

# MINUTES

---

## COMMUNITY FOCUS COUNCIL MEETING

TUESDAY 12 JUNE 2018

7.00PM

CLIFTON SPRINGS GOLF CLUB  
92-94 CLEARWATER DRIVE  
CLIFTON SPRINGS

**COUNCIL:**

Cr B Harwood (Kardinia Ward)  
Mayor

Cr S Asher (Bellarine Ward)  
Cr J Mason (Bellarine Ward)  
Cr T Sullivan (Bellarine Ward)  
Cr E Kontelj (Brownbill Ward)  
Cr S Mansfield (Brownbill Ward)  
Cr P Murrhy (Brownbill Ward)  
Cr R Nelson (Kardinia Ward)  
Cr P Murnane (Kardinia Ward)  
Cr A Aitken (Windermere Ward)  
Cr K Grzybek (Windermere Ward)

**SECTION A - PROCEDURAL MATTERS**

Acknowledgements ..... 1

Confirmation of Minutes ..... 1

Declarations of Conflicts of Interest ..... 1

Question Time ..... 1

Petitions ..... 1

**SECTION B – REPORTS**

1. Transformation Program Quarterly Update – March 2018 ..... 2-4

2. Road Renaming McNeill Court, East Geelong ..... 5-6

3. Ghazeepore Road, Waurm Ponds – Proposed Road Widening and Footpath  
Construction SRC353 – Declaration of Charge ..... 7-18

**MINUTES OF THE COMMUNITY FOCUS COUNCIL MEETING  
OF THE GREATER GEELONG CITY COUNCIL  
HELD AT THE CLIFTON SPRINGS GOLF CLUB  
92-94 CLEARWATER DRIVE, CLIFTON SPRINGS  
TUESDAY, 12 JUNE 2018  
COMMENCING AT 7.00 PM**

**PRESENT:** Cr P Murrirhy (Acting Mayor), Crs S Asher, K Grzybek, E Kontelj, S Mansfield, J Mason, P Murnane, R Nelson

**Also present:** M Cutter (Chief Executive Officer), J Van Slageren (Acting Director Manager Planning and Development), B Luxford (Director Investment & Attraction), G Wilson-Browne (Director City Services), L Quinn (Director Community Life), P Anderson (Director Finance & Strategy), A Keen (Executive Manager People and Organisation Development), R Leonard (Executive Manager Governance & Legal Services)

**OPENING:** The Chair declared the meeting open at 7.00pm

**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.

**APOLOGIES:** Mayor B Harwood (Council Business), Cr T Sullivan (Leave of Absence), Cr A Aitken

**CONFIRMATION OF MINUTES:**

**Cr Mason moved, Cr Kontelj seconded -**

**That the Minutes of the Community Focus Council Meeting held on 8 May 2018 be confirmed.**

**Carried.**

**DECLARATIONS OF CONFLICTS OF INTEREST:** Nil.

**QUESTION TIME:**

**Aneta Katny** asked the following questions in relation to the Northern Growth Project:

- 1) Why is our land being rezoned in two years' time when all it will provide us with is raised rates when nothing is meant to be changing in our area for at least a decade?
- 2) The City approved the rural Lovely Banks area for redevelopment in 2013 - why did the Council approve building permits for dream homes since this date knowing they would be potentially acquired?

*Acting Director Planning and Development, Joanne Van Slageren, took the questions on notice for a written response.*

**PETITIONS:** Nil.

## **1. TRANSFORMATION PROGRAM QUARTERLY UPDATE - MARCH 2018**

<b>Source:</b>	<b>Chief Executive's Office</b>
<b>Chief Executive Officer:</b>	<b>Martin Cutter</b>
<b>Index Reference:</b>	<b>Transformation Program</b>
<b>Portfolio</b>	<b>Leadership and Governance</b>

### **Purpose**

To provide a quarterly update on the progress of the Transformation Program as at 31 March 2018 to the Council and the Minister for Local Government.

### **Background**

The Transformation Program was primarily developed in June 2016 to ensure that the 12 key recommendations and 25 secondary recommendations of the Commission of Inquiry report and actions from the Halliday Report are carried out.

The Transformation Program is organised under eight focus areas and contains 28 projects. The focus areas and projects are listed in the attached report.

In October 2017 Ernst & Young (EY) was engaged by the CEO at the request of the Administrators to provide an independent status update of the City of Greater Geelong's progress in achieving this program.

