities category.

14.1. Female Friendly Facilities- Full application assessment criteria

Project Development	
30%	Clearly identify the project scope, methodology and how proposed outcomes will be completed within a prescribed timeframe.
	Include confirmation of funding sources contributions (both financial and in-kind) with evidence detailing level and type of in-kind contribution provided.
	Include the provision of quotations/internal cost estimates for projects with a total project cost under \$500,000 or include project costs provided by a certified quantity surveyor, tender price or independent qualified expert for projects with a total project cost of over \$500,000.
	Include site specific schematic plans (developed with stakeholder input including Sport and Recreation Victoria) including issues around safety, risk management, Universal Design Principles and Environmentally Sustainable Design.
Strategic Justification	
20%	Why is this project required? Describe how it responds to identified community needs, issues and addresses a gap in local facilities for existing or emerging female participants.
	Provide evidence of how the project is strategically supported by local or regional plans and/or state sporting associations/peak body plans.
Stakeholder Engagement	
10%	What are the outcomes of the consultation undertaken with project stakeholders including Sport and Recreation Victoria, relevant state sporting associations, clubs/leagues and community groups?
Participation Outcomes	
40%	Describe how the project increases (or in certain cases maintains) female participation in sport and active recreation. Please provide support letters that clearly state how each partner will contribute to and benefit from the project.
	Describe any additional female programming opportunities identified and planned to increase (or in certain cases maintain) female participation in sport and active recreation.
	How does the project provide sustainable participation for females by improving the inclusiveness of sports clubs and facilities demonstrated through new or developing policies, initiatives and programs?
	How does the project encourage the broadest possible female participation in sport and active recreation activities?
	Demonstrate how this project or the broader facility promotes gender equity through usage policies and facility management plans.



Guidelines, further information and research

Refer to www.sport.vic.gov.au for guidelines, further information and research on developing Female Friendly Facilities including preferred guidelines for specific sports.

14.2. Female Friendly Facilities Application Checklist

Please submit the following **mandatory documentation** with your Full Application only.

Sport and Recreation Victoria recommends that council attaches a copy of this completed checklist to the front cover of each submitted project.

- ☐ Site specific plan/aerial map showing location of proposed project
- ☐ Schematic Plans (site specific) developed with stakeholder and Sport and Recreation Victoria input (generic plans or plans from previous projects will not be accepted)
- ☐ Quotes, internal cost estimates
- ☐ Quantity Survey, tender price or independent qualified expert report for projects only over \$500,000 (excluding GST)
- ☐ Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO or club bank statements)
- ☐ Completed in-kind and voluntary labour support form (if applicable)
- ☐ Letters of support from organisations that clearly indicate how the group will either support or benefit from the project (as described in the 'What' section of the assessment criteria)
- ☐ Detailed Schedule of Use
- ☐ Project Management Framework
- ☐ Relevant sections of council reports/plans/strategies/community consultation to support the project (please do not attach entire documents)
- ☐ Technical and/or Access audits (where available)
- ☐ Completed *Victorian Code of Conduct for Community Sport Form for Tenants* from all clubs that are tenants of the facility
- ☐ A legally binding land use agreement for projects located on private land
- ☐ For those projects located on school land, a completed Joint Use Agreement, or a completed *Community Joint Use Proposal* to enter into a *Community Joint Use Agreement*, plus a letter from Department of Education and Training that indicates endorsement of the project at both the regional office and central office level
- ☐ Where applicable attach evidence that the *Aboriginal Heritage Act 2006*, Aboriginal Heritage Planning Tool has been completed to determine if a Cultural Heritage Management Plan is required for the project. The Aboriginal Heritage Planning Tool can be accessed at www.dpc.vic.gov.au/index.php/aboriginal-affairs/aboriginal-affairs-overview

15. Planning

Objectives

The Planning category supports councils to provide a strategically planned response to community sport and recreation needs.

It encourages:

- integrated recreation planning linked to other local government planning processes, including land use, health and wellbeing and strategic planning processes
- recreation planning (particularly with state sporting associations and other peak bodies) and/or strategies for improving community participation
- sub-regional and regional facility planning and development
- feasibility studies for proposed major facility developments
- co-operation between neighbouring councils and/or state sporting associations.

What types of projects might be funded?

Four types of planning activities are funded under this category:

- recreation planning
- facility feasibility
- regional planning
- female participation strategies.

Priority will be given to projects that demonstrate a municipal or regional benefit.

Regional planning projects that seek to investigate the provision of aquatic facilities and/or other major sporting infrastructure are encouraged and will be highly regarded.

External consultancy fees and costs associated with the production of the study report, such as printing expenses will be eligible for funding. Where council proposes to undertake a planning initiative in-house by an existing council staff member, that person must be assigned to the project full-time (to be demonstrated by a letter from council's chief executive officer to confirm the arrangement).

Recreation Planning

Recreation planning can focus on a number of areas, such as:

- strategic municipal, sub-regional or regional recreation planning
- planning for specific geographic areas
- planning for specific facility types such as aquatics, indoor stadiums, etc
- specific sport/recreation activities or issues.

Facility Feasibility

Facility feasibility studies should critically assess a proposal and allow councils to make informed decisions about whether to proceed with a project. This category covers studies into the feasibility of:

- developing new facilities
- redeveloping existing facilities
- consolidating similar facilities
- providing regional facilities.

Regional Planning

Councils may also submit an additional planning application that seeks to address a recreation planning or facility feasibility issue that affects more than one municipality.

The application is required to be auspiced by one municipality and requires a financial contribution from more than one local government authority to be eligible.

Proposals that demonstrate partnerships with state sporting associations and peak bodies will be highly regarded. It is recommended that councils make contact with these organisations and their sport and recreation representative to discuss priorities and align project objectives.

Projects that consider the provision of aquatic facilities are encouraged and will be highly regarded.

Female Participation Strategies

Female participation planning focuses on the development of policies that will increase equality, access and opportunities for girls and women to participate in sport and active recreation.



What types of projects will not be funded:

The Planning category will not fund projects that are considered to be council's core business such

as council policy development or pricing policies. The project must directly link to infrastructure development and/or support participation strategies.

Funding Details

Funding amount	Local government authority	Funding ratios
Recreation Planning and Facility Feasibility		
Up to \$30,000 One application only	Metropolitan	SRV \$1:\$1 local
	Cardinia, Casey, Hume, Melton, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges	SRV \$1.5:\$1 local
	Ballarat, Bendigo, Geelong	SRV \$1.5:\$1 local
	Rural	SRV \$2:\$1 local
Regional Planning		
Up to \$50,000 A second planning project may be submitted under Regional Planning where the scope and funding contributions extend beyond one municipality.	Metropolitan/Outer Metropolitan*	SRV \$1.5:\$1 local
	Regional City**/Rural	SRV \$2:\$1 local

***Outer Metropolitan:** Cardinia, Casey, Hume, Melton, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges

****Regional City:** Ballarat, Bendigo, Geelong

15.1. Planning assessment criteria

Applications for the Planning category do not need to address the assessment criteria in the Full Application.

However, the high quality draft project brief will need to address the criteria as follows:

Project Development	
20%	Does the project respond to identified community need and address current issues and is it supported by local organisations and/or state sporting associations/peak bodies planning?
Strategic Justification	
30%	Clearly identify the project scope, methodology and proposed outcomes in a draft project brief.
	Encourage innovative approaches to address issues such as risk management, multi-use, Universal Design Principles, and Environmentally Sustainable Design.
Stakeholder Engagement	
10%	Will consult and collaborate with a variety of project partners and stakeholders.
	Considers inter-municipal linkages and issues (where appropriate).
Participation Outcomes	
40%	Proposed outcomes that would increase (or in certain cases maintain) participation in sport and recreation.
	Plans for projects that encourage the broadest possible community participation in sport and recreation activities.
	Considers multi-use and improves the quality and range of sport and recreation facilities and programming outcomes.

15.2. Planning Application Checklist

Please submit the following **mandatory documentation** with your Full Application only.

Sport and Recreation Victoria recommends that council attaches a copy of this completed checklist to the front cover of each submitted project.

- ☐ A high quality draft project brief
- ☐ Letters of support from organisations that clearly indicate how the group/individual will either support the project or benefit from the project scope
- ☐ Evidence of confirmation of funding sources (e.g. council report confirming contribution, letter from council CEO or club bank statements)
- ☐ Project Governance Framework



Assessment - Grant Submissions CSIF 2018/19													Scale: 0 = No justification, 5 = limited justification provided 10 = Clear justification provided													Attachment 3		
			SRV criteria										Alignment to CoGG Budget Drivers										Alignment to Our Future Community indicators					
Applicant	Category	Project description	Does applicant meet pre-eligibility criteria	Has the project scope been clearly outlined	Has the budget been clearly outlined	Are plans provided with application	Is a QS provided with the project	Does the project address issues of safety and universal design	Have stakeholders been engaged	Is the project strategically supported	Does the project result in participation outcomes	Total Score	Affordability	Asset Management	Business Improvement & Innovation	Business Urgency	Economic Development	Environment & Sustainability	Social Benefit	Strategy	Prosperous	Connected	Creative	Designed for People	Sustainable and Resilient	Comments	Recommendation	
Marshall Cricket Club	Cricket	Practice net upgrade	Yes	Yes	5	8	5	2	5	0	5	30	Cost estimates are only indicative - not completed by independent QS. However club is making contribution of \$15k	Addition to Council's existing asset base	No impact	No impact	Unknown	No impact	Increased access to recreational facilities. Potential increases in participation	No. G21 Cricket Strategy currently underway	Somewhat	Somewhat	No	Somewhat	No	G21 Cricket Strategy to be finalise to guide future investment into cricket in the region. This will provide potential strategic underpinning for this project	Not recommended for submission	
Ocean Grove Cricket Club	Cricket	Roll out wickets	No	Yes	5	0	0	0	0	0	0	5	Quote only	No impact	No impact	No impact	No impact	No impact	No impact	Increased opportunities for junior cricket	No underpinning	Somewhat	Somewhat	No	Somewhat	No	Project is for equipment so would be better placed in another fund.	Not recommended for submission
Lara Soccer Club	Female	Stage 2 female change facility	Yes	Yes	10	10	10	8	8	8	10	64	QS received, provides robust estimates. No club contribution	Addition to Council's existing asset base	No impact	Club is at risk of losing their women's team by not having adequate facilities. Rooms also don't comply with standard 'C' class facility	Unknown	No impact	Increased access for females to participate in sport and to adequately service exisiting females which makes up 39% of membership	Yes - G21 Soccer Strategy	Somewhat	Yes	Yes	Yes	Somewhat	G21 Soccer Strategy supports this project and aligns with funding criteria around female friendly facilities	Recommended for submission	
Bell Park Sports Club	Female	Female change room development	Yes	Yes	10	10	8	8	8	8	10	62	QS provided, \$100k club contribution	No impact - private sporting facility Council does not own or maintain	Increased political pressure and pressure on club to provide female facilities	Club is at risk of losing their women's team by not having adequate facilities.	Unknown	No impact	Increased opportunities for existing and future females to have access to modern and compliant facilities. 20% female participation	Yes - G21 Soccer Strategy and Council's Co-Contribution Policy	Somewhat	Yes	Yes	Yes	Somewhat	Private facility however project is well developed and need is demonstrated. Project meets Council's co-contribution Policy . Club must demonstrate wider community access to facility as a result of the project	Recommended for submission	
Geelong Regional Committee FFV	Female	Female change upgrade	Yes	Yes	0	0	0	0	2	5	5	12	No cost estimates provided	No impact	No impact	No real impact however ongoing need to upgrade outdated facilities	Unknown	No impact	Increased opportunities for existing and future females to have access to modern and compliant facilities	Yes - G21 Soccer Strategy	Somewhat	Yes	Yes	Yes	Somewhat	Good project idea however requires additional development. Council officers will work with club to assist in this space	Not recommended for submission	
Collendina Cobras JFC	Minor	Floodlight upgrade	Yes	Yes	7	10	4	2	5	5	5	38	QS not provided	No impact	No impact	No impact	Unknown	No impact	Maintain participation in junior football	Yes - G21 AFL Barwon	Somewhat	Yes	Yes	Somewhat	Somewhat	Fair Play Strategy and Standard Allocation will recommend that local level floodlighting needs to be funded by tenating clubs	Not recommended for submission	
Geelong Touch Association	Minor	Floodlighting	Yes	Yes	5	10	5	5	7	3	4	39	QS not provided	Addition to Council's existing asset base	No impact	None	Unknown	No impact	This is a programming issue. The club is a summer club and needs to utilise other facilities on alternate training nights	No	Somewhat	Yes	Yes	Somewhat	Somewhat	This is a programming issue. The club is a summer club and needs to utilise other facilities on alternate training nights	Not recommended for submission	
Anakie Football Netball Club	Minor	Floodlight upgrade	Yes	Yes	4	4	0	2	5	8	7	30	QS not provided	No impact	No impact	None	Unknown	No impact	Maintain participation in junior football	Yes - G21 AFL Barwon	Somewhat	Yes	Yes	Somewhat	Somewhat	Fair Play Strategy and Standard Allocation will recommend that local level floodlighting needs to be funded by tenating clubs	Not recommended for submission	
Geelong Softball Association	Minor	Irrigation installation for baseball and softball	Yes	Yes	2	0	0	5	4	0	5	16	Costs included are officer recommended, further detail and QS required	Addition to Council's existing asset base but will improve playing surface	No impact	No impact	Unknown	No impact	Increased access to recreational facilities. Potential increases in participation	No strategic underpinning. Not listed in MP	Somewhat	No	No	Somewhat	Somewhat	Further development required. Council officers to work with club to develop their application	Not recommended for submission	
Kingston Park Sub-Regional Playground	Minor	Upgrade to playground to sub-regional status	Yes	Yes	10	10	10	10	10	10	10	70	QS undertaken to ensure projects deliverability	No major change to asset base.	No impact	If we don't undertake this, we aren't delivering on outcomes in the play strategy	Unknown	Development of the playground will complement the existing natural environment	Increased access for children to have play experiences	Yes - G21 Play Strategy	Somewhat	Yes	Yes	Yes	Yes	Supported strategically,	Recommended for submission	

Assessment - Grant Submissions CSIF 2018/19													Scale: 0 = No justification, 5 = limited justification provided 10 = Clear justification provided													Attachment 3	
			SRV criteria										Alignment to CoGG Budget Drivers							Alignment to Our Future Community indicators							
Applicant	Category	Project description	Does applicant meet pre-eligibility criteria	Has the project scope been clearly outlined	Has the budget been clearly outlined	Are plans provided with application	Is a QS provided with the project	Does the project address issues of safety and universal design	Have stakeholders been engaged	Is the project strategically supported	Does the project result in participation outcomes	Total Score	Affordability	Asset Management	Business Improvement & Innovation	Business Urgency	Economic Development	Environment & Sustainability	Social Benefit	Strategy	Prosperous	Connected	Creative	Designed for People	Sustainable and Resilient	Comments	Recommendation
Ocean Grove Tennis Club - pavilion upgrade	Minor	Pavilion upgrade	Yes	Yes	7	8	6	8	8	5	6	48	QS undertaken however funds to complete project are not confirmed, including club contribution and grant amounts	No major change to asset base.	No impact	No real impact however ongoing need to upgrade outdated facilities	Unknown	No impact	Upgraded facilities including accessible facilities for existing members	Yes G21 Tennis Strategy	Somewhat	Somewhat	Somewhat	Yes	Somewhat	Club has already committing to delivering part of this project through own funds and existing Council contribution of \$50,000. It would appear that club do not have funds to complete and are looking to SRV for additional money. It should be noted that Club's contribution is not fully confirmed and they are asking \$200,000 from this program which is ineligible	Not recommended for submission
Geelong Regional Committee FFV	Minor	Floodlight upgrade Howard Glover Reserve	Yes	Yes	0	0	0	0	2	5	5	12	No cost estimates provided	No impact	No impact	No real impact however ongoing need to upgrade outdated facilities	Unknown	No impact	Maintain participation and support future women's participation	Yes G21 Soccer Strategy	Somewhat	Yes	Yes	Somewhat	Somewhat	Good project however requires further development.	Not recommended for submission
Barwon Heads Tennis Club	Minor	Pavilion upgrade	Yes	Yes	6	10	3	5	6	7	5	42	Basic cost included, requires QS, club indicated can contribute \$15,000	No major change to asset base.	No impact	No real impact however ongoing need to upgrade outdated facilities	Unknown	No impact	Upgraded facilities including accessible facilities for existing members	Yes G21 Tennis Strategy	Somewhat	Yes	Yes	Somewhat	Somewhat	Good project however requires further development. Participation outcomes aren't as high as recommended projects	Not recommended for submission
Geelong Rangers Soccer Club	Minor	Floodlight upgrade	Yes	Yes	10	10	10	5	6	7	5	53	QS obtained	No major change to asset base.	No impact	No real impact however ongoing need to upgrade outdated facilities	Unknown	No impact	Maintains participation	Yes G21 Soccer & Football Strategy	Somewhat	Yes	Yes	Somewhat	Somewhat	Project is very well developed however Fair Play Strategy and Standard Allocation will recommend that local level floodlighting needs to be funded by tenanting clubs	Not recommended for submission
Northern Skate Park	Minor	Skate Park development @ Stead Park	Yes	Yes	0	5	0	8	7	10	10	40	Cost estimates to be developed	Will be addition to Council's asset base	No impact	Following removal of recent other skate facilities, this will provide central new location for skate & scoot	Unknown	No impact	Increased opportunity for skate & scoot participation. In central Stead Park location close to supporting services such as The Fort.	Yes - Skate Strategy (To be completed)	Yes	Yes	Yes	Yes	Somewhat	Good project however supporting plans still need to be finalised. Will be a good project for subsequent funding rounds and once Skate Strategy is finalised.	Not recommended for submission

10. GREATER GEELONG VISITOR ECONOMY, STRATEGY, PERFORMANCE AND MEMORANDUM OF UNDERSTANDING

Source: Investment and Attraction - Tourism
Director: Brett Luxford
Index Reference: SUB-16-376 - TGB Business Planning

Purpose

To seek Council's commitment to the partnership with Tourism Greater Geelong and The Bellarine Inc. (TGGB) and neighbouring councils (Borough of Queenscliffe and Golden Plains Shire) for the promotion and development of tourism by entering into a four (4) year Memorandum of Understanding.