EY found that the Transformation Program will continue to require a high level of sustained focus and that many of the initiatives will require a longer period of continued effort to see through transformation.

The objective is to enable transformation to the most efficient and effective organisation possible to fulfil its purpose of *working together for a thriving community*.

The report has also been provided to the Primary Municipal Monitor and signed with the intention to be forwarded to the Minister for Local Government. My office is working closely with the Primary Municipal Monitor in monitoring and validating evidence of the implementation of the program.

### **Key Issues**

- Of the 28 projects, two are complete, 18 are 50 per cent complete or over with the remaining eight under 50 per cent complete.
- The attached report contains highlights, focus areas, Monitor and Chief Executive Officer's comments.
- Achievements during this quarter have included:
  - Councillor Code of Conduct adopted.
  - Draft Council Plan cross references the aspirations in Clever and Creative Future vision.
  - Progress report on Part A of Social Infrastructure Plan review presented to Council.
  - Council agreed in principle to the consolidation of its administrative functions to one location within the Greater Geelong area and that a project advisory group be created.
  - Asset Management Steering Committee has been established and Governance Framework approved. Project plan has been set with 19 tasks allocated to project leads.

- Digital and ICT Governance reference group set up and terms of reference developed.
- Organisation strategic risks identified.
- Customer Focus Strategy including customer service charter (17 actions to be completed over three years) being delivered with service improvement team established, communications plan to promote the charter completed and the review of the Pathway RFS system completed.

Key issues to be addressed next quarter include:

- Facilitate Geelong's major stakeholders in championing aspects of the Clever and Creative Future vision.
- Employee Opinion Survey (2017) Corporate Action Plan completed and signed off by Executive Leadership Team must link desired actions that will be undertaken corporately responding to specific corporate-wide concerns arising from the 2017 survey.
- Complaints review panel transition to be commenced.
- Renewal gap for key asset categories to be determined.
- Adequate funding for ICT to be determined for future years.
- Review of the Corporate Affairs action plan to seek to implement identified actions.

**Cr Grzybek moved, Cr Murnane seconded -**

**That Council note the March 2018 quarterly update of the Transformation Program.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

A number of projects such as the ICT strategic review implementation, internal communications resourcing, risk management and civic accommodation are subject to 2018/19 Budget funding and beyond.

### ***Community Engagement***

The review of the Community Engagement Strategy is one of the projects within the Transformation Program.

Progress on the Transformation Program is reported to the Executive Leadership Team on a quarterly basis with further updates provided to staff via the CEO weekly email and Interlink.

### ***Social Equity Considerations***

The Social Infrastructure Plan review is one of the 28 projects in the Transformation Program. The delivery of the Diversity and Inclusion and Gender Equity plans are also part of the Transformation Program.

### ***Policy/Legal/Statutory Implications***

The Transformation Program was developed in response to the 2016 Commission of Inquiry report. In that report there were 12 key recommendations and 25 secondary recommendations to be addressed. The Primary Municipal Monitor will continue to review the progress of the Transformation Program and report to the Minister for Local Government.

### ***Risk Assessment***

Progress on the Transformation Program is monitored by the Chief Executive Officer, Primary Municipal Monitor and Council.

Transformation Program is managed by the Coordinator Transformation, Program Integration and Development.

The program is also monitored via the organisation's enterprise risk update.

CITY OF  
GREATER GEELONG

# TRANSFORMATION PROGRAM

---

MARCH 2018 QUARTER UPDATE

---

# Contents

---

- Executive summary ..... 3**
  
- Project updates ..... 5**

  - 1. Governance ..... 6
  - 2. Strategy, planning & monitoring ..... 7
  - 3. Culture & people management..... 8
  - 4. Financial management..... 9
  - 5. Asset management .....10
  - 6. Information management .....11
  - 7. Risk management ..... 12
  - 8. Relationship & reputational management.....13

- Report sign-off .....14**

# Executive summary

The Transformation Program was primarily developed to ensure that the 12 key recommendations and 25 secondary recommendations of the Commission of Inquiry report and actions out of the Halliday Report are carried out.

The organisation undertook an Employee Opinion Survey in 2016, as well as contracting three reviews by external parties for Finance, ICT and civic accommodation.

Each of the reviews completed has recommendations or actions which the organisation has committed to addressing. These have also provided core inputs to the Transformation Program and many of the actions or recommendations are inter-related or linked in some way.

## TRANSFORMATION PROGRAM

The Transformation Program was originally organised into four inter-related streams of Leadership, Governance, Management and Relationships.

It is now organised under eight focus areas, with a total of 28 projects and close to 100 sub-projects under these.

The focus areas are:

1. Governance
2. Strategy, Planning and Monitoring (incl. Leadership)
3. Culture and People Management (incl. Leadership)
4. Financial Management
5. Asset Management
6. Information management
7. Risk Management
8. Relationship & Reputational Management

The objective is to enable transformation to the most efficient and effective organisation possible to fulfil its purpose of ***working together for a thriving community***.

Implementation of the program will occur progressively; with some initiatives able to be implemented relatively quickly, whereas others will take longer and in some instances more than two years.

## ERNST & YOUNG REVIEW

Ernst & Young (EY) was engaged by the CEO at the request of the Administrators in October 2017 to provide an independent status update on the City of Greater Geelong's progress against recommendations set out in the:

- Commission of Inquiry report
- Supplementary reports commissioned by CoGG (EY review of Financial Position and Strategies and Deloitte ICT review)
- Halliday Stage 2 Culture Review.

Key observations by EY were:

- Transformation Program requires a high level of sustained focus, putting it back into business as usual poses a major risk in that it will become less of a priority.
- Inadequate staff resourcing allocated to various transformation initiatives.
- Many of the initiatives require a longer period of time, a sustained and continued effort required to see through transformation.
- A lot of good work completed but it needs to continue, transformation is ongoing.

The next section provides a summarised update for each focus area.

## THE WAY FORWARD

The Transformation Program will continue to be managed and reported by the Coordinator Transformation, Program Integration and Development.

Transformation projects have also been included in the Chief Executive Officer's KPIs and cascaded down into each Directors' KPIs to be monitored regularly by the CEO.

As per the EY findings, Transformation is ongoing and it is anticipated that projects may continue to be added in consultation with the Executive Leadership Team in the future as others are completed.

## **MARCH 2018 QUARTER HIGHLIGHTS**

The last quarter saw a number of achievements with the following a selection of the key highlights:

- ✓ Councillor Code of Conduct adopted
- ✓ Policy framework adopted and Policy Review Committee endorsed
- ✓ Draft Council Plan cross references the aspirations in Clever and Creative Future vision
- ✓ Progress report on Part A of Social Infrastructure Plan review presented to Council
- ✓ Council agreed in principle to the consolidation of its administrative functions to one location within the Greater Geelong area and that a project advisory group be created
- ✓ Changes to budget process implemented for 2018/19 Budget development
- ✓ Asset Management Steering Committee has been established and Governance Framework approved. Project plan has been set with 19 tasks allocated to project leads.
- ✓ Digital and ICT Governance reference group set up and terms of reference developed. Sourcing of external representation has commenced
- ✓ Organisation strategic risks identified
- ✓ Customer Focus Strategy including customer service charter (17 actions to be completed over three years) being delivered. Service improvement team has been established, communications plan to promote the charter has been completed and the review of the Pathway RFS system has also been completed.

## **PROJECT UPDATES**

The following section contains updates on all projects within the Transformation Program.

The format is based on the Ernst & Young report.

Project leads provided updates on all projects and forms the basis of this report.

---

# Project updates

---

## 1. GOVERNANCE

Project	Status	Timing
Return to elected council		Completed – ongoing training & PD
Decision making framework		Jun 2018
Policy framework		Oct 2018 - ongoing
Establish Governance & Legal Unit		Completed
Protected disclosure		Jun 2018 - training
Council business processes		Jun 2018

### Monitor's comments / issues (key ones bolded)

- Policy framework to be adopted
- Decision making framework completed in line with delegations
- Operating framework for Legal Services
- Continue building relationships between Councillors and the Executive Leadership Team with more purposeful time spent on one-on-one basis, not just in group settings**

Executive Leadership Team ownership of quality and policy content of reports going to Council.

### Chief Executive's comments

- Significant work has been undertaken to improve governance across the organisation with improvements to the quality and timeliness of reports a high priority during this quarter.
- Relationships with Councillors and the Executive Leadership Team are building with open and honest conversations being held at briefings and during meetings.







### Highlights

- Councillor Code of Conduct adopted
- Councillor portal survey of councillors completed and changes implemented
- New council report template designed
- Portfolios, protocols, safeguards and rotation cycle adopted at Council
- Australian Institute of Company Directors (AICD) course arranged for councillors
- Policy framework adopted and Policy Review Committee endorsed
- Section 86 appointments completed.