Background

- Currently the Greater Geelong and the Bellarine visitor economy is estimated to contribute 4,794 jobs annually with a regional output of \$796m. This output is based on current visitation of 5m visitors per year.
- It is estimated in the Tourism Development Plan (January 2016), that visitation to the region will grow to 7m visitors by 2030 and expenditure will total \$1.145 Billion.
- Council's policy on tourism (CPL210.1) recognises that tourism (Visitor Economy) is one of the growth sectors that can be further developed, enhanced and expanded through effective leadership and working partnership with the tourism industry.

Key Issues

- The Partnership with Tourism Greater Geelong and The Bellarine and the City of Greater Geelong is detailed in a Memorandum of Understanding (MOU) which expires 30 June 2017.
- A new Memorandum of Understanding that details the relationship between the Regional Tourism Board and the City of Greater Geelong has been drafted until 30 June 2021 (Attachment 2).
- Key documents that detail the industry funded and directed Visitor Economy Strategy 2017-2021 (Attachment 3), and a detailed Annual Action Plan 2017- 2018 (Attachment 4) have been developed and approved in principle by the TGGB Board.
- The Strategy and Action Plan detail key performance achievements and targets for the future. The Action Plan further details projected income and expenditure for next financial year 2017-2018.

L Gardner moved, P Dorling seconded -

That Council, in accordance with Council's Tourism Policy, enters into a four (4) year Memorandum of Understanding (Attachment 2) with Tourism Greater Geelong and The Bellarine Inc. and Golden Plains Shire and the Borough of Queenscliffe to continue the partnership with the Tourism Industry via the Regional Tourism Board.

Carried.

Attachment 1

Discussion

The City of Greater Geelong has long recognised the importance of the tourism industry to the economic and social well being of Greater Geelong.

The Council was a foundation partner of Geelong Otway Tourism for close to twenty years and in more recent times initiated and supported the establishment of the new Regional Tourism Structure – Tourism Greater Geelong and The Bellarine (TGGB).

The new structure provides greater focus on Greater Geelong and The Bellarine as a destination in its own right, particularly for the critical Melbourne market whilst it still recognises the need to enter into partnership marketing and development initiatives with our neighbouring regions of the Great Ocean Road, Melbourne, Mornington Peninsula and Ballarat Goldfields regions.

Tourism Greater Geelong and The Bellarine Inc. was recognised and funded by State Government (now Visit Victoria) as the eleventh (11th) Regional Tourism Board in Victoria in July 2015. The recognition followed several years of lobbying to ensure that the region was fully integrated and considered in state-wide marketing, research and industry development initiatives.

Tourism is a dynamic growth industry that is labour intensive with a very broad range of entry levels. A growing visitor economy will continue to play an increasingly important role in the Greater Geelong economy. This is particularly true as the Geelong economy transitions from its traditional manufacturing base to a greater reliance on service sector industries like tourism.

Council's partnership support of the tourism sector through the Regional Tourism Board, has understandably been focused on economic return as demonstrated in employment and dollars contributed to the local economy.

Tourism Greater Geelong and The Bellarine commissions independent research to quantify the scope, scale and performance of the sector. Further to this the Commonwealth Government collects, analyses and distributes visitor data through Tourism Research Australia (Australian Bureau of Statistics) which is broken down to the regional level (Greater Geelong and The Bellarine) on a quarterly basis.

Tourism Performance

The data tabled below was collected by Tourism Research Australia (Australian Bureau of Statistics – Commonwealth Government) for travel to Geelong and The Bellarine for the three (3) year period covering the life of the last Strategic Plan and Memorandum of Understanding 2014-2016.

Table 1. Tourism Performance 2014-2016

	Geelong and The Bellarine	Regional Victorian Average
DOMESTIC	1.3m visitors staying 3.4m nights	
Visitors	↑ 15.34%	↑ 5.25%
Visitor nights	↑ 9.34%	↓ 0.85%
INTERNATIONAL	58,000 visitors staying 912,000 nights	
Visitors	↑ 46.34%	↑ 34.12%
Visitor nights	↑ 7.49%	↑ 7.46%
DAY TRIPS	3.3m day trips	
Visitors	↑ 9.9%	↑ 9.9%

Business Events Geelong

- Average event size is 50 delegates.
- Total 6,505 business events in 2016 – an increase of 207% vs 2014
- Total 326,638 delegates in 2016 - an increase of 140% vs 2014

Visitor Information Centres

In 2016, the Visitor Information Centres assisted 200,454 visitors with their travel plans enticing 85% of travellers to do more than they had originally planned. 48% spent more money, 52% stayed an extra day and 93% plan to return to the region after talking to a local.

The top 5 activities from surveys of visitors to Geelong are:

- eating out (59%),
- visiting friends and relatives (57%),
- going to the beach (41%),
- sightseeing (22%) and
- shopping for pleasure (17%).

Remplan – Economic Modelling

Remplan is a system of economic modelling based on area specific data derived from census year. Remplan is used by Council (and all G21 Councils) and includes a specific tourism analysis module.

The tourism module details the tourism sectors contribution to local jobs, outputs, wages and salaries. It also presents the value (economic output) of tourism relative to other industries in the local and regional economy.

The table below compares the performance of the tourism sector in Greater Geelong between the census years covered by the previous Tourism Strategy 2013-2016.

Table 2. REMPLAN Data

	2013	2016	Change	% Change
Tourism Output	\$640m	\$782m	+\$142m	22%
Tourism Employment	4, 000	4, 473	+473 jobs	11%
Domestic Day Trip Spend	\$102m	\$263m	+\$161m	157%
Domestic Overnight Spend	\$362m	\$507m	+\$145m	40%
International Overnight Spend	\$43m	\$65m	+\$22m	51%

It should also be noted that output in other sectors is outlined below as a comparison to Tourism.

	2011 to 2013 % change	2014 to 2016 % change
Tourism	+16%	+ 22%
Manufacturing	- 5.6%	+ 12.19%
Wholesale	- 18%	- 13.7%
Arts and Recreation	- 3%	- 5.7%
Transport	- 7%	- 2.09%
Health Care and Social Assistance	+ 37%	- 6.28%
Education and Training	+ 24%	- 8.87%

As part of the primary research undertaken by State Government for the Regional Tourism Strategy 2013-2020 Deloitte Access Economics published a report comparing the contribution of the tourism sector in each of the regions of Victoria. The report data demonstrated that Greater Geelong is more reliant on the tourism sector for employment than the State average and 40% more reliant on tourism than Melbourne.

Whilst around 55% of direct jobs based on tourist expenditure are part time, these jobs are often crucial first jobs for young people and the jobs that keep young people in the region. It should also be noted that there are higher income jobs in tourism managerial roles and the owners of the small business that directly rely on tourist spending.

The National Tourism Satellite Accounts (Federal Government Treasury) demonstrates that the Tourism Sector has a higher number of workers in the middle to senior management level than most other service sector industries in Australia.

In tourism towns on the Bellarine and in Central Geelong a significant number of businesses only exist at their current level of staffing based on the goods and services provided (financial, legal, retail) to support businesses that are directly dependant on visitor expenditure.

Tourism Forecasts

Tourism Research Australia (Federal Government Official Tourism Forecaster) in its latest report (Tourism Forecasts 2016) paints a bright picture for Australia's tourism industry against a backdrop of considerable global economic and political uncertainty.

Buoyed by improving economic growth, lower interest rates, lower fuel prices and the lower Australian dollar, Visitor nights are expected to increase 4.5 per cent and to average 3.1 per cent over the ten years to 2024-25. Strong growth will occur in holiday travel, with many Australians choosing to holiday at home rather than travel abroad. Growth in domestic day trips is expected to be stronger again. With the increasing trips comes increasing expenditure, with a forecast 5.0 per cent increase in domestic tourism expenditure and ten-year average growth rate of 2.9 percent per annum.

While domestic tourism is the largest component of Australia's tourism industry, the inbound tourism market is forecast to continue leading growth average 5.6 per cent over the ten years to 2024-25. This growth will be supported by lower fuel prices, a lower Australian dollar, increased aviation capacity and the improvement of economic conditions in overseas markets. This will see the inbound share of total tourism spend increasing from 31 per cent to 41 per cent in 2024-25, firmly cementing tourism as one of Australia's largest export earners.

Asian markets are expected to continue driving growth in the next few years led by China (up 18.5 per cent in 2016-17 and 13.3 per cent in 2017-18) and India (up 9.4 per cent and 9.7 per cent, respectively). Despite a slowing of the transitioning Chinese economy, the strong visitor growth coming out of China is expected to see China become our largest inbound source market earlier than previously forecast (overtaking New Zealand in 2017-18). Indonesia, Malaysia, Hong Kong, Japan and South Korea are also expected to experience solid growth, as are our traditional markets of New Zealand and the USA.

Forecasts for Greater Geelong and The Bellarine

Based on Greater Geelong and The Bellarine Tourism Development Plan prepared by Urban Enterprise (2016) three growth scenarios were used to forecast visitor growth to Greater Geelong and The Bellarine Region:

- 1) Historical visitation growth model
- 2) State Tourism Agency forecast model
- 3) Population growth rate model

The three growth scenarios are summarised in the table below. It is estimated visitation to Greater Geelong and The Bellarine Region will grow by an additional 1.2-1.7m visitors between 2015-2030.

Table 3. Forecast Visitor Growth to 2030

	Scenario 1 Historical	Scenario 2 Tourism Victoria	Scenario 3 Population Growth
Domestic Overnight	+455,515	+451,383	+670,523
Domestic Daytrip	+1,072,321	+718,875	+1,022,483
International Overnight	+22,868	+46,484	+46,484
Total	+1,550,704	+1,216,742	+1,693,006

It is estimated that visitation will grow to close to 7m visitors by 2030 and visitor expenditure is projected to total \$1.145 Billion. This projected growth will require continued investment in accommodation, infrastructure and experiences to meet visitor demand.

Financial Implications

There is minimal change to Council's current recurrent contribution levels allocated to tourism. The changes over each financial year are attributed to agreed increases (staffing, utilities etc) as per the overall Council budget process. The allocations since 2014/15 are outlined below which break the recurrent contributions down to three distinct Unit's.

Table 4. CoGG Budget Tourism

Unit	2014/15 Actual	2015/16 Actual	2016/17 Budget	2017/18 Budget
Tourism Administration	\$1,039,440	\$1,112,339	\$1,148,157	\$1,174,251
Visitor Information Centres	\$421,220	\$387,763	\$387,465	\$394,071
Conference Marketing and Delegate Boosting	\$375,773	\$399,490	\$429,424	\$461,335
Total	\$1,836,433	\$1,899,592	\$1,940,046	\$2,029,657

In addition to the above recurrent budget outline, specific projects are also funded depending on each annual project approval cycle. An example of this is the contribution to the Buckley's Way Touring Route in 2016/17 at \$30,000 and the Study Geelong project which is budgeted at \$25,000 for 2017/18. These projects are subject to the annual budget bid process through the Council budget structure.

Stakeholder Consultation and Communication

During the development of the Visitor Economy Strategy 2017-2021, workshops were conducted with industry, Board and staff with draft documents seeking comment and input being circulated to key partners including relevant units within Council (Arts, Culture, Enterprise Geelong), State Government (Parks Victoria, Regional Development Victoria, Visit Victoria) and relevant industry peak bodies (Victorian Tourism Industry Council). The Board of Tourism Greater Geelong and The Bellarine Inc. is an industry driven Board who contributed to the development of the Strategy and Action Plans and approved both documents prior to being presented to Council for consideration of the Memorandum of Understanding.

The Strategy will be presented to industry members and the media at a forum in late June 2017. Further to this, the Strategy will be presented to industry and traders groups in Lara, Portarlington, Ocean Grove as part of a broader engagement and membership program.

Tourism Greater Geelong and The Bellarine has an extensive industry, membership and community data base as the platform for weekly digital communication.

A media strategy will be initiated that will promote the launch of The Visitor Economy Strategy and Council's continued partnership with the signing of the Memorandum of Understanding.

The Visitor Economy Strategy has been fed into council's 'Our Future' initiative and program.

Policy/Legal/Statutory Implications

Being a signatory to the Memorandum of Understanding to 30 June 2021 is consistent with the industry partnership approach as detailed in Council's Tourism Policy.

The Memorandum of Understanding commits Council to maintain a financial contribution supporting staffing, accommodation and other administration costs of Tourism Greater Geelong and The Bellarine Inc. for the life of the MOU.

There are no statutory implications resulting from this Memorandum of Understanding.

Council in partnership with the other signatories to the Memorandum of Understanding will explore the opportunity to transition from an MOU to a Service Agreement that will better reflect the relationship between all parties in the partnership.

Alignment to City Plan

The visitor economy directly relates to the 'Growing our Economy' section of City Plan. Tourism is mentioned as one of the five priority areas identified within the current City Plan (2013-2017). The City Plan states 'whether for business or leisure our region will be a preferred destination for local, national and international visitors.'

City Plan details specific targets for tourism based around exceeding average annual growth targets for overnight visitation for both domestic (National Visitor Survey) and international (International Visitor Survey) visitation as detailed in table one of this report.

City plan also recognises the need to not only support existing businesses but to encourage new and emerging growth sectors such as the visitor economy.

Tourism Greater Geelong and The Bellarine has been specifically mentioned in City Plan including the need to review tourism structures and the impact of the new regional tourism structure on the local economy. It should be noted that since City Plan was written in 2013 Tourism Greater Geelong and The Bellarine Inc. has been able to secure both State funding and State recognition as a Regional Tourism Board. The tourism sector and Tourism Greater Geelong and The Bellarine is included as a 'key partnership' within City Plan.

City Plan states that 'We are emerging as a leader in several dynamic industries such as knowledge, health, advanced manufacturing and tourism and events.' The future plans and proposed industry partnership with the Regional Tourism Board are consistent with the spirit, intent and detail of City Plan 2013-2017.