### Focus areas

- Policy Review Committee to set policy review plan
- Ongoing periodic review of Governance initiatives
- Decision making processes given the creation of new Council committees and portfolios.

## 2. STRATEGY, PLANNING & MONITORING

Project	Status	Timing
30 year vision		Ongoing implementation
Alignment of long term strategies with vision		Jun 2018
Business Improvement Framework		Ongoing
Service Planning / Review		Ongoing
Business analytics / reporting		Jun 2018
Social Infrastructure Plan review		Dec 2018

### Focus areas

- Social Infrastructure Plan review (Part B) engagement
- Vision implementation action plan to be presented at next Vision Partner meeting
- Alignment of long term strategies and aspirations
- Business planning / alignment with strategies
- Business improvement deployment and capability strategy delivery
- Service Planning – current state and framework/process moving forward/pilots
- Quarterly CEO Headline Report improvements through introduction of business intelligence application (Birst).

### Monitor's comments / issues (key ones bolded)

- Ⓜ Review of Financial Sustainability Review recommendations completed
- Ⓜ Service Planning project clearly articulated
- Ⓜ **Facilitate Geelong's major stakeholders in championing aspects of the Clever and Creative Future vision**
- Ⓜ Overall coordination of the Council Plan and that it and the Clever and Creative Future is championed within the organisation.

### Highlights

- ✓ Draft Council Plan cross references the aspirations in Clever and Creative Future vision
- ✓ Progress report on Part A of Social Infrastructure Plan review presented to Council
- ✓ Service Planning macro services agreed
- ✓ LEAN basics training delivered to 150 staff and nine business improvement projects being supported.

### Chief Executive's comments

- Work on the Council Plan and Budget has allowed for the weaving of the 'Clever and Creative' narrative into the outcomes. A focus on engagement with key partners remains a high priority to deliver on the plan.
- Service planning remains a high priority to ensure the on-going sustainability of the services.

### 3. CULTURE & PEOPLE MANAGEMENT

Project	Status	Timing
Internal leadership development		Ongoing
Positive Duty / Culture program		Ongoing (requires key milestones)
Workforce resource plan		TBD – (1) Council Plan (2) Long term plan
Mentoring, coaching and leadership (L&D)		Ongoing
Civic accommodation		TBD - Council
Complaints Review Framework		Jun 2018

#### Monitor's comments / issues (key ones bolded)

- Employee Opinion Survey (2017) Corporate Action Plan completed and signed off by Executive Leadership Team. The plan must link desired actions that will be undertaken corporately to respond to specific corporate-wide concerns arising from the 2017 survey.
- That the introduction of Myplan and Leadership Capability Framework and its links to performance management are clearly articulated.
- Interim workforce resource plan to be developed
- Complaints Review Panel transition to be commenced
- Review People and Organisation Development resourcing in regard to delivery of Diversity and Inclusion and Gender Equity action plans.

#### Chief Executive's comments

- Monitor's comments are noted. Ensuring actions as identified are commenced will be the focus for this quarter.






#### Highlights

- Council agreed in principle to the consolidation of its administrative functions to one location within the Greater Geelong area and that a project advisory group be created
- Individual departments have developed improvement plans in response to the Employee Opinion Survey (2017) results
- 360° Emotional Intelligence Leadership tool being rolled out.



#### Focus areas

- Establishment of a workforce resource plan
- Customer experience framework funding
- Development (IT) and implementation of the new Complaints Review Framework and training
- Diversity and Inclusion Action Plan implementation
- Civic accommodation – project advisory group created and terms of reference adopted. Scope, preferred site and funding options to be presented to Council July 2018.

## 4. FINANCIAL MANAGEMENT

Project	Status	Timing
Strategic financial review		Jun 2019
<i>Financial Management Framework &amp; Policy</i>		Jun 2018
<i>Fees &amp; Charges Framework</i>		Jun 2019
<i>Borrowing Policy</i>		Completed
<i>Long term financial plan</i>		TBD

### Monitor's comments / issues (key ones bolded)

-  Long Term Financial Plan to be reviewed urgently (can't wait for software).
-  Policy work required in regard to funding options for capital projects and debt management.

### Chief Executive's comments

- Four year 'Strategic Resource Plan' completed and to be adopted as part of the budget.
- 10-year plan in place to be reviewed as part of the budget.