Conflict of Interest

This report has been prepared by the Tourism Manager, City of Greater Geelong, who is also the Executive Director of Tourism Greater Geelong and The Bellarine Inc.

Risk Assessment

Without the proposed partnership between industry and the City of Greater Geelong the sector would most likely fragment and fail to deliver the projected growth and economic impact targets.

Tourism Greater Geelong and The Bellarine Inc. plays a pivotal role in advocating on tourism related issues in a variety of settings and at different levels of government.

The organisation provides leadership to the region's tourism industry in dealing with both demand and supply issues, as well as opportunities to collaborate on a range of campaigns and initiatives.

The partnership between industry and Council as detailed in the Memorandum of Understanding is regarded nationally and internationally as a '*best practice*' model and is often used as a benchmark for others to aspire to.

Environmental Implications

Tourism Greater Geelong and The Bellarine Inc. has successfully completed the documentation, assessment and procedures required to satisfy the Australian Tourism Accreditation Standards for a Tourism Business. This includes being benchmarked for recycling, waste management, water and energy consumption.

Further to this Tourism Greater Geelong and The Bellarine is an active participant in 'City Switch' and working with 'Future Proofing Geelong' to address sustainability, climate change and innovation.

Tourism Greater
Geelong
and
The Bellarine Inc.

Memorandum of Understanding

Until the 30th June
2021



MEMORANDUM OF UNDERSTANDING

between

TOURISM GREATER GEELONG AND THE BELLARINE INC.

Busport, Level 1, 48 Brougham Street, Geelong
("Tourism Greater Geelong and The Bellarine")

and

MEMBER MUNICIPALITIES

comprising:

GREATER GEELONG CITY COUNCIL 30 Gheringhap Street, Geelong
BOROUGH OF QUEENSCLIFFE 50 Learmonth Street, Queenscliff
GOLDEN PLAINS SHIRE 2 Pope Street, Bannockburn
(collectively called **Councils**)

RECITALS:

- R.1. Tourism Greater Geelong and The Bellarine is an association incorporated with the purpose of promoting and developing tourism within the Greater Geelong and Bellarine region (**Region**).
- R.2. Tourism Greater Geelong and The Bellarine has prepared and adopted the attached Visitor Economy Strategy 2017-2021 and detailed Action Plan(**Strategy**), which details the marketing and development initiatives, and performance targets that have been established to monitor performance.
- R.3. The tourism industry, as represented through tourism related businesses, organisations and committees will fund the Strategy through annual subscription fees and direct advertising. The Strategy will be further supplemented by sponsorship and Federal and State Government grants.

- R.4. The Councils are members of Tourism Greater Geelong and The Bellarine. The annual subscription fees payable by the Councils shall be determined as outlined in this memorandum of understanding (**MOU**).
- R.5. In order to achieve greater certainty of Council support for Tourism Greater Geelong and The Bellarine until 30 June 2021 and the commitment from Tourism Greater Geelong and The Bellarine to the implementation of the Visitor Economy Strategy, the parties by this MOU have recorded their understanding of the relationship and obligations between the parties.

1. RESOURCING

- 1.1. Tourism Greater Geelong and The Bellarine will dedicate financial resources to the implementation of the regional marketing and development initiatives as detailed in the Strategic Plan.
- 1.2. The Greater Geelong City Council having regard to its overall budgetary constraints shall continue to provide resources to Tourism Greater Geelong and The Bellarine:
- 1.2.1. to staff, accommodate and allow effective administration of Tourism Greater Geelong and The Bellarine;
 - 1.2.2. to seek, and support conferences and meetings, within the municipality operating as a unit of Tourism Greater Geelong and The Bellarine called Business Events Geelong; and
 - 1.2.3. to coordinate the staffing (volunteers and council staff) and operations of the local and regional Visitor Information Centres located within the municipality.
- 1.3. The resources provided by Greater Geelong City Council as outlined in clause 1.2, are referred to as **Administrative Costs** in this MOU.
- 1.4. The Councils will continue to provide resources to Tourism Greater Geelong and The Bellarine via annual subscription fees.
- 1.5. It is intended that the annual subscription fees will increase each year with regard to any increase in the Administrative Costs. It would be anticipated that a 3% increase would apply each year which is related to the increase to Administrative Costs provided by the Greater Geelong City Council.
- 1.6. The Greater Geelong City Council will meet the Administrative Costs in lieu of its payment of the annual subscription fee.
- 1.7. The Councils will each be responsible for the provision of dedicated staff to further develop and coordinate tourism in the Region whilst recognising that Tourism Greater Geelong and The Bellarine will be the primary body developing the industry and promoting the Region.
- 1.8. Tourism Greater Geelong and The Bellarine will support Councils to attract tourism related investment and tourism infrastructure to the Region and where appropriate will work closely with Councils' Economic Development Unit and relevant Council officers.

2. ACCOUNTABILITY & COMMUNICATION

- 2.1. Tourism Greater Geelong and The Bellarine will present to the Councils an annual action plan and report that details performance against key results areas as outlined

in the report for the previous year and indicated in the action plan for the forthcoming financial year.

- 2.2. Tourism Greater Geelong and The Bellarine will provide Councils with regular statistical reports relating to the tourism performance of the Region.
- 2.3. The Councils recognise the independent role, structure, mission and expertise of Tourism Greater Geelong and The Bellarine and understands its function includes being an independent advocate for the tourism industry. This role also includes being a tourism industry voice in the local and national media and representation of tourism businesses in planning/development opportunities which may enhance, sustain and develop a sustainable tourism industry in the Region
- 2.4. Tourism Greater Geelong and The Bellarine will on request attend any Council meeting to discuss / present tourism related issues.
- 2.5. Tourism Greater Geelong and The Bellarine will hold its Board meetings approximately every eight weeks and will regularly communicate with Councils and its members.
- 2.6. The Councils will encourage local and municipal tourism officers to attend regular designated staff meetings with Tourism Greater Geelong and The Bellarine staff, and to communicate with the Tourism Greater Geelong and The Bellarine office on a regular basis.

3. VISITOR INFORMATION CENTRES

- 3.1. The staffing, management and operations of Local Visitor Information Centres in the Region will be the responsibility of Councils.
- 3.2. The Councils recognise the regional role of the Visitor Information Centre located at Little River.
- 3.3. Tourism Greater Geelong and The Bellarine will coordinate the implementation of consistent display and distribution policies for all Visitor Information Centres in the Region.
- 3.4. Visitor Information Centre Co-ordinators from the Region will meet on a regular basis to co-ordinate training, management and centre operations and to distribute relevant marketing materials. This may also include collaboration with neighbouring tourism regions.

4. THE VISITOR ECONOMY

- 4.1. The Councils recognise the strengths and benefits of the visitor economy approach that will ensure the long-term strength of the visitor economy through encouraging industry best practice.
- 4.2. Tourism Greater Geelong and The Bellarine will support the Councils efforts to attract funding for additional visitor economy initiatives. Tourism Greater Geelong and The Bellarine will continue to source State and Federal funding support for initiatives in the Region.
- 4.3. The Councils will promote the initiatives in the Region and encourage participation in their implementation through communications with local communities and other key stakeholders.

5. GENERAL

- 5.1. Tourism Greater Geelong and The Bellarine will not expand its membership base to include new municipal members unless agreed to by the Councils.
- 5.2. Tourism Greater Geelong and The Bellarine will coordinate industry training and tourism policy formulation to ensure a consistent approach and application to tourism across the Region.
- 5.3. If any dispute or difference arises between the parties in carrying out the principles of this MOU, the parties will seek bona fide to resolve that difference or dispute between them.
- 5.4. Notwithstanding clause 5.3, each party maintains the right to exercise its individual powers as it sees fit. This MOU lapses on 30 June 2021 and may be renewed or renegotiated by further agreement between the parties.
- 5.5. Annual subscription fees as outlined under clause 1 will be invoiced at the commencement of each financial year to Borough of Queenscliffe and Golden Plains Shire Council. Greater Geelong City Council will continue resourcing via the annual budget provisions as approved by Council in the Greater Geelong City Council budget process.

**Memorandum of Understanding
2017 - 2021**

DATED this..... day of 2017

SIGNED on behalf of:)
TOURISM GREATER GEELONG AND THE BELLARINE INC.)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
CITY OF GREATER GEELONG COUNCIL)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
BOROUGH OF QUEENSCLIFFE)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
GOLDEN PLAINS SHIRE COUNCIL)
by its duty authorised representative:)

.....
Witness

VISITOR ECONOMY STRATEGY 2017-2021

TOURISM GREATER
**GEELONG & THE
BELLARINE**



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TOURISM GREATER GEELONG AND THE BELLARINE INC

Level 1 - 48 Brougham Street
Geelong VIC 3220

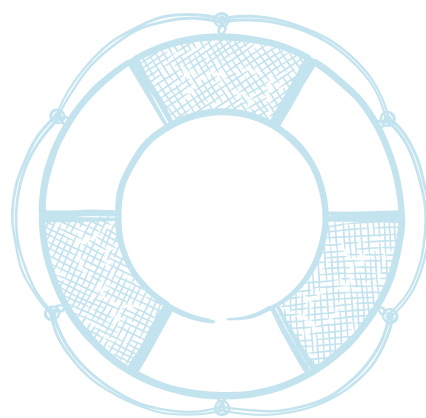
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FOREWORD



With a broader focus on the visitor economy we understand and recognise that experiences are now our superstars, with digital content, storytelling and engagement our mantra.

Likewise we recognise the most important tourism asset we have is the people who live here. Visitors want to live like a local as they seek moments that matter and genuine experiences.

With this new strategy we recognise the need to change, to understand and to adapt, to ensure that our region and our industry doesn't simply compete in a cluttered marketplace but actually leads.

Our core brand stories and images must be stronger than ever and worthy of sharing. Our planning and lobbying and industry development must deliver new reason to visit and to stay longer. Our industry must be better trained and to have the skills to exceed visitor expectations.

We will measure success not just in guest arrivals but also in visitor satisfaction and in the desire to return and recommend us to others.

At the heart of this strategy and into the future we have

the insights to understand what motivates visitation and to identify the roadblocks and barriers to visitation.

We also understand that we do not strive in isolation and we will continue to forge partnerships and alliances to better engage and better deliver a seamless visitor experience.

As we embark on a new future we are confident in our status as a Regional Tourism Board and strong in our membership support. We embrace new partnerships and new ways of doing things and bid farewell to an era when glossy print advertising was our reason for existence.

With the launch of this Strategic Plan taking us further than 2020, we detail a path forward that goes beyond what we once called tourism. We seek to engage with more people from new sectors who'll become destination ambassadors and brand advocates.

We want people from near and far to enter the conversation, connect with unique local experiences and share their stories.

A healthy and dynamic visitor economy is critical to our region. We welcome your involvement and seek your support as we embark on this journey that will take us beyond 2020.



John Stevens
Chairman



Roger Grant
Executive Director



BACKGROUND

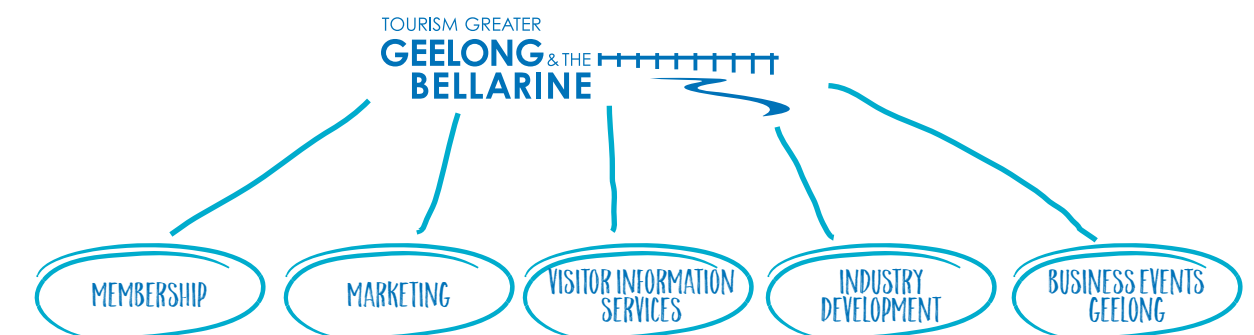
Founded in January 2014, Tourism Greater Geelong and The Bellarine Inc. (TGGB) is the regional tourism organisation for the region from Werribee to Armstrong Creek including Geelong, the Bellarine Peninsula, Queenscliff and the Moorabool Valley.

TGGB is managed by a board of eleven people. Representatives include municipal stakeholders, tourism industry professionals and skills-based appointees. The board is led by an independent chairperson and administered by our staff.



ORGANISATIONAL STRUCTURE

An Executive Director oversees the team of 17 staff (14.5 EFT) in the areas of marketing, industry development, business events, visitor information and administration. 120 volunteers welcome travellers to Visitor Information Centres across the region through the provision of industry funded visitor information guides, maps and referrals.



Since the release of our last strategy TGGB has been formally recognised by Visit Victoria as a Regional Tourism Board. This provides us an annual funding allocation as well as access to the suite of research, industry development, cooperative marketing, grant programs and other initiatives delivered at state level.

The City of Greater Geelong, Borough of Queenscliffe and Golden Plains Shire are

municipal partners and support the delivery of our strategic plan through the provision of financial and human resources. The City of Greater Geelong provides the major financial support to employ staff and administer TGGB. All three of our municipal partners have recognized the importance of working in partnership with the tourism business community and state government to deliver greater industry coordination, cooperation and leadership.

The dividend expected from the local and state government investment with the tourism industry is a more robust local economy with increased employment, investment and clear economic and social outcomes. The relationship between TGGB and our municipal partners is formalized through a Memorandum of Understanding.

TOURISM

IS NOW BEST DEFINED AS

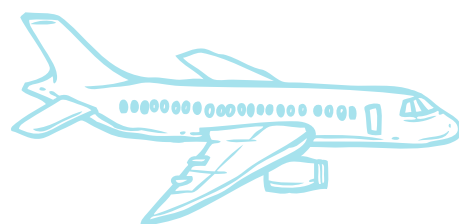
VISITOR ECONOMY

Traditional definitions of tourism tend to focus on the consumption activities of leisure tourist people travelling for holidays, site-seeing and recreation.

More contemporary definitions have expanded to include people travelling for other reasons - visiting friends and relatives, business, work, education or medical services.

The term 'visitor economy' is a more accurate definition of the broader impact of our industry. It brings together the sectors offering direct visitor services like accommodation, transport, tour companies and attractions with intermediaries and indirect sectors like retail and food production. This recognises that visitor activity does not occur in isolation and contributes to investment and jobs across a range of industry sectors.

The strength and potential future growth of the visitor economy is recognised in local, regional, state and national economic development strategies. The visitor economy is of critical importance to the economic and social well being of Greater Geelong and The Bellarine region. Its potential for growth is a strength of the region and our ability to facilitate and help capitalize on that potential is through the delivery of our 2017-2021 Strategic Plan.



PARTNERSHIPS

Partnerships enhance performance by collaborating with member businesses tourism and community organisations and at all levels of government for mutually beneficial outcomes.

STRATEGIC PARTNERS

G21 and Geelong Chamber of Commerce and Committee for Geelong

THEY GIVE US: Coordination, leadership and a united voice for the region.

WE GIVE THEM: Tourism expertise and sector specific leadership.

Regional Development Victoria and Regional Development Australia

THEY GIVE US: Opportunities for government investment to grow the visitor economy.

WE GIVE THEM: A strategic framework to invest in infrastructure and job growth.

Invest Victoria

THEY GIVE US: Support to facilitate private investment in tourism infrastructure.

WE GIVE THEM: Leadership, advocacy and research-based priorities.

MUNICIPAL PARTNERS

City of Greater Geelong and Borough of Queenscliffe and Golden Plains Shire

THEY GIVE US: Financial and human resources.

WE GIVE THEM: Positive outcomes in their local visitor economies.

TOURISM PARTNERS

Visit Victoria and Tourism Australia

THEY GIVE US: Opportunities to leverage broader campaigns and insights into wider tourism trends.

WE GIVE THEM: Connections with regional experiences and content.

Destination Melbourne

THEY GIVE US: Connection to interstate and international travellers to position Geelong and The Bellarine as an easy and worthwhile extension of visiting Melbourne.

WE GIVE THEM: Resources, content and unique stories to tell.

Victoria Tourism Industry Council

THEY GIVE US: Statewide leadership, coordination and advocacy for tourism and the visitor economy.

WE GIVE THEM: Membership, support and active participation.

Great Southern Touring Route, Go Beyond Melbourne and other cooperatives.

THEY GIVE US: Global travel trade distribution and sales networks to increase international visitation.

WE GIVE THEM: Experiences and operators that are ready and willing to work with the international travel trade.

STRATEGIC PARTNERS

TOURISM PARTNERS

MUNICIPAL PARTNERS

TOURISM GREATER
GEELONG AND
THE BELLARINE

VISION

Greater Geelong and The Bellarine is a globally recognised destination that delivers world standard visitor experiences.

MISSION

Tourism Greater Geelong and The Bellarine exists to grow and support the visitor economy through **leadership, promotion and development.**

WE SERVE

Existing visitors who already have an affinity with the region.

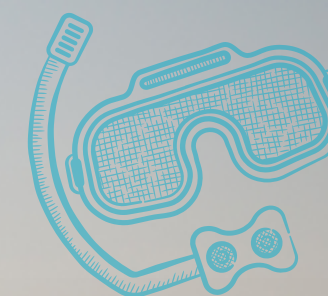
Potential visitors who aren't familiar with the region – we'll build a desire to visit.

Members of the tourism industry who are delivering visitor experiences in the region.

Business events sector, supporting and connecting organisers with regional products.

Industry sector partners we work with to deliver positive outcomes for the visitor economy.

VALUES



TEAMWORK

Everyone contributes individual strengths and effort to achieve shared goals.

CREATIVITY

A dynamic environment that embraces innovation and encourages bravery.

LEADERSHIP

Having the passion, knowledge and conviction to set a clear path forward with positivity and energy.

ZEST

Approaching our work and our future with infectious optimism, eager energy and unbridled enjoyment.

JUDGEMENT

Challenging ourselves to consider all resources so we're responsible for good decisions.



OUR OPPORTUNITIES ARE GREATER THAN OUR CHALLENGES



Achieving our ambitious mission will be a challenge. There are also some existing challenges we need to be mindful of as we work towards our vision and implement the activities outlined in this strategy.

MAKE THEM STAY

Our proximity to Melbourne is a blessing and a curse. Ease of access makes the region attractive, but perhaps also makes it too easy to go home at the end of the day. Our work needs to focus on providing more experiences that encourage longer stays.

DEVELOPMENT WITHOUT DESTRUCTION

To reach our full potential, there has to be development. Investment in new infrastructure will open new experiences and better meet visitor expectation. But that development shouldn't compromise the rural amenity and natural environment at the heart of our regional strengths.

BUILDING THE BRAND

Whilst the Geelong brand had taken a hit in recent years, we've undertaken significant work to build it.

We now have the opportunity to take that work throughout the region to identify, refine and communicate destination brands including the subtle, complementary differences between our townships and locales.

GAME CHANGERS.

Our Tourism Development Plan has identified the key game changing projects that should be investment priorities. We'll drill further down and work to advocate for government commitments and facilitate private investment in those areas we expect the greatest impact.

REDEFINING WHO WE ARE

The expansion beyond tourism into the visitor economy has opened up potential new sectors and opportunities for new partnerships. Tourism has a seat at new tables and we're planning to make the most of it.

DIGITAL EVOLUTION

Tech keeps changing, improving and beginning again. It presents vast opportunities while also challenging us to stay relevant. It impacts on the distribution of travel, on booking patterns and on visitor behaviour. We need to monitor, understand and respond when it's appropriate

ACCESSIBLE TOURISM

With the National Disability Insurance Scheme headquarters soon to open in Geelong alongside agencies like the TAC, Worksafe and the associated service industries, we see potential for the region to leverage the profile created by these organisations and position the region as a leader in the provision of accessible tourism product and experiences.



OUR PRIORITIES: PROMOTION

Destination marketing and promotion including communications focusing on key themes and competitive advantages, relevant tactical initiatives, working cooperatively with state and national bodies and leveraging broader opportunities.

WE WILL

Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow demand.

WE WILL

Provide inspiration and information to connect visitors with the experiences they desire.

BY

- Implementing an active schedule of content marketing that leads with the experiences we know drive visitation.
- Working cooperatively with state, national and industry marketing bodies to leverage broader opportunities.

BY

- Conducting tactical marketing initiatives and offering appropriate leverage opportunities for industry product.



OUR PRIORITIES: DEVELOPMENT

Destination development will focus on industry development programs, identifying and championing infrastructure development opportunities (including potential public / private partnerships) as well as facilitating industry partnerships and the growth and development of events.

WE WILL

Enrich the visitor experience by supporting and sustaining a high performing tourism industry that exceeds visitor expectations.

BY

- Implementing an inspired program of industry development that engages, informs and grows industry capacity with relevant education and training delivered by respected experts.

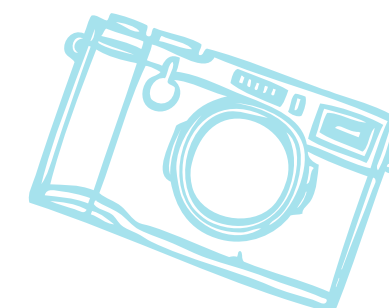
- Providing relevant insights and research to understand performance trends, consumer sentiment and support good decision making.
- Facilitating industry partnerships with a positive approach to cooperative projects.
- Working to grow, develop and maximise the positive impact of events.

WE WILL

Help the region reach its tourism potential through the delivery of critical infrastructure.

BY

- Identifying and championing key priority projects that will grow capacity, satisfy visitors and generate positive economic outcomes.
- Facilitating partnerships with government and the private sector to pursue profitable tourism infrastructure that complements and capitalises on regional strengths.



OUR PRIORITIES: LEADERSHIP

Destination leadership and stewardship, planning and governance — including engaging with relevant industry and government stakeholders and organisations as well as providing leadership in strategy, planning, industry advocacy and research.

WE WILL

Lead a strong and coordinated tourism industry with a united and compelling voice.

WE WILL

Ensure our industry and our destination is best placed to take advantage of the greatest opportunities.

WE WILL

Sustain an effective and responsible tourism organisation.

BY

- Continuing an open and communicative relationship with tourism industry members to ensure our policies reflect their reality.
- Maintaining an informed and strategic approach to contemporary issues, maximising those insights to drive a positive tourism agenda.

BY

- Engaging with relevant industry and government stakeholders and organisations.

BY

- Providing accountability and good governance through stakeholder engagement and reporting.

WHAT IS SUCCESS?

Success in regional tourism is not as straightforward as one number moving ever upward.

We will set targets against the key deliverables for our organisation to measure and report on our own performance. It's also vital to understand the bigger trends of how tourism is tracking in the region. We will monitor industry reporting to gauge the performance of the industry against the benchmarks our work seeks to impact positively.

MEASURING OUR PERFORMANCE

- Financial sustainability.
- Project delivery.
- Engagement levels from consumers and industry.
- Business Events sector performance.

MEASURING THE REGION

- Visitation data.
- Economic impact.
- Investment trends.
- Industry and consumer sentiment.



THE VISITOR ECONOMY

IN GEELONG AND THE BELLARINE

AS AT 1 JANUARY 2017

Attracts around

5m

visitors annually

Attracts around

2.8m

day visitors

2.2m

overnight visitors

They spend

\$796m

35% on experiences
30% on accommodation
10% on retail
25% other

It's worth

4,794

jobs

Since Tourism Greater Geelong and The Bellarine was formed in 2014, our visitor economy has grown markedly, and outperformed regional Victorian averages.

2014-2016 change

GEELONG AND
THE BELLARINE

REGIONAL VICTORIAN
AVERAGE

Domestic

Visitors ↑15.34% ↑5.25%

Visitor nights ↑9.34% ↓0.85%

International

Visitors ↑46.34% ↑34.12%

Visitor Nights ↑7.49% ↑7.46%

Day trips

Visitors ↑9.9% ↑9.9%

BUSINESS EVENTS GEELONG

Average event size is
50 delegates.

Total business events in
2016 = **6,505** – an increase
of **207%** vs 2014.

Total delegates in 2016
= **326,638** – an increase
of **140%** vs 2014.

VISITOR INFORMATION CENTRES

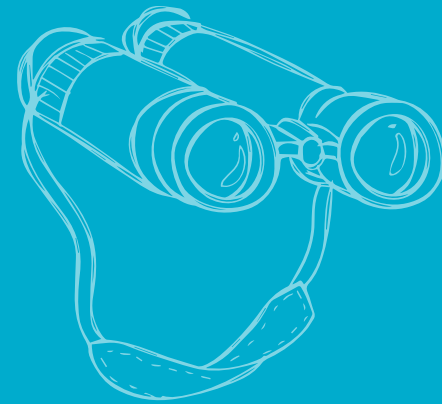
In 2016 they assisted **200,454**
visitors with their travel plans,
enticing **85%** of travellers to do
more than they had originally
planned. **48%** spent more money,
52% stayed an extra day and **93%**
plan to return to the region after
talking to a local.

This data and these achievements
highlight where we are now.
With the right investment and
development, the Visitor Economy
is projected to grow to **7 million**
visitors worth **\$1.145 billion** by
2030. Our Tourism Development
Plan outlines how we'll get there.



THE STRATEGY

ATA GLANCE



VISION

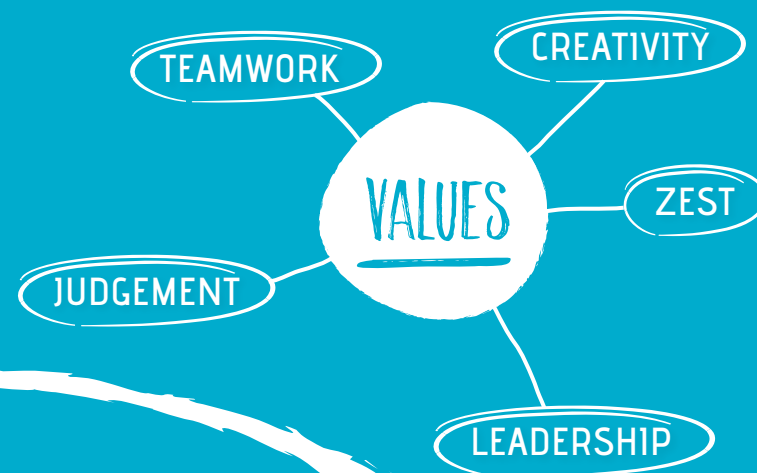
Greater Geelong and The Bellarine is a globally recognised destination that delivers world standard visitor experiences.

MISSION

Tourism Greater Geelong and The Bellarine exists to grow and support the visitor economy through **leadership, promotion and development.**

WE SERVE

- Existing visitors
- Potential visitors
- Members of the Tourism Industry
- Business Events Sector
- Industry sector partners



WHAT IS SUCCESS?

MEASURING OUR PERFORMANCE:

- Financial sustainability
- Project delivery
- Engagement levels from consumers and industry
- Business events sector performance.

MEASURING THE REGION:

- Visitation data
- Economic impact
- Investment trends
- Industry and consumer sentiment.

OUR OPPORTUNITIES

ARE GREATER THAN OUR CHALLENGES

MAKE THEM STAY

Convert day trip to overnight visitation.

DEVELOPMENT WITHOUT DESTRUCTION

Build infrastructure to allow the region to grow without damaging the visitor experiences.

BUILDING THE BRAND

Work to foster positive recognition of the region and destinations.

GAME CHANGERS

Facilitate investment in the projects that will have the greatest impact.

REDEFINING WHO WE ARE

Tourism evolving into the visitor economy has broadened our horizons and opened new opportunities.

DIGITAL EVOLUTION

Monitor, understand and respond positively.

ACCESSIBLE TOURISM

Leverage the national profile created by local organisations to be a leader in accessible tourism.

OUR PRIORITIES

PROMOTION

WE WILL:

- Build the brand of Geelong and The Bellarine as a visit destination to increase awareness, foster positive sentiment and grow demand.
- Provide inspiration and information to connect visitors with the experiences they desire.

DEVELOPMENT

WE WILL:

- Enrich the visitor experience by supporting and sustaining a high performing tourism industry that exceeds visitor expectations.
- Help the region reach its tourism potential through the delivery of critical infrastructure.

LEADERSHIP

WE WILL:

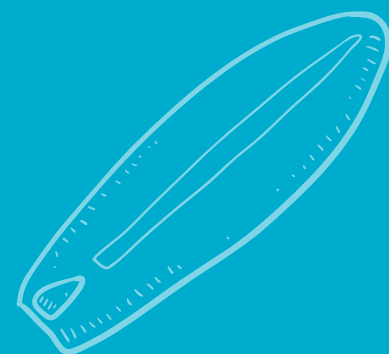
- Lead a strong and coordinated tourism industry with a strong and compelling voice.
- Ensure our industry and our destination is best places to take advantage of the greatest opportunities.
- Sustain an effective and responsible tourism organisation.

OUR STRATEGIES LEAD TO ACTIONS

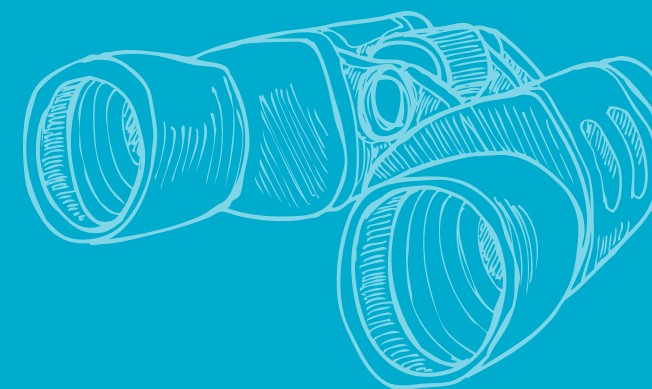


OUR ACTIONS PROVIDE OPPORTUNITIES

Our Visitor Economy Strategy sets an ambitious vision and positive mission, with focus on the priorities where our resources will deliver the biggest impact. We've identified our key partners and significant opportunities to capitalise on as we drive towards achieving our definition of success.



Our Annual Action Plan details the specific projects we'll undertake and the budgets allocated to various marketing, development and leadership activities



Our Member Opportunity Guide describes the projects we'll implement throughout each year to achieve our collective goal of more visitors doing extra, staying longer and spending more. It's an important tool for our industry partners to plan their involvement in regional activities.





TOURISM GREATER GEELONG AND THE BELLARINE INC

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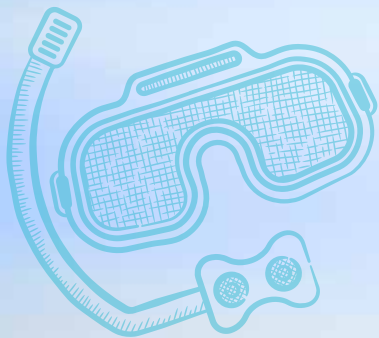
ABN: 26 990 691 173

A young boy with blonde hair, wearing a black t-shirt, black shorts, and a blue safety harness, is climbing a wooden wall. The wall is made of large, colorful wooden blocks in shades of yellow, red, blue, and green. The boy is reaching up with his right hand to grab a yellow block. The background is a blurred view of the same wall and other climbing equipment.

2017-2018 ACTION PLAN

TOURISM GREATER
**GEE LONG & THE
BELLARINE**





A GOAL WITHOUT A PLAN IS JUST A WISH

Our Visitor Economy Strategy 2017-2021 sets out considered priorities and objectives to help us achieve our vision of Greater Geelong and The Bellarine being a globally recognised destination that delivers world standard visitor experiences.

With our focus firmly on leadership, promotion and development of the visitor economy in our region, this Action Plan sets out the activities and specific projects we'll deliver to achieve our strategic objectives.

Each division within our organisation has dedicated financial and staff resources to deliver the projects outlined in this plan. Sometimes projects or campaigns may include industry participation and those programs are identified in our

Member Opportunity Guide. Our industry members are invited to review and participate in the activities most appropriate for their own business goals.