### Highlights

- ✓ Fees and Charges Framework implemented into 2018/19 budget process
- ✓ Changes to budget process implemented for 2018/19 Budget development
- ✓ Financial management report improvements being implemented and reports being fast tracked through to Council to provide informative and timely data.

### Focus areas

- Long term financial plan software investigation and recommendation
- Continued improvements to Financial Management Report
- Fees and Charges framework implementation throughout organisation
- Adoption of 2018/19 Budget and Strategic Resource Plan.

## 5. ASSET MANAGEMENT

Project	Status	Timing
Asset Management Review		Jun 2018 - ongoing
<i>Review property and asset management</i>		Jun 2018
<i>Asset Management Working Group</i>		Set up, meeting regularly
<i>Establish Steering Committee</i>		Dec 2017
<i>Set project plan / recommendations</i>		Mar 2018
<i>Implement plan / recommendations</i>		To commence - ongoing

### Focus areas

- Move to a fully inclusive asset management operating model
- Re-categorisation of property and assets into category / sub-category / type
- Improved leasing processes that clearly outline maintenance obligations for the tenant/licensee and council
- Review levels of service for assets
- Introduction of the use of property management plans
- Asset sale opportunities.

### Monitor's comments / issues (key ones bolded)

- ⚠️ Renewal gap for key asset categories to be determined
- ⚠️ Re-define roles (asset owner, maintainer, service manager, data manager) as part of Asset Management Strategy review
- ⚠️ Integration of condition audits across all classes of assets (e.g. parks, open space and recreation assets, buildings, road infrastructure).





### Chief Executive's comments

- ➔ There has been a stronger focus on asset management and better utilisation of assets across the organisation with improved resourcing and a review of the Social Infrastructure Plan which will help ensure we have assets that meet community and Council needs.

### Highlights

- ✓ Asset Management Steering Committee has been established and Governance Framework approved
- ✓ Asset Management Working Group now met on two occasions to discuss program of tasks and task leads
- ✓ Project plan has been set with 19 tasks allocated to project leads with four completed
- ✓ Data cleansing and asset attribute rules projects are underway.

## 6. INFORMATION MANAGEMENT

Project	Status	Timing
ICT strategic review / implementation		Jun 2022 (ICT Strategy timeline)
ICT review of systems and processes		Complete
ICT Strategy development		Complete
Implementation of recommendations from ICT Strategy & review		Jun 2022

### Monitor comments / issues (key ones bolded)

 The same concern from the previous quarter is expressed again. Adequate funding has not been included in the 2018/19 Budget for ICT and must be included in Council's Strategic Resource Plan by the time the Council Plan 2018-22 is adopted by Council.

 Draft four-year action plan to be drafted.

### Chief Executive's comments

→ Council's spend on ICT is planned to be 3.19% of total turnover in the 2018/19 budget. It is acknowledged that identification of additional funding in the subsequent years is yet to be determined.

### Highlights

- ✓ ICT service management software was installed and rolled out to staff in February 2018
- ✓ Business intelligence application (Birst) has been purchased and implementation will commence in April 2018
- ✓ Digital and ICT Governance reference group set up and terms of reference developed
- ✓ Sourcing of external representation for the ICT Steering Group has commenced.



### Focus areas

- Business intelligence application (Birst) implementation
- Continued implementation of 12 recommendations (and 58 related activities) focusing on the following during the next quarter:
  - Customer authentication project
  - Pets online (part of the online service transformation)
- Adequate resourcing – budget and human resources.

## 7. RISK MANAGEMENT

Project	Status	Timing
Enterprise Risk Review		Dec 2018
Appoint Senior Enterprise Risk Advisor		Completed
Risk audit, establish strategic risks		Completed
Establish Enterprise Risk Matrix		Completed
Develop Enterprise Risk Framework and implementation		Dec 2018
Resourcing and structure		Jul 2018





### Monitor comments / issues (key ones bolded)

-  Conduct health check based on the number of staff resourcing available
-  Not supported in the 2018/19 Budget (additional FTE) however currently two FTE dedicated. Need to prioritise forward work plan based on number of resourcing available.



### Chief Executive's comments

- Comments noted and new EFT to be considered alongside other priority areas as new financial year commences.
- Significant progress has been made in relation to the strategic risks and the framework.