The strategy is set and the plans are written. Let's get to work.

SUMMARY OF OVERALL BUDGET 2017/18

The activities outlined in this action plan can only be achieved with financial support from a range of funding partners.

Contributions from the local industry and Visit Victoria along with grants are expended on the initiatives that will deliver the greatest impact for our local visitor economy in the areas of promotion, development and leadership. Local government supports the implementation of these activities by resourcing the organisation and a range of specific initiatives.

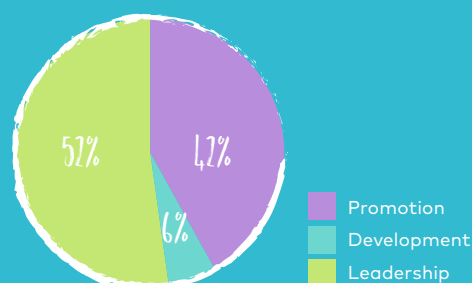
ACTION PLAN - 2017/18 INCOME

	\$
Visit Victoria	275,000
Industry and Grants	1,170,228
Total Action Plan income	1,445,228

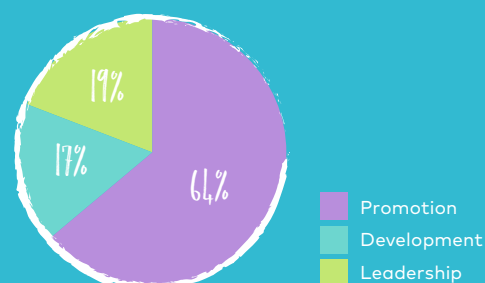
ACTION PLAN FINANCIAL SUMMARY

	INCOME \$	EXPENDITURE \$	NET RESULT \$
PROMOTION	602,950	923,600	-320,650
DEVELOPMENT	83,500	239,000	-155,500
LEADERSHIP	758,778	282,000	476,778
TOTAL BUDGET	1,445,228	1,444,600	628
NET SURPLUS	628		

INCOME BY PRIORITY AREA



EXPENDITURE BY PRIORITY AREA



Tourism Greater Geelong and The Bellarine is well supported by the local governments in our region. Investment from the City of Greater Geelong also addresses municipal tourism needs, with TGGB staff delivering a range of council tourism work including staff administration, management of visitor information services and business event initiatives.

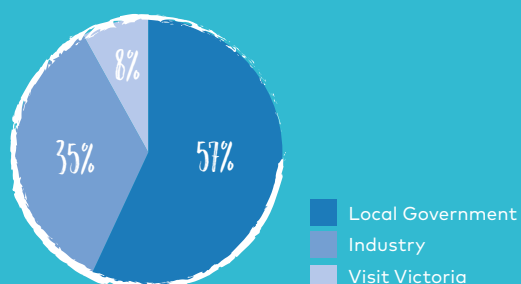
SUMMARY OF LOCAL GOVERNMENT CONTRIBUTIONS 2017/18

	\$
City of Greater Geelong*	1,902,657
Including:	
• Tourism Services - \$1,174,251	
• Business Events Geelong - \$334,335	
• Visitor Information Services - \$394,071	
Borough of Queenscliffe	17,268
Golden Plains Shire	7,100
Total Local Government Contribution	1,927,025

INCOME SUMMARY - 2017/18

	\$
Local Government	1,927,025
Industry and Grants	1,170,228
Visit Victoria	275,000
Total Overall Contributions	3,372,253

OVERALL CONTRIBUTIONS



PROMOTION

Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow demand.

Objective 1 – Content Marketing

Implementing an active schedule of content marketing that leads with the experiences that drive visitation.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
1.1 Content and Thematic Marketing Strategy: • Provide daily content to enhance digital footprint, engage with and grow online visitation. • Provide focus on imagery and stories via a specific theme each month based on the regions competitive advantages. Specific activities include: • Destination Golf campaign • Destination Weddings campaign • Events marketing • Content development and creation • Trip Advisor Activation • Wander Victoria promotions.	-	60,000	-60,000	Refer to strategy - ongoing	Marketing	Domestic Market
1.2 Public Relations / Media Program Strategy: Implement a public relations strategy in Melbourne and Regional Victoria that focuses on key themes. Specific activities include: • Public Relations Contract • Familiarisation support		40,000	-40,000	Refer to strategy - ongoing	Marketing	Domestic Market
1.3 Still and Moving Imagery Development: Provide refreshed still and moving imagery relating to key themes.	5,000	20,000	-15,000	Refer to strategy - ongoing	Marketing	Domestic Market

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
1.4 Digital Marketing Strategy: Maximise digital presence through further development of the digital strategy to focus on new functionality for visitor and industry websites as well as social media and pay per click advertising. Specific activities include: • Digital Support, development and monetisation of site • Digital Marketing and Social Media Advertising	15,000	59,000	-44,000	Refer to strategy - ongoing	Marketing	Domestic Market
1.5 Australian Tourism Data Warehouse Strategy: Provide a business webpage structure via the membership structure.	75,000	75,000	-	Reviewed quarterly	Marketing	Domestic Market
SUB-TOTAL	95,000	254,000	-159,000	-		

Objective 2 - Marketing Partnerships

Working cooperatively with state, national and industry marketing bodies to leverage broader opportunities.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
2.1 International Marketing: Undertake international marketing through partnerships with Great Southern Touring Route, Go Beyond Melbourne, Sydney to Melbourne Touring Route and New Zealand opportunities.		73,000	-73,000	Refer to strategy - ongoing	Executive	International Market
2.2 Destination Melbourne Partnership Program: Market the region to interstate visitors by participating in the Destination Melbourne regional partnership program.	-	31,000	-31,000	Quarterly	Marketing	Domestic Market
2.3 Visit Victoria Marketing Partnership Program: Market the region to intrastate and interstate visitors by participating in the Wander Victoria and interstate campaigns	15,000	30,000	-15,000	Refer to VV Strategy	Marketing	Domestic Market
2.4 Avalon Airport Chinese Visitation Activation Program: Position Avalon Airport via the Chinese Travel Trade as a viable proposition to fly to through an awareness, incentive and marketing campaign focused on inbound agents and travel wholesalers in market.	50,000	50,000	-	Refer to strategy	Executive	International Market
SUB-TOTAL	65,000	184,000	-119,000	-		

PROMOTION CONTINUED

Provide inspiration and information to connect visitors with the experiences they desire.

Objective 3 - Marketing Programs

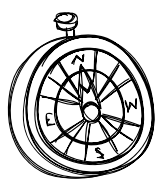
Conducting tactical marketing initiatives and offering appropriate leverage opportunities for industry product.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
3.1 Business Events Geelong Strategy: Market the region as a Business Events destination to conference industry professionals through a tactical sales and marketing campaign. Please note this line item includes Council marketing contributions of \$127,000.	145,200	148,500	-3,300	Refer to strategy - ongoing	Business Events Geelong	Conference and event professionals
3.2 Business Events Planners Guide Program: Produce a two year publication profiling all relevant businesses in the Business Events industry for distribution to conference organisers.	61,750	44,100	17,650	Refer to strategy - ongoing	Business Events Geelong	Conference and event professionals
3.3 Visiting Friends and Relatives Marketing Strategy: Implement marketing activities to attract the Visiting Friends and Relatives sector.	10,000	35,000	-25,000	June - October 2017	Marketing	International Market
3.4 Geelong Cruise Ship Destination: Support the growth of Geelong as a cruise ship destination with appropriate marketing collateral to cruise lines and visiting passengers.		3,000	-3,000	October - March	Industry Development	Onboard Tour Operators and International Passengers
SUB-TOTAL	216,950	230,600	-13,650	-		

Objective 4 - Marketing Programs

Conducting tactical marketing initiatives and offering appropriate leverage opportunities for industry product.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
4.1 Official Visitor Publications: Produce an official visitor guide publication, official visitor map and associated digital solution for the region.	140,000	140,000	-	Sales/ Production from September. Release December.	Marketing	Domestic Market
4.2 Visitor Information Strategy: Develop and implement a region-wide Visitor Information strategy in line with state strategy	16,000	16,000	-	To be confirmed	Visitor Services	Various
4.3 Bellarine Taste Trail Marketing Strategy: Develop and implement a specific marketing strategy for the Bellarine Taste Trail with links to all marketing activities.	10,000	18,000	-8,000	Sales Sept, release Dec	Marketing	Domestic food and wine consumer segment
4.4 Moorabool Taste Trail Marketing Strategy: Develop and implement a specific marketing strategy for the Moorabool Valley and Golden Plains region with links to all marketing activities.	5,000	13,000	-8,000	Sales Feb, release April	Marketing	Domestic food and wine consumer segment
4.5 Urban Geelong Eat and Drink Marketing Strategy: Investigate and develop a marketing strategy surrounding Urban Geelong Tastes as a specific activation in cooperation with Central Geelong Marketing, key Urban Geelong precincts (Pakington St, East Geelong, Southern Geelong) and relevant businesses	5,000	13,000	-8,000	Plan from March for launch in July with Central Geelong Tastes event.	Marketing	Domestic food and wine consumer segment
4.6 Consumer and Trade Shows: Attend relevant consumer and trade shows to promote regional strengths.	5,000	5,000	-	Dependant on industry participation	Marketing	Domestic Market
4.7 Study Geelong Education Tourism Strategy: Develop and implement a specific marketing strategy for education tourism relating to the Study Geelong Project.	45,000	50,000	-5,000	Refer to strategy - ongoing	Study Geelong	International Market
SUB-TOTAL	226,000	255,000	-29,000	-		
TOTAL - PROMOTION	602,950	923,600	-320,650	-		



KEY PERFORMANCE INDICATORS

UNIT	MEASURE	TARGET
Social Media	Facebook fan-base	10% growth
	Social Media Performance	posts reach an avg of 25% of fan base
Content	Consumer site traffic	20% growth year on year
	Organic Search Referrals	Avg of 60%
	Content and Users experience	Avg 3 min time spent on site
Public Relations	Positive Media Stories	4 per reporting period
Business Events Geelong	Lead conversions by BEG	Industry avg of 30%
	Industry Buy-In for BEG	\$20,000
Visitor Info Centres	Visitors assisted at Geelong	Growth of 2% pa

DEVELOPMENT

Enrich the visitor experience by supporting and sustaining a high performing tourism industry that exceeds visitor expectations.

Objective 5 - Industry and Professional Development.

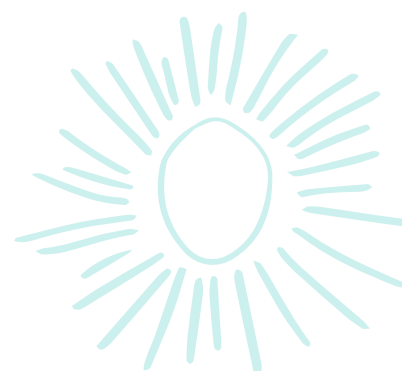
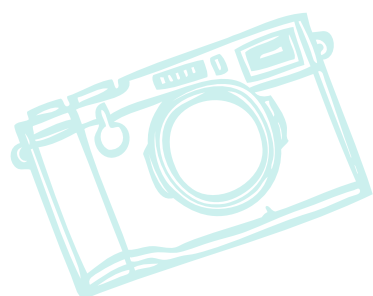
Implementing an inspired program of industry development that engages, informs and grows industry capacity with relevant education and training delivered by respected experts.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
5.1 Joint Professional Development Program: Implement industry development workshops in cooperation with Central Geelong Marketing and Borough of Queenscliffe. Implement an annual tourism training summit specific for tourism members.	17,500	31,000	-13,500	Refer to strategy - ongoing	Industry Development	Industry
5.2 Tourism specific Industry Development Program: Implement a tourism specific industry development workshop program separate to the joint program focusing on tourism specific opportunities and topics with emphasis on tourism excellence, accreditation and awards opportunities. Specific activities include: • Business mentoring • Geelong Business Excellence Awards partnership • Victoria Tourism Awards partnership.	6,000	25,000	-19,000	Refer to strategy - ongoing	Industry Development	Industry
5.3 Tourism Industry Workforce Development Plan: Further develop a plan to address the Skills Gaps in the region based on the completed Skills Gap Analysis.	-	5,000	-5,000	July - October	Industry Development	Industry
SUB-TOTAL	23,500	61,000	-37,500	-		

Objective 6 – Research and Planning

Providing relevant insights and research to understand performance trends, consumer sentiment and support good decision making.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
6.1 Brand Geelong: Undertake research and interpret data to ensure a good understanding of tourism trends and visitor perceptions.		5,000	-5,000	Refer to strategy - ongoing	Executive/ Industry Development	Private Industry and the domestic and local consumer sector
6.2 Brand Development for sub regions: Undertake brand research to develop common narratives and branding messages for each sub region to link to overall branding of region. Budget relates to two sub regions being completed each financial year with You Yangs region and Belarine North as first sub-regions.		30,000	-30,000	Refer to strategy - ongoing	Executive	Private Industry and the domestic and local consumer sector
6.3 Economic Modelling and Performance Data for Private Sector Investment: Provide support to potential private sector investors through the provision of local tourism performance data to support business planning and finance acquisition proposals. Specific activities include: • Tourism Monitor Analysis • National and International Visitor Survey Reporting by Data Insights.		13,000	-13,000	Quarterly	Executive/ Industry Development	Industry
SUB-TOTAL	-	48,000	-48,000	-		



DEVELOPMENT CONTINUED

Objective 7 - Industry Partnerships

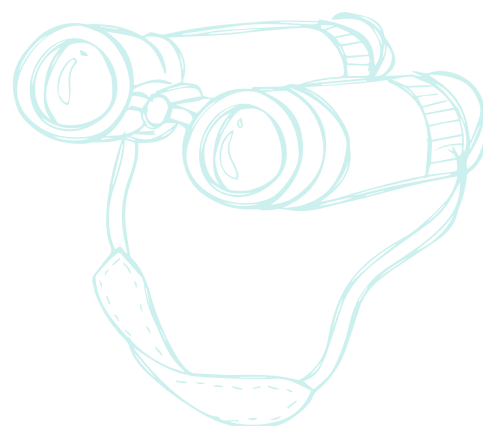
Facilitating industry partnerships with a positive approach to cooperative projects.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
7.1 This Week in Tourism: Implement timely and effective industry communications activities through a weekly email send.			-	Weekly	Marketing	Industry
7.2 Communication of marketing strategy to industry: Develop continued reporting on marketing strategy and evaluation to industry. Ensure that increased communication about Australian Tourism Data Warehouse and relevant training is implemented.			-	Aligned to industry communications	Marketing	Industry
7.3 Member Forums and Networking Events: Develop an ongoing series of local industry consultation workshops across the region to plan, update, request feedback and evaluate the effectiveness of programs delivered with local industry.		15,000	-15,000	Quarterly - refer to timing	Industry Development	Industry
SUB-TOTAL	-	15,000	-15,000			

Objective 8 – Events Development

Working to grow, develop and maximise the positive impact of events.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
8.1 Geelong Major Events Partnership: Develop a strong partnership via Committee representation and working arrangements to capitalise on leveraging Geelong Major Events.		-	-	Monthly	Executive	Private Industry and the domestic and local consumer sector
8.2 Visit Victoria Events Division Partnership: Provide advice and direction in relation to priorities of potential events in the region which could have a significant opportunity to attract overnight visitation. Advocate for these events via the Regional Events Funding Program.		-	-	Monthly	Executive	Industry
8.3 ATDW Events: Ensure a significant amount of events are listed via the Australian Tourism Data Warehouse for distribution to online event channels including www.visitgeelongbellarine.com.au		-	-	Ongoing	Marketing	Industry
8.4 Event Development Strategy: Develop a Strategy surrounding event level and opportunities for development and promotion to be linked to Content and Thematic Marketing.		-	-	Ongoing	Marketing	Industry
SUB-TOTAL	-	-	-	-		



DEVELOPMENT CONTINUED

Infrastructure Development: Help the region reach its tourism potential through the delivery of critical infrastructure.

Objective 9 – Tourism Development Planning and Advocacy

Identifying and championing key priority projects that will grow capacity, satisfy visitors and generate positive economic outcomes.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
9.1 Tourism Development Planning and Advocacy: Actively pursue, support and advocate for projects identified in the Tourism Greater Geelong and The Bellarine Tourism Development Strategy. Specific activities include: • Development of sub region level destination planning to include Tourism Development Plan priorities and develop further activities specific to each area. The first of these plans will focus on You Yangs Region. • Update of key economic figures and projections in the Tourism Development Strategy	20,000	45,000	-25,000	Refer to strategy - ongoing	Executive	Private and Public stakeholders
9.2 Accessible Tourism Development and Education: In partnership with the Australian Federation of Disability Organisations, develop and implement an Accessible Tourism Development and Education Strategy to increase the region's understanding and offer as an accessible destination of choice.	20,000	30,000	-10,000	Refer to strategy - ongoing	Executive/ Industry Development	Private and Public stakeholders
9.3 Support of Grant Opportunities for the region for the Public and Private Sector: Pursue grant opportunities for the organisation and support partners in seeking grants for appropriate tourism projects. This includes providing information to members on key stakeholders such as Invest Victoria and other grant opportunities through strategic advice and letters of support.	-	-	-	Refer to strategy - ongoing	Executive	Private and Public stakeholders
SUB-TOTAL	40,000	75,000	-35,000			

Objective 10 – Infrastructure Development

Facilitating partnerships with government and the private sector to pursue profitable tourism infrastructure that complements and capitalises on regional strengths.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
10.1 Infrastructure Attraction: Actively pursue, support and advocate for projects identified in the Tourism Greater Geelong and The Bellarine Tourism Development Strategy.		-	-	Refer to strategy - ongoing	Executive	Private and Public stakeholders
10.2 Infrastructure Development and Advocacy: Continue to provide specific focus on the Geelong Convention and Exhibition Centre, Mineral Spa Complex and The Bellarine Underwater Sculpture Park relating to the development of feasibility information, advocating for viability of projects and development of relevant grant submissions to support the projects to further stages.		-	-	Refer to strategy - ongoing	Executive	Private and Public stakeholders
10.3 Buckleys Way Touring Route: Implement the interpretive program for the Buckleys Way Touring Route relating to the interpretive planning completed in 2016/17 to provide a strong Touring Route proposition on the Northern Bellarine.	20,000	40,000	-20,000	Refer to strategy - ongoing	Executive	Private and Public stakeholders
SUB-TOTAL	20,000	40,000	-20,000			
TOTAL - DEVELOPMENT	83,500	239,000	-155,500			



KEY PERFORMANCE INDICATORS

UNIT	MEASURE	TARGET
Industry Development Calendar	Attendance rate to PD sessions	75%
	Number of TGGB beneficiaries	70%
	Number of registrations per session	Avg 30
Research	Monitor Program Participation	40% participation rate across all three platforms



LEADERSHIP

Lead a strong and coordinated tourism industry with a united and compelling voice.

Objective 11 - Tourism Member Relationships

Continuing an open and communicative relationship with tourism industry members to ensure our policies reflect their reality.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
11.1 Tourism Membership Program: Implement membership programs to recruit and retain tourism members. Specific activities include: • Staffing and administration. • Membership Opportunity Guide. • Membership Marketing Collateral.	205,000	100,000	105,000	Ongoing with fortnightly review and renewal schedule from July	Membership	Industry
11.2 Membership Satisfaction Survey: Undertake membership satisfaction survey and utilise the findings to improve service delivery.	-	-	-	August - September	Industry Development	Industry
11.3 Tourism Partnership Program: Implement a partnership program to attract and adequately service partners.	190,910	65,000	125,910	Ongoing with renewal in August	Membership	Industry
SUB-TOTAL	395,910	165,000	230,910	-		

Objective 12 – Tourism Representation and Awareness

Maintaining an informed and strategic approach to contemporary issues, maximising those insights to drive a positive tourism agenda.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
12.1 Partnership retention and representation: Actively support partnerships with key organisations by acting on committees, maintaining memberships and collaborating with organisations at local, state, national and international levels as appropriate. Ensure focus on Regional Tourism Board partnership across the State and Nationally to continually participate in joint thinking and cooperative opportunities.	10,000	10,000	-	Ongoing	Executive	Key partnership organisations/committees
12.2 Tourism Advocacy: Advocate for the industry of tourism as a vital regional industry and a key economic driver with all levels of government and within the community.	-	-	-	Ongoing	Executive	Local, State and Federal Government
SUB-TOTAL	10,000	10,000	-	-		

Ensure our industry and our destination is best placed to take advantage of the greatest opportunities.

Objective 13 – Stakeholder Management

Engaging with relevant industry and government stakeholders and organisations.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
13.1 Memorandum of Understanding with municipalities and Visit Victoria: Operate under clear and effective Memorandums of Understanding with councils and partner organisations including Visit Victoria.	299,368		299,368	Ongoing	Executive	Council and Visit Victoria
13.2 Performance monitoring and reporting: Undertake agreed monitoring and reporting processes with stakeholders focusing on identified performance measures and industry tracking.	-	-	-	Refer to schedule	Executive	Industry
SUB-TOTAL	299,368	-	299,368			

LEADERSHIP CONTINUED

Governance: Sustain an effective and responsible tourism organisation.

Objective 14 – Governance, Administration and Accountability

Providing accountability and good governance through stakeholder engagement and reporting.

ACTION	INC.	EXP.	NET RESULT	TIMING	RESPONSIBILITY	AUDIENCE
14.1 CRM System (salesforce): Implement an effective Customer Relationship Management system, including membership and stakeholder management functions.	15,000	15,000	-	Ongoing	Membership	Internal
14.2 Planning and Reporting of 2017-18 - 2020/21 Plan, One Year Action Plan, Annual Report and Corporate Brand Identity: Undertake planning and reporting relating to the 2017/18 - 2020/21 Action Plan, One Year Action Plan, Annual Report and Corporate Branding identity to ensure consistent professional messaging for the organisation.	5,000	22,500	-17,500	Ongoing as per reporting framework	Executive	Industry
14.3 Long Term Financial Planning: Continue to develop a long term 5 year financial plan reflecting growth targets and anticipated increased expenditure from 2017/18 - 2021/22.	-	-	-	Finalise with financial planning	Executive	Industry
14.4 Staff and Board Administration and Training: Ongoing programs to develop the capability and capacity of the board and staff.	9,000	15,000	-6,000	Ongoing	Executive	Internal
14.5 Financial Reporting and Audit: Undertake thorough financial reporting and annual independent audit.	4,500	4,500	-	Finalise September	Executive	Internal
14.6 General administration: Effectively and responsibly manage finance and board administration.	20,000	30,000	-10,000	Ongoing	Executive	Internal
14.7 Contingency		20,000	-20,000	Ongoing	Executive	Internal
SUB-TOTAL	53,500	107,000	-53,500	-		
TOTAL - DEVELOPMENT	758,778	282,000	476,778			



KEY PERFORMANCE INDICATORS

UNIT	MEASURE	TARGET
Memberships	Total Membership	Grow to 600 by June 2018 (equal to 100 new members with 50 member drop off at renewal)
	Regional Membership take-up	85%
	Membership retention	90%
Partnerships	Sponsorship take-up: tourism based	1 Platinum, 4 Gold, 16 Silver
	Sponsorship take-up: business services	3 Gold, 4 Silver
CRM	Industry communication recorder in Salesforce	90%
Reporting	Deliver and report on KPI's to TGGB board	Progress mapped and reported on every board meeting

**Adoption of Tourism Greater Geelong
and The Bellarine 1 Year Action Plan
and Budget 2017/18**

**It was adopted by the Board of Tourism
Greater Geelong and The Bellarine at its
scheduled Board Meeting on 11 May 2017.**

Signed:

**Mr John Stevens
Chairman**

**Mr Roger Grant
Executive Director**

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11. INTEGRATED COMMUNITY GRANTS PROGRAM

Source: Community Life
Director: Linda Quinn
Index Reference: Grants and Funding – Reports

Purpose

The purpose of this report is to recommend a strategic transparent model for the allocation of community grants across major functions of Council. The model is based on findings of a review of Council's management and delivery of grants.

Background

Council grants are available to not-for-profit community organisations and businesses for activities and events that benefit the Geelong community. Currently the delivery and management of these varies across Council business units.

A review of the current grant making activities of Council was commissioned in December 2016 to identify improvement opportunities to the Council's internal grants administration and external delivery of grants.

Key Issues

- The review of the current management and delivery of grants identified improvement opportunities relating to policy, governance, grant management allocation models, system support and community interface with grant programs.
- This proposal addresses requirements to improve Council's governance and accountability frameworks reinforcing probity, fairness and transparency. It reflects current Australian National Audit Office best practice standards.
- The approach intends to make the grants process more understandable and accessible to the community. This includes improving:
 - consistency around guidelines, criteria, forms and templates
 - clarity and transparency around application and assessment processes
 - website engagement; a common source of grants advice and one portal for submitting grant applications and reports.
- The integrated program, titled the 'Community Investment and Support Fund' (refer Attachment 2) provides one central entry point for the community to access grant funding aligned with improving outcomes for the Geelong community.
- The 2017/18 budget for the fund will be approximately \$5.6 million bringing together funds from existing programs and an increase of \$1 million with the new Community Facility Infrastructure Fund to support capital works projects in sporting and community facilities. Budget allocations for strategic partnerships in the draft 2017/18 budget will be honoured.
- Applications to the grant programs will be assessed according to agreed and transparent criteria with assessment panels comprising at least one independent expert member.
- Evaluation processes will ensure the program is appropriately monitored and audited to meet community needs in line with Council's strategic goals and objectives.

L Gardner moved, P Dorling seconded -

That Council endorses the proposed integrated community grants framework and funding model to commence implementation in 2017/18.

Carried.

Attachment 1

Discussion

The Community Investment and Support Fund will bring together over 18 programs and other grant funding based allocations into one collective investment model, with allocations based on funding themes aligned with City Plan and indicators of successful communities identified in the Our Future project.

Internally using a centralised generalist/specialist administration model will assist cohesive program planning, design and assessment which can be strongly linked to City Plan objectives and Our Future indicators for cohesive community outcomes.

The centralised program model would also allow Council to demonstrate robust governance and accountability frameworks and transparency through increased consistency in policy, processes, documentation and messaging to the community.

Implementation of the Community Investment and Support Fund is planned to commence in the 2017/18 financial year.

Financial Implications

The proposed budget allocation for the 2017/18 Community Investment and Support Fund will be approximately \$5.6 million. This is made up of various existing funding programs and includes an additional \$1 million with the development of the new Community Facility Infrastructure Fund. This fund will support capital works projects in Council owned sporting and community facilities. Funding commitments in the 2017/18 draft budget for strategic partnerships will be honoured

Stakeholder Consultation and Communication

Over 30 executive and Council staff were consulted during the review and development of the integrated grants program.

An implementation and communication plan is being developed to inform the community about the introduction of the integrated grants program.

Policy/Legal/Statutory Implications

The provision of an integrated grants program aligns with the Our Future pillars for building a successful community. Grant policies and procedures will specify the parameters for managing and delivering the Community Investment and Support Fund.

Alignment to City Plan

The integrated community grants program model embeds the key elements of successful communities into its structure ensuring alignment with City Plan and Our Future's model of fundamental success indicators.

Conflict of Interest

The provision of grants is carried out in accordance with the Local Government Act 1989 Officer Direct or Indirect Interest.

Risk Assessment

Grants will be governed in accordance with Council's monitoring, reporting and accountability framework.

Community Investment & Support Fund (CISF)

\$5.6 million (2017/18 proposed budget estimates)

Funding Themes - Based on Our Future Indicators of a successful community

Connected



Prosperous



Creative



Sustainable
& Resilient



Designed
for People

Funding disbursed through five main streams -

CISF - Grant Programs \$613,000

- **Approach:** Competitive
- **Term:** Normally one year
- **Scope of funding:**
Grants for a specific purpose that demonstrates community benefit and align with CoGG strategic Goals. Includes support for projects, activities, festivals, events, equipment, minor capital works under a range of categories. Some specific activities are funded for more than one year.
- **Level:** Small grants generally ranging between \$400 & \$6,000 dependant on guidelines relating to the specific category.
- **Note:** Process to commence 1st quarter 2017/18.

CISF - Community Facility Infrastructure Fund - \$1,000,000

- **Approach:** EOI → Application
- **Term:** One year to multi-year
- **Scope of funding:**
Funding for capital works projects in community & sporting facilities. Projects required to demonstrate community benefit and align with CoGG strategic goals.
- **Level:** Two tiered - Small grants up to \$50,000 for planning related activities to support proposed future capital works; Larger grants up to \$300,000 to undertake capital works.
- **Co-funding contribution expectation.**
- **Note:** New program – grant process to commence 2nd quarter 2017/18.

CISF - Sponsorships & Donations \$65,000

- **Approach:** Application & Negotiated
- **Term:** Short term event or activity
- **Scope of funding:**
Sponsorship - Contribution to event or activity in exchange for a negotiated mutual benefit.
Donation - voluntary, freely given payment that is charitable in nature and aligns with CoGG strategic objectives.
- **Level:** Negotiated. Donation amounts have been identified as part of Council's 2017/18 proposed budget to specific organisations.
- **Note:** The Donations stream will be reviewed during 2017/18.

CISF - Strategic Partnerships \$2,740,000

- **Approach:** Negotiated
- **Term:** One or Multiple Year
- **Scope of funding:**
Funding made to specific key organisations to assist in meeting CoGG strategic Goals and objectives and demonstrate community benefit. Funding towards operating costs, programs, events and activities.
- **Level:** Strategic Partners have been identified to receive funding as part of Council's 2017/18 proposed budget.
- **Note:** The Strategic Partnerships stream will be reviewed during 2017/18.

CISF - Geelong Major Events \$1,230.00

- **Approach:** EOI → Application - via Section 86 Committee of Council.
- **Term:** One or Multiple Year
- **Scope of funding:**
Geelong Major Events (GME) is a Section 86 Committee of the City of Greater Geelong which supports the attraction, assistance and funding of major events. Established set criteria is applied in accord with the strategy.
- **Level:** Negotiated.

Council Approach

Grants Information & Support

Grants Portal – online forms

Community Approach

Plan

Apply

Receive grant*

Deliver*

Report & Acquit*

* if funding request is successful

12. ELECTRONIC GAMING POLICY

Source: Community Life
Director: Linda Quinn
Index Reference: Gambling

Purpose

To present the Electronic Gaming Policy which replaces the existing Strategic Gaming Policy 2006–2009.

Background

Council adopted its first Strategic Gaming Policy in 2006. This policy divided the municipality into 10 gaming areas. Each area was ranked by relative advantage and disadvantage, based on average Social and Economic Indices for Areas of Advantage and Disadvantage (SEIFA) scores for all census collection districts.

For more than ten years, Greater Geelong has been among the top five municipalities recording Electronic Gaming Machine (EGM) losses in Victoria. Losses from EGMs in Greater Geelong can vary from \$9 million to \$10 million per month.

The updated policy will provide direction for Council to continue to work with a harm minimisation approach, on the impacts of gambling, and continue the development of a Gaming Action Plan for Council. At this point it is not proposed to undertake wide ranging consultation on the policy.

Key Issues

- Gambling is a legal recreation activity.
- Council has a significant role in reducing the harm from problem gambling by:
 - Influencing the distribution of EGMs within the municipality;
 - Promoting alternative recreational pursuits to gambling;
 - Ensuring residents are aware of elevated risks associated with EGMs; and
 - Supporting State-wide efforts to reduce harm of EGMs.
- All applicants to Council will be required to present a Social and Economic Impact Assessment (SEIA).

P Dorling moved, L Gardner seconded -

That Council adopts the Electronic Gaming Policy.

Carried.

Attachment 1

Discussion

Policy, planning and regulation

Gambling is considered by the State Government to be part of Australia's popular culture and a contributor to the economy. The inherent social and health risks associated with both gambling and liquor have seen the necessary development of the Victorian Commission for Gambling and Liquor Regulation (VCGLR). Its role is to oversee the development of responsible gambling and liquor industries, to minimise harm from gambling and respond to diverse community expectations.