### Highlights

-  Organisation strategic risks identified
-  Facilitated strategic risk workshops held
-  Risk Management Framework endorsed by Audit and Risk Committee and Executive Leadership Team
-  Enterprise risk matrix endorsed.

### Focus areas

-  Finalise and document causes, controls, risk rating and treatment plans for identified key organisation risks
-  Plan the implementation of the Risk Management Framework within available resourcing.

## 8. RELATIONSHIP & REPUTATIONAL MANAGEMENT

Project	Status	Timing
Media and Communications		Ongoing
Corporate Affairs review		Jun 2018
Stakeholder matrix		Mar 2018
Community Engagement Strategy		Ongoing
Customer Service Strategy		Oct 2020
Issues Management		Ongoing

### Highlights

- ✓ Issues management process continues to be used for a number of recent issues including the recycling and road improvement
- ✓ Digital monitoring of issues management has commenced and further facilitator training has been held
- ✓ Customer Focus Strategy including customer service charter (17 actions to be completed over three years) being delivered. Service improvement team has been established, communications plan to promote the charter has been completed and the review of the Pathway RFS system has also been completed.

### Focus areas

- Implementation of the internal communications plan
- Mayor and Councillor Media and Engagement Policy to be adopted to include portfolio and committee appointments
- Continue to embed the Issues Management process and build capability
- Implementation of recommendations from Request for Service review and further Customer Focus Strategy actions being commenced
- Development of community engagement tools.

### Monitor comments / issues (key ones bolded)

- ⚠ **Reputational management (corporate affairs) is best managed through the CEO's office in conjunction with Mayor, Communications unit and the engagement of a public affairs firm on a retainer basis. To be investigated next quarter.**
- ⚠ A system of regular liaison to be developed between the Executive Leadership Team and key stakeholders on an individual basis to build and support Council's relationship with them. CEO to liaise with the Mayor throughout.

### Chief Executive's comments

- Monitor's comments are noted. Key focus will be on the review of the Corporate Affairs action plan to seek to implement the actions identified in that document.

# Report sign-off

---



**Mr Brett Luxford**  
Acting Chief Executive Officer  
City of Greater Geelong

Date: 8/5/2018



**Ms Jude Munro AO**  
Primary Municipal Monitor  
City of Greater Geelong

Date: 8 May 2018

## **2. ROAD RENAMING MCNEILL COURT, EAST GEELONG**

**Source:** Finance & Strategy - Financial Services  
**Director:** Peter Anderson  
**Index Reference:** Financial Management Reporting  
**Portfolio:** Social and Infrastructure Planning

### **Purpose**

To seek approval to rename “McNeill Court, East Geelong to “Chapman Crescent, East Geelong”.

### **Background**

A request was received by the City from a resident within McNeill Court asking Council to rename the Court. McNeill Court is accessed from McNeill Avenue and there has been numerous problems in the location of properties within both of these roadways (**Attachment 2**).

The State Government’s *Naming Rules for Place in Victoria* (the Rules) state that names must not risk public and operational safety for emergency response or cause confusion for transport. Road names also must not be duplicated within a set distance.

The new name selected to replace McNeill Court is Chapman Crescent, East Geelong. The new name has been chosen from Council’s ANZAC register in honour of two sisters who served in World War 2. Both sisters served with the Royal Australian Air Force.

As McNeill Court is an open ended roadway the identifier ‘Court’ is not able to be utilised and ‘Crescent’ would be the appropriate identifier. This renaming will result in nine properties requiring re-addressing.

### **Key Issues**

- Confusion in the location of properties within McNeill Court and McNeill Avenue, East Geelong
- Renaming will result in nine properties requiring re-addressing.
- Twenty letters (including surveys) were sent to all adjoining property owners and residents.
- An advertisement was placed in the Geelong Advertiser newspaper on 28 April 2018.
- The proposed renaming was placed on the City’s website for 30 days as per the statutory requirement.
- Seven surveys have been returned. All are in favour of the renaming and the proposed name Chapman Crescent.
- Emergency Services Telecommunications Authority have agreed to the renaming.

**Cr Kontelj moved, Cr Mansfield seconded -**

**That Council approves the renaming of “McNeill Court, East Geelong” to “Chapman Crescent, East Geelong”.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

The approximate direct cost to Council for the renaming is \$710. This includes advertising, notification to adjoining property owners and residents, notification to authorities and street signage.

### ***Community Engagement***

Correspondence has been sent to all adjoining and affected property owners advising them of the proposed renaming and inviting submissions by return of survey.

A compliance check has been completed with Emergency Services Telecommunications Authority (ESTA) prior to advertisement. ESTA have agreed to the renaming.

The proposal was advertised in the Geelong Advertiser newspaper on 28 April 2018.

The proposal was published in the 'Have your say' section of the City's Geelong Australian website for 30 days as per the *Naming rules for Places in Victoria* (the Rules) requirement.

Seven surveys were returned in favour of the renaming. No submissions or surveys have been received against the proposal.

Subject to Council and the Registrar of Geographic Names approval, the relevant authorities and abutting property owners and residents will be notified of the official registration of this road renaming.

### ***Social Equity Considerations***

Council have a responsibility to the community to ensure that all properties are able to be identified in a clear and logical manner for emergency services and visitors to the area.

### ***Policy/Legal/Statutory Implications***

The Local Government Act 1989, the Geographic Place Names Act 1998 and the Naming Rules for Places in Victoria have been followed.

### ***Alignment to City Plan***

The proposal aligns to City Plan with the encouragement of Community Wellbeing.

### ***Conflict of Interest***

No Council officer involved in the preparation of this report has a direct or indirect conflict of interest in relation to the contents for this report.

### ***Risk Assessment***

If an emergency situation occurred, Council's proposal to rename this section of roadway could minimise the risk or failure of accessing a situation in a timely manner.

### ***Environmental Implications***

There are no environmental issues arising from this report.

### 3. **GHAZEEPORE ROAD, WAURN PONDS - PROPOSED ROAD WIDENING AND FOOTPATH CONSTRUCTION - SRC 353 - DECLARATION OF CHARGE**

**Source:** Engineering Services - City Services  
**Director:** Guy Wilson-Browne  
**Index Reference:** Ghazeeopore Road, Waurrn Ponds, Geelong, Special Rates and Charges  
**Portfolio** Transportation and Connections

#### **Purpose**

To declare the charges for a Special Charge Scheme to partially fund the construction of a footpath and road widening along Ghazeeopore Road, Waurrn Ponds (See plan – Appendix 4).

#### **Background**

There is a missing section of kerb and channel and footpath on the east side of Ghazeeopore Road, Waurrn Ponds between Burgundy and Monterey Drives. This section was missed due to progressive development of the area that has been occurring since 2002. This section represents the remaining underdeveloped piece of land in the area. The proposed new footpath will provide a missing pedestrian link and the new kerb and channel and road widening will complete the road.

Council resolved its intention to declare a Special Charge Scheme at its meeting of 13 March 2018. No submissions were received in relation to the proposed charge.

#### **Key Issues**

- It is proposed to construct an 83 lineal meter section of 1.5 metre wide footpath, new kerb and channel and road widening to provide for pedestrian access and road completion along the east side of Ghazeeopore Road, Waurrn Ponds.
- There is one (1) property abutting the proposed works that will receive special benefit. There are no Council owned properties in the scheme.
- The total estimated project cost is \$92,580. Additional works estimated at \$62,172 will be funded by Council to construct an indented bus bay for an adjacent bus stop immediately south of the proposed scheme works. This will be a safety upgrade for the road and not included as part of the scheme.
- The scheme has been separated into two sub scheme components the details of which are as follows:

	<b>Sub Scheme 1</b>	<b>Sub Scheme 2</b>
<b>Works</b>	Footpath	Kerb and channel; road widening
<b>Benefit Ratio (s163 Local Government Act 1989)</b>	0.095	0.288
<b>Council Contribution</b>	\$27,903	\$43,973
<b>Property Owner Contribution</b>	\$2,937	\$17,767

- The property owner is considered to receive special benefit from the works by way of improved access and amenity. The property owner is the original land developer and is aware of the impending charge.
- The scheme has been prepared in accordance with the Special Rate and Charges provisions of the Local Government Act 1989 along with the 2004 Ministerial Guidelines and Council's Special Rates and Charges Policy.

**Cr Nelson moved, Cr Kontelj seconded -**

**That Council:**

**1) Resolves to declare the Special Charge Scheme as follows:**

- a) **The Special Charge is declared for a period of five (5) years commencing upon the start of construction.**
- b) **The Special Charge be declared for the purpose of defraying expenses incurred by Council in relation to the construction of the footpath, kerb and channel and road widening on Ghazeepore Road, Waurin Ponds between Burgundy and Monterey Drives. Council considers the project:**
  - b1) **Will provide proper pedestrian and vehicular access, improved pedestrian safety and enhancement to the general amenity for the property included in the scheme;**
  - b2) **Will provide a special benefit to those persons required to pay the special charge (and who are described in succeeding parts of this Resolution); and**
  - b3) **Arises out of Council's function of planning for and providing infrastructure for property owners.**
- c) **The total cost of project, be recorded as \$92,580 (Schedule A).**
- d) **It be recorded that, for the purposes of Section 163 (2A) of the Act, the special charge proceeds will not exceed the amount calculated in accordance with the prescribed formula ( $R \times C = S$ ), the:**
  - d1) **'benefit ratio' (R) being calculated at 0.095 for Sub Scheme 1 and 0.288 for Sub Scheme 2 represents the special benefits to all persons liable to pay the special charge (Schedule B);**
  - d2) **'total cost' (C) of performing the function described in part 1 (b) of this resolution based on estimated cost be recorded as \$30,840 for Sub Scheme 1 and \$61,740 for Sub Scheme 2; and**
  - d3) **'Maximum levy' (S) be recorded as \$2,937 for Sub Scheme 1 and \$17,767 for Sub Scheme 2.**
- e) **the following be specified as the area for which the special charge is so declared:**
  - e1) **The area within municipal district of Council highlighted in the plan attached to this Resolution (Appendix 4).**
- f) **the following be specified as the land in relation to which the special charge so declared:**
  - f1) **Land within the area shown on the plan.**

- g) the following be specified as the criteria which form the basis of the special charge so declared:
    - g1) Ownership of any land described in Part 1(e) of this Resolution.****
  - h) the following be specified as the manner in which the special charge so declared will be assessed and levied:
    - h1) The property receives an access and amenity benefit;**
    - h2) The maximum levy includes an access and amenity benefit;**
    - h3) The special charge will be levied by sending a notice to the person who is liable to pay, pursuant to section 163(4) of the Act.****
  - i) having regard to the preceding parts of this Resolution but subject to Section 166 (1) of the Act, it be recorded that;
    - i1) the owner of the land described in column 2 and 3 of Schedule C to the resolution is estimated liable for the amount set out in column 6 of Schedule C; and**
    - i2) the owner may, subject to any further resolution of Council pay the special charge in the following manner;
      - i2a) the charge will become due and payable within one month of the issue of the notice requesting payment pursuant to Section 167 (3) of the Act;**
      - i2b) interest will not be charged for six months after the issue of the notice provided the person liable makes timely payment in accordance with any repayment arrangements that may be agreed on by Council; and**
      - i2c) in accordance with Section 172 of the Act, the interest rate payable on the special charge which has not been paid by the specific date is set at Council's overdraft rate, reviewed every three months (provided that it shall not exceed the rate fixed by the Governor in Council by Order for the purposes of Section 172 (2A) in which case the rate of interest shall be the maximum rate fixed by the Governor in Council by Order for the purposes of this section).******
- 2) Authorise Council's Chief Executive Officer to levy the Special Charge in accordance with Section 163(4) of the Act.**

**Carried.**

## Attachment 1

### ***Discussion***

Whilst investigating this project, it was decided to include the construction of a bus bay indent to the south of the subject site. The existing bus stop which is located on the east side of Ghazeepore Road adjacent to the property at No 1 Monterey Drive has no such indent. The width of the road does not allow for proper two way traffic whilst a bus is pulled up at the stop. For this reason, an indented bus stop would allow for two way traffic and improve safety for motorists including the bus traffic.

The indented bus bay has been separately cost estimated and is included in the total project cost as shown in the financial implications section below. This cost however is not part of the scheme.

### ***Financial Implications***

The project is a one off capital cost and there will be minimal ongoing maintenance costs. If approved, the scheme could proceed this financial year under the core footpath (C02303) and street construction (C02301) programs. Financial details are as follows:

Current approved budget.

Scheme levy to Property Owners (income) - Sub Scheme 1 - \$2,937 - Sub Scheme 2 - \$17,767	\$20,704
Scheme Levy to Council - Sub Scheme 1 - \$27,903 - Sub Scheme 2 - \$43,973	\$71,876
Direct funding by Council to construct the bus bay indent and bus stop including drainage (non-scheme component)	\$62,172
<b>Total Project Cost</b>	<b>\$154,752</b>

From the table above, the net cost