Council has a mandated responsibility to protect and enhance the health and wellbeing of the community. A social policy on gambling works in tandem with Clause 52.28-Gaming, of the City of Greater Geelong Local Planning Scheme. This clause relates to planning permits to use or install Electronic Gaming Machines (EGMs) or to use land for the purpose of gaming.

A planning permit is required for any proposed new gaming venue, and for the location of all EGMs, including any new or relocated machines. The application for the venue and/or for EGMs also require approval by the VCGLR.

Due to concerns regarding problem gambling in the community the Federal Government requested that the Australian Productivity Commission carry out a public inquiry into gambling. The final report was published in 2010. Using Productivity Commission's estimates it can be calculated that within Greater Geelong, at any given time, there are 7,263 adults who play EGMs on a weekly basis (4% of the adult population). Of these, 15% or 1,090 who would be classified as problem gamblers with a further 1,090 (15%) experiencing moderate risk. This equates to a total of 2,180 individuals.

The Federal Government's problem gambling website, (www.problemgambling.gov.au) estimates the actions of one problem gambler negatively impacts the lives of between five and ten others. Therefore 10,000–20,000 people may be adversely affected by problem gambling in Greater Geelong at the present time. The knock-on effect to the broader community includes family disruption and breakdown, families unable to pay schooling and other costs, family violence, work colleagues bearing the brunt of another colleague's gambling problem and the economic impact to employers and local economies are all impacts not currently quantified for local governments.

The Australian Productivity Commission (2010) has estimated that an average of 40% of total EGM expenditure could be allocated to problem gambling. In applying this percentage to the total amount lost in the 2015/16 financial year (\$113,204,988) within Greater Geelong, it can be estimated that \$45,281,995 was lost as a result of problem gambling on EGMs.

Council's current Strategic Gaming Policy 2006-2009 is focused on the social impacts of gaming and complements the Local Planning Policy Framework for Gaming. It has been developed within the legislative frameworks and policy contexts for the State of Victoria, which requires Council to facilitate the implementation of ongoing licensing and management of gaming as a legal activity, as well as promoting health and wellbeing within the municipality.

The Policy was established, to manage distribution of gaming machines within the municipality and the density of EGMs in communities least able to deal with problem gambling. The new policy has been developed in consideration of changes to the gaming landscape; most notably the end of the ‘duopoly’ period in Victoria where all EGM entitlements were owned by either Tabcorp or Tattersalls. The duopoly formally ended on 16 August 2012, with individual venues able to own their EGM entitlements.

The new policy incorporates a number of changes:

- When applicants present a Social and Economic Impact Assessment (SEIA) to Council, applicants will be required to carry out a survey of the affected community in order to assess the impact on health and wellbeing.
- Council will discourage an increase in the number of EGMs in the catchment areas where disadvantage, indicated by SEIFA data, and EGM/adult density is higher than the state average. It will discourage location of EGMs within 400 metres of any ABS collection district in the bottom 20% of the most disadvantaged collection districts in Victoria.

Financial Implications

Council may be required to defend its policy to the VCGLR or the Victorian Civil and Administrative Tribunal in relation to applications and this may have a financial impact for legal and other costs.

Stakeholder Consultation and Communication

Communication of this report is the responsibility of Council’s Community Life Division. The Electronic Gaming Policy has been subject to review by Council’s former Gambling Advisory Committee.

Policy/Legal/Statutory Implications

The policy review complements Council’s Greater Geelong Planning Scheme, particularly clauses 21.07, 22.57, 52.28.

Alignment to City Plan

The reviewed policy will accord with Council’s City Plan and Municipal Public Health and Wellbeing Plan 2013–2017, eg improving healthy lifestyle choices by working collaboratively with agencies aimed at improving wellbeing and lifestyle choices.

Conflict of Interest

No conflict of interest is identified.

Environmental Implications

The review and update of the policy will enable Council to better deal with amenity issues in planning applications for EGMs.

COUNCIL POLICY



Electronic Gaming Policy	Document No:	CPL295.11
	Approval Date:	Draft
	Approved By:	Council
	Review Date:	Date tba by Anne Noonan
Responsible Officer: Director Community Life	Version No	01
Authorising Officer: Chief Executive Officer		

1. PURPOSE

The purpose of the Electronic Gaming Policy (the Policy) is to guide Council responses to gaming proposals and planning applications within the municipality of Geelong. Problem gambling can exist in many gambling contexts, including Electronic Gaming Machines (EGMs), table games, horse racing and sports betting. While recognising some positive impacts from electronic gaming on the community, a key objective of the Policy is to reduce the negative impacts of problem gambling resulting from EGMs by:

- Influencing the location of EGMs within the City of Greater Geelong municipality;
- Taking an advocacy role in relation to government policies;
- Adopting a community development role in terms of engaging and informing the community on issues relating to problem gambling harm; and
- Facilitating research of the extent and effects of problem gambling in the municipality.

2. SCOPE

When Council receives an application to increase the number of EGMs at a venue a dual assessment processes of social planning and statutory planning is undertaken.

Council's Policy is focused on the social aspects of gaming and complements the Local Planning Policy Framework provisions for gaming. The Policy has been developed within the legislative frameworks and policy contexts of the State of Victoria. These require Council to facilitate the implementation of ongoing licensing and management of Gaming as a legal activity, in addition to promoting health and wellbeing within the municipality.

Council's Policy states that when carrying out a social and economic impact assessment (SEIA) of EGMs on residents, it will consider community expectations and/or concerns regarding problem gambling. Council will work to reduce problem gambling in the municipality by:

- Providing a strategic policy context to assist ongoing implementation and good governance of gaming;
- Providing leadership by establishing strategic objectives for gaming and monitoring their achievement;

- Providing an evidence base for decision making; and
- Improving the quality of life of residents by promoting community wellbeing, applying community development principles of equity and access, and limiting disadvantage via the implementation of the 'no net-detriment test'.

Promoting the economic, social, cultural and environmental viability and sustainability of the municipality; and assisting applicants to understand Council's objectives and decision making processes, and the requirements for the operation of gaming venues within the municipality.

Applications for new gaming venues and increasing the number of EGMs in existing venues, will be considered on the merits of each proposal.

Council will undertake all activities with respect to gaming in accordance with Council's Electronic Gaming Policy; Greater Geelong Planning Scheme (particularly clause 21.07, 22.57 and 52.28) and the Gambling Regulation Act (2003).

3. REFERENCES

- City Plan (2011–2020)
- Greater Geelong Planning Scheme, particularly clauses 21.07, 22.57 and 52.28
- Greater Geelong Gaming Policy Framework (2007)
- Gambling Regulation Act (2003)
- Local Government Act (1989)
- Public Health and Wellbeing Act (2008)
- Planning and Environment Act (1987)
- City of Greater Geelong Municipal Health and Wellbeing Plan (2013–2017)
- Charter of Human Rights and Responsibilities Act (2006)
- Productivity Commission Inquiry Report – Gambling (2010)
- Prevalence of Problem Gambling from a Public Health Perspective – Victorian Responsible Gambling Foundation (2014)

4. DEFINITIONS

This Policy provides Council with a policy position to assess gaming applications and their potential impact across the municipality and in local areas.

The following definitions are used in analysis of data for the purpose of this Policy:

- **Application:** An application, or a proposed application, for a planning permit and/or approval from the Victorian Commission for Gambling and Liquor Regulation (VCGLR) for: a new gaming venue; an increase in EGMs; extension of opening hours at an existing venue.
- **Electronic Gaming Machine (EGM):** Any device, whether wholly or partly mechanically or electronically operated for the purpose of playing a game of

chance or a game of mixed chance and skill. As a result of making a bet on the device, winnings may become payable.

- Gaming Venue: A hotel or club approved by the VCGLR as a premises suitable for EGM gambling.
- Harm minimisation: Minimising harm to people. The three core elements of harm minimisation are supply reduction, demand reduction and harm reduction:
 - Supply Reduction: Achieving appropriate EGM/1,000 adult population densities;
 - Demand Reduction: Promoting a balance of recreation pursuits, community education (for instance, gambling risks); and
 - Harm Reduction: Promoting gamblers help services; promoting responsible gambling and advocating for inbuilt safety mechanisms in EGMs.
- No disadvantage: A health and wellbeing status which is not significantly different in comparison to other residents on average in the State of Victoria.
- No significant disadvantage: A state whereby there are no significant differences between City of Greater Geelong indicators and those for the State of Victoria. Indicators may include the SEIFA, gaming industry ratios such as EGM per 1,000 head of adult population and EGM expenditure per 1,000 head of adult population.
- Relative Advantage/Disadvantage: Relative ranking (as described by SEIFA), either of small areas as defined in this policy within the municipality of Greater Geelong, or Greater Geelong in comparison to the State of Victoria.
- Public Health: Science and art of preventing disease, promoting a positive state of health through the organised efforts of informed choices of society, organisations (public and private), communities and individuals. In doing so it considers the social, environmental, political and economic conditions that affect population and individual health.
- No Net Detriment Test: A test that requires that the VCGLR be satisfied that the net economic and social impact of an approval to increase the number of EGMs will be either neutral or positive.

5. COUNCIL POLICY

Council's Policy is based on a number of principles:

- Gaming is a legal activity with the State of Victoria that is to be considered within the context of public health and consumer protection.
- Problem gambling is a public health issue affecting the community, not just the individual.
- The impact of gaming should not be unevenly distributed in particular communities or populations.

- Along with the Borough of Queenscliffe, the City of Greater Geelong is currently a capped region, which together cannot have more than 1,421 EGMs. Should there be a review of this cap, Council will argue for no increase in this cap while the municipality remains above the state average for the number of EGMs per adult head of population.
- While there is an uneven spread of EGMs in the municipality, Council will discourage an increase in the number of machines in areas where disadvantage (SEIFA levels) and EGM/adult density is higher than the State average.
- Locating EGMs within 400 metres of any ABS collection district that is in the bottom 20% of the most disadvantaged collection districts in Victoria, as identified in the latest SEIFA, will be discouraged.
- It is preferable that gaming machines are located in areas where the EGM density is equal to or below the municipal average.
- EGMs should be located proximate to activity centres that serve more than the local catchment and minimise the likelihood that people will pass by venues with EGMs in the course of their usual business.
- Gaming is carried out in an environment that develops and reinforces a commitment to responsible gambling.
- Community attitudes towards the effects of increasing EGMs should be surveyed by the applicant when making application.
- The applicant will provide a thorough SEIA when making application for the establishment of a new gaming venue or for an increase in the number of EGMs in an existing venue.

Council will take action by:

- Raising community awareness regarding inherent risks of playing EGMs, the extent of problem gambling and potential harm caused.
- Supporting state-wide initiatives that aim to make EGMs a safer recreational pursuit.
- Undertaking or facilitating research into the extent of problem gambling and measures for reducing the level of problem gambling in the community.
- Developing collaborative mechanisms involving the gambling and problem gambling support sectors, with the aim to reduce potential harm caused by problem gambling.
- Investigating community attitudes towards gambling and its effects.
- Advocating to VCGLR to increase the timeframe for Council to conduct necessary research into the SEIA of a gaming proposal. This is in addition to having adequate time to formally consider such applications in the normal course of Council meetings and procedures.
- Interpreting and applying the VCGLR gaming application requirements to the assessment of gaming applications.
- Advocating to the State Government for a nil increase to the EGM cap for the City of Greater Geelong municipality.

- Notifying the VCGLR that it will be submitting a SEIA (social and economic impact assessment), when an application has been received. This notification is made in the context of tight timelines imposed by the State Government to address applications and the need for Council to have time to formally consider applications at regular Council meetings.

6. QUALITY RECORDS

Quality Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location

7. ATTACHMENTS

7.1. Background and strategic context for the Electronic Gaming Policy.

7.1.1. Legislation governing gambling

7.1.2. Municipal caps

7.1.3. Community wellbeing

7.1.4. Catchment

7.1.5. Prevalence of problem gambling

7.1.6. Problem gambling in the City of Greater Geelong.

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7. ATTACHMENT

7.1. Background and strategic context for the Electronic Gaming Policy (the Policy)

7.1.1. Legislation governing gambling

Regulation of the gambling industry and its activities is the responsibility of the Victorian Commission for Gambling and Liquor Regulation (VCGLR). Laws governing the conduct of gambling, licensing of gambling industry participants and the enforcement of Licencees' legal obligations is set out in the following legislation:

- Gambling Regulation Act 2003 re-enacts and consolidates the law relating to various forms of gambling.
- The Casino Control Act 1991 provides authority to the Victorian Commission for Gambling and Liquor Regulation (VCGLR) to issue a casino operator's license as well as enter in an agreement for the development of a casino in Victoria.
- The Casino (Management Agreement) Act 1993 details the agreement entered into between the State of Victoria and Crown Melbourne, in particular the intended management of the casino.
- The Crimes Amendment (Integrity in Sports) Act 2013 amended the Crimes Act 1958 in Victoria to create offences in relation to match fixing, race fixing and cheating at gambling.
- The Gambling Regulations 2015 provide detailed regulations on the operation of different forms of gambling. This includes gambling machines, wagering and betting, trade promotion lotteries, and community and charitable gaming.
- The Casino Control (Fees) Regulations 2015 prescribe the fees to accompany an application for a special employee licence, an application to replace a licence, or an application for the redefinition of the casino boundaries.

7.1.2. Municipal caps

In 2001, the Victorian Government introduced caps on the number of EGMs that can be contained in Local Government Areas (LGA). These were reviewed in 2006 and again in 2012. The caps are set at 10 EGMs per 1000 people or at the gaming machine density in the region at the date the cap was imposed, whichever is lower. The cap for the area in which the City of Greater Geelong is located (includes the Borough of Queenscliffe) is 1,421 EGMs.

Greater Geelong will experience significant population growth over the next ten years, with population predicted to increase by over 71,610. Under section 3.2.4A of the Gambling Regulation Act 2003 the VCGLR can review the regional cap if it deems that the current number is no longer appropriate; otherwise this EGM cap is reviewed every five years.

7.1.3. Community wellbeing

Community wellbeing is a reflection of the measure of health of a community in terms of physical health, happiness, contentment and/or prosperity. Gambling has the potential for significant negative impacts on the health and wellbeing of whole communities.

It is acknowledged that a small but significant number of gamblers identify as problem gamblers and that this can have a considerable adverse impact on the community in terms of its overall wellbeing.

The 2010 report of the Productivity Commission on Gambling notes that 4 per cent of Australian adults play EGMs weekly or more. Of this group, 15 per cent would be classified as problem gamblers with an additional 15 per cent experiencing moderate risks.

A significant finding by the Commission is that people considered as at moderate-risk are still important for public health policy (just as in relation to alcohol use and body weight) in that they involve higher likelihood of harm and potential for progression to more serious problems.

The City of Greater Geelong is a large community with significant disparity between disadvantaged and advantaged communities. The capacity of gambling to impact negatively on the health and wellbeing of vulnerable communities is of particular concern.

Noted cases citing community wellbeing:

The Romsey Hotel decision – Romsey Hotel Pty Ltd v Victorian Commission for Gambling Regulation & Anor [2009] VCAT 2275 (12 November 2009) (440) – gave legal recognition to the value of community wellbeing as being pertinent for all members of the community.

Whittlesea City Council v Victorian Commission for Gambling Regulation and George Adams Pty Ltd [2011] VCAT 534 (7 April 2011) 160a – gives due recognition to instances where there is strong community opposition to the introduction of gaming machines into the community.

7.1.4. Catchment

The Gambling Regulation Act 2003 – S 3.3.4 requires that the municipal district be considered when assessing applications for gaming venues. However, decisions by the VCGLR and Victorian Civil and Administrative Tribunal (VCAT) have utilised 'venue catchment' in addressing appropriateness of a venue or number of machines at a closer local level than Local Government Area (LGA). These include the following hearings: the Werribee Football Club Ltd (VCGR, 19 May 2009; p12), Pakenham Lakeside Hotel (VCGR, 26 June, 2008, 84); Branbeau ((Branbeau PL v Victorian Commission of Gambling Regulation (Occupational and Business) [2005] VCAT 2606 (16 December 2005)); Lakes Hotel (VCGR 14 December 2011, 14); Royal Hotel (VCGR 11 November 2011); Kingston Club (VCGR 6 December 2011).

7.1.5. Prevalence of problem gambling

Problem gambling is a public health issue affecting the community, not just individuals. The prevailing view in Australia is that problem gambling is not solely an individual problem but can emerge from a combination of factors related to the individual gambler and the wider gambling and social environment.

Australian research has consistently found that unacceptably high levels of problem gambling are often associated with:

- Accessibility (especially to EGMs in casinos, clubs and hotels)
- Environmental factors such as spatial distribution and location of machines
- Industry practices and features of EGM design, such as speed, repetitive and continuous play.
- Advertising and inducements to gamble.
- Government policies and regulation.

The Productivity Commission Report (2010) identified that problem gambling affects a small but significant number of people within the community, and these figures increase dramatically for EGM gambling. Around a third of regular (weekly) EGM gamblers are problem gamblers or moderate risk gamblers.

In 2014, the prevalence of problem gambling in Victoria (VRGF, 2015) was measured using a sample of 15,000 Victorian adults. The study calculated the following estimates for the Victorian population:

Problem gamblers	0.81%	35,563
Moderate-risk gamblers	2.79%	122,493
Low-risk gamblers	8.91%	391,188
Non-problem gamblers	57.59%	2,528,453
Non gamblers	29.90%	1,312,741

The study also found a significantly higher proportion of people of Indigenous backgrounds who are classified as having a gambling problem (8.71%) relative to the proportion of the Victorian adult population (0.81%).

While these percentages and numbers are small, they translate to an even greater number of people (family, friends, work colleagues and members of the community) affected by problem gambling.

Current evidence suggests a 'ripple effect' in addition to the person who develops a gambling problem where five to ten people are adversely affected to varying degrees.

7.1.6. Problem gambling in the City of Greater Geelong

Using Productivity Commission's estimates it can be calculated that within Greater Geelong at any given time there are 7,042 adults who play the EGMs on a weekly basis (4% of the adult population). Of these, 15% or 1,056 who would be classified as problem gamblers with a further 1,056 (15%) experiencing moderate risk, a total of 2,112 individuals. The Commission also found that the knock on effects to family, friends and the workplace reach a further five to ten individuals.

Therefore, it is estimated that some 10,000–20,000 people (including family members and friends of problem gamblers) may be adversely affected by problem gambling in Greater Geelong at the present time. The knock-on effect to the broader community in terms of family disruption, families unable to pay schooling and other costs, family violence, work colleagues bearing the brunt of another colleague's gambling problem and the economic impact to employers and local economies are all impacts not currently quantified for local governments.

13. NAMING OF UNNAMED OVAL AT EASTERN PARK

Source:	Community Life
Director:	Linda Quinn
Index Reference:	SUB-16-2838 Playing Fields
	Property ID #213679

Purpose

To seek approval to name an unnamed oval within Eastern Park, East Geelong, after the Geelong Football Club's first Captain and Coach, Dave Hickinbotham.

Background

Council received correspondence from the Hon Richard Marles MP requesting that an unnamed oval in Eastern Park be named Dave Hickinbotham Oval. Dave Hickinbotham was Geelong Football Club's first Captain and Coach in the 1880s. The proposal is supported by relatives of Dave Hickinbotham and by the primary tenant of the oval, the Geelong City Cricket Club.

The oval in question is on Holt Road in Eastern Park.

The proposed naming was advertised in the Geelong Advertiser on Saturday 7 January 2017 and the consultation was open from then until 8 February 2017. A letter drop to all neighbouring residents was also undertaken.

Council received one submission from a resident suggesting that the oval be named after a female sporting figure (without a specific suggestion as to whom). Council officers discussed this submission with the resident and will consider the alternative suggestion in the future naming of another unnamed oval within the City.

Key Issues

- Request to name the unnamed oval on Holt Road in Eastern Park to Dave Hickinbotham Oval has been mentioned twice in Parliament by the Hon Richard Marles MP.
- The proposal to name unnamed oval to Dave Hickinbotham Oval has received media coverage in the Geelong Advertiser.

P Dorling moved, L Gardner seconded -

That Council approve the naming of the unnamed oval on Holt Road in Eastern Park to Dave Hickinbotham Oval.

Carried.

14. TENDER T1700001 BUILDING WORKS - CONSTRUCTION OF A REGIONAL PAVILION - HOME FOR CYCLING

Source: Capital Projects
Director: William Tieppo
Index Reference: T1700001

Purpose

To seek Council endorsement for the award of a contract to Bowden Corporation Pty Ltd to construct the Regional Pavilion – Home of Cycling.

Background

There has been a need for the construction of a pavilion at the Geelong Criterium Circuit in Belmont (Circuit). The Circuit currently has no pavilion or amenity facilities. This project will provide much needed amenity, administrative and social facilities for cycling events, club competition and training, and programmed activities at the Circuit through the construction of a Regional Pavilion. The project is part of a successful funding submission for a major facility grant through Sport & Recreation Victoria.

Key Issues

Council received four conforming tender submissions.

Each submission was assessed against pre determined criteria, including price and non-price criteria:

- Price was assessed based on a tendered Lump Sum and a Schedule of Rates.
- Non-price assessment considered economic contribution to the Geelong region; Technical Capability through experience, past performance, company capability and capacity, and resources; and quality management systems.

After a detailed evaluation process, including clarifying responses with tenderers, the tender evaluation panel determined that Bowden Corporation Pty Ltd delivered the best value for money outcome for Council.

P Dorling moved, L Gardner seconded -

That Council:

- 1) award the Contract C1700001 for the Provision of Construction Services of the Regional Pavilion – Home for Cycling to Bowden Corporation Pty Ltd for the Lump Sum price of \$1,232,623.00, plus Schedule of Rates (ex-GST);**
- 2) delegates authority to the Chief Executive Officer to sign the contract documents for and on behalf of the City of Greater Geelong.**

Carried.

Attachment 1

Discussion

The evaluation panel undertook a full and comprehensive evaluation of the four tender submissions received, paying particular attention to the Lump Sum price and each tenderer's ability and capacity to perform the construction services.

Each tenderer was requested to identify any potential cost savings or alternative solutions to assist Council in meeting project budget, with Council seeking:

- information regarding their methodology in delivering the construction services, including the provision of a Gantt chart; and
- minor clarification relevant to each tenderer's response.

Financial Implications

- This project is being jointly funded by Council and Sport and Recreation Victoria (SRV), with SRV contributing \$466,000 through grants, with the balance paid by Council. Based on the recommended tender price, there are sufficient funds in Council's budget to fund the project.

Policy/Legal/Statutory Implications

The tender process has been carried out in accordance with the requirements of Council's Procurement Policy and the requirements of section 186 of the Local Government Act 1989.

Risk Assessment

The tender evaluation process involved the assessment of Work, Health and Safety policies, procedures and risk assessment documents.

The recommended tenderer is not accredited to ISO9001 and AS/NZS4801, but it does have a written policy which is regularly reviewed in the light of changes to the workplace and changes in legislation.

Environmental Implications

Companies were asked to provide details of any environment sustainability policies. The recommended tenderer is not accredited to AS14001, but does have a written policy based on the ISO 14001 'Environmental Management System' standard.

Conflict of Interest

The officers responsible for this report have no direct or indirect interests requiring disclosure.

ASSEMBLY OF COUNCIL RECORD

Chief Executive Officer: Kelvin Spiller
Source: Legal Services and Governance

Summary

- Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Council be reported to the next practicable Ordinary Meeting of Council.
- A record of Assembly of Council meeting(s) is attached as an Appendix to this report.

P Dorling moved, L Gardner seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCIL
(Council Meeting 23 May 2017)

Assembly Details	Administrators	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Community Engagement (<i>West Geelong</i>) 19 April 2017	Dr Kathy Alexander Laurinda Gardner Peter Dorling	K Spiller (CEO) T Hellsten (A/DIR) R Thomas (A/DIR) M Kuhn (A/DIR) J Moloney (DIR) B Luxford (DIR) A Keen (EXEC MGR) G Russell (MGR) R Leonard (SNR MGR) K Paton (MGR) S Rayner (CO ORD)	• Opportunity for residents to raise general questions.	• Nil.
Strategic Workshop 2 May 2017	Dr Kathy Alexander Laurinda Gardner Peter Dorling	K Spiller (CEO) M Kelly (A/DIR) W Tieppo (DIR) T Hellsten (A/DIR) A Keen (EXEC/MGR) G Russell (MGR) M Kuhn (MGR) A Downie (MGR) T Kirwood (MGR) A Miller (MGR) D Dunstan (CO ORD) R Leonard (SNR MGR) A Boyle (OFF) K Davies (OFF)	• ICT Strategy • Procurement Review • OHS Review of Assets • City of Greater Geelong Fair Play Strategy	• Nil
Council Briefing 9 May 2017	Laurinda Gardner Peter Dorling	K Spiller (CEO) B Luxford (GM) L Quinn (GM) W Tieppo (GM) P Bettess (DIR) J Moloney (DIR) A Keen (EXEC MGR) R Leonard (SNR MGR) G Russell (MGR) A Grant (PROP ADV) R Stevens (MGR) S Parker (CO ORD)	• Amendment C354 – Heritage Overlay – 9 Bridge Road, Barwon Heads – Adoption • Proposed Heritage Overlays – Combined Heritage Amendment C359 • CEO Quarterly Headline Report (January – March 2017) • Quarterly Financial Management Report – March 2017 • Community Engagement Policy and Framework	• Nil.

		R Grant (MGR) A Noonan (A/CO ORD)	• Sale of Land Peninsula Drive, Drysdale – Hearing of Submissions • Return to Council Plan • Geelong Saleyards Market Analysis • 2017-2020 Customer Focus Strategy • Review of Integrated Community Grants Program • Electronic Gaming Policy • Naming of Unnamed Oval at Eastern Park • Sport and Recreation Victoria – 2018/19 Community Sport Infrastructure Fund • Greater Geelong Visitor Economy, Strategy, Performance and Memorandum of Understanding	
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PLANNING DELEGATIONS – APRIL 2017

Source: Planning & Development - City Development
Director: 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.

P Dorling moved, L Gardner seconded -

That the information be received.

Carried.

PLANNING DECISIONS REPORT - APRIL 2017

App Number	Location	Application Type	Decision	Description	Authority
PP-1230-2016	79-119 Mitchell Street, PORTARLINGTON VIC 3223	Subdivision of Land into Two (2) Lots	21/4/2017	Refusal to Grant a Planning Permit	Development Hearings Panel
PP-1354-2015	132-134 Aberdeen Street, GEELONG WEST VIC 3218	Use of the land for a Food and Drink Premises (Cafe/Provedore)	12/4/2017	PI - No Appeal Lodged Permit	Development Hearings Panel
PP-1476-2013/A	38 The Terrace, OCEAN GROVE VIC 3226	Construction of Two Dwellings (Two Storey) and Two Lot Subdivision - Amendment Description: Remove 'two storey' from the description and allow the Construction of Two Dwellings Greater than 7.5m in Height above Natural Ground Level.	7/4/2017	NOD - DHP - Amended Permit	Development Hearings Panel
PP-391-2016	8 Blyth Street, BREAMLEA VIC 3227	Additions and Alterations to Existing Dwelling and Removal of Vegetation	7/4/2017	Refusal to Grant a Planning Permit	Development Hearings Panel
PP-51-2017	4 North Valley Road, HIGHTON VIC 3216	Use of the Land for a Residential Building (Residential Rehabilitation Facility)	12/4/2017	Refusal to Grant a Planning Permit	Planning Committee
PP-756-2015	8 Frank Street, NEWTOWN VIC 3220	Construct Six Dwellings and Six Lot Subdivision	11/4/2017	PI - Clerical - Error Permit Issued	Delegated Authority
PP-770-2016	27 Victoria Street, RIPPLESIDE VIC 3215	Construction of three (3) dwellings and a three (3) Lot Subdivision	12/4/2017	PI - No Appeal Lodged Permit Issued	Development Hearings Panel
PP-841-2016	PARENT - 101-115 Armstrong Boulevard, MOUNT DUNEED VIC 3217	Construction of Thirty Five (35) Dwellings	7/4/2017	Informal Refusal	Development Hearings Panel
PP-86-1998/C	2/94-96 Pakington Street, GEELONG WEST VIC 3218	Use as a Tavern and Waiver of Car Parking - Amendment to Extend Liquor Licensed Area, Associated Further Reduction of Car Parking and Deletion of Condition 8	21/4/2017	Refusal to Grant a Planning Permit	Development Hearings Panel
PP-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	11/4/2017	PI - Extended Planning Permit	Delegated Authority

PP-945-2016	Factory No 3/57 Douro Street, NORTH GEELONG VIC 3215	Use and Development of Caretakers Residence	7/4/2017	Refusal to Grant a Planning Permit	Development Hearings Panel
PP-966-2016	100 Lower Paper Mills Road, FYANSFORD VIC 3218	Use of the land for Industry (wine production), Retail Premises (Tavern, Wine tasting and Retail sales of bottled wine), Function Centre and Liquor Licence	12/4/2017	PI - No Appeal Lodged Permit Issued	Development Hearings Panel
PP-1173-2016	185 Mt Pleasant Road, HIGHTON VIC 3216	Construct Four (4) Dwellings and Subdivide the Land into Four (4) Lots	20/4/2017	NOD - Delegate	Objections - 3
PP-1380-2016	14 Draper Street, OCEAN GROVE VIC 3226	Construction of a Second Dwelling and Two (2) Lot Subdivision	13/4/2017	NOD - Delegate	Objections - 1
PP-1425-2016	83 Leigh Road, HIGHTON VIC 3216	Construct Two (2) Dwellings and Subdivide the Land into Two (2) Lots	07/4/2017	NOD - Delegate	Objections - 1
PP-1454-2016	24 Settlement Road, BELMONT VIC 3216	Construction of a Second Dwelling and a Two (2) Lot Subdivision	27/4/2017	NOD - Delegate	Objections - 1
PP-172-2017	20 Apex Avenue, BELMONT VIC 3216	Buildings and Works for the Construction of Two (2) Dwellings and Two (2) Lot Subdivision	28/4/2017	NOD - Delegate	Objections - 1
PP-41-2017	42 Waratah Street, GEELONG WEST VIC 3218	Demolition of Dwelling and Construction of Replacement Dwelling in a Heritage Overlay	13/4/2017	NOD - Delegate	Objections - 1
PP-517-2016	257 Latrobe Terrace, GEELONG VIC 3220	Demolition of the Existing Dwelling and Construction of a Three Storey Building Containing Six Dwellings	13/4/2017	NOD - Delegate	Objections - 4
PP-747-2016	126 McCurdy Road, HERNE HILL VIC 3218	Buildings and Works for the Construction of a Second Dwellings and a Two (2) Lot Subdivision Adjacent a Road Zone Category 1	28/4/2017	NOD - Delegate	Objections - 3
PP-820-2016	Unit 1/41 Nicholas Street, NEWTOWN VIC 3220	Partial Demolition, Alterations and Extension to a Dwelling on a Lot of Less than 300 square metres in a Heritage Overlay	27/4/2017	NOD - Delegate	Objections - 1
PP-87-2017	18 Libau Avenue, BELL PARK VIC 3215	Construction of Three (3) Dwellings and Three (3) Lot Subdivision	18/4/2017	NOD - Delegate	Objections - 1
PP-90-2017	88 Helms Street, NEWCOMB VIC 3219	Construction of Second Dwelling and a Two (2) Lot Subdivision	24/4/2017	NOD - Delegate	Objections - 1
PP-97-2017	4-6 Brassey Avenue, HIGHTON VIC 3216	Two (2) Lot Subdivision	13/4/2017	NOD - Delegate	Objections - 2
PP-993-2016	148-150 Gheringhap Street, GEELONG VIC 3220	Development of the Land for Eight (8) Dwellings	11/4/2017	NOD - Delegate	Objections - 2

CLOSE OF MEETING:

As there was no further business the meeting closed at 7.40pm Tuesday, 23 May 2017.

Signed: _____
Laurdina Gardner (Acting Chair)

Date of Confirmation: _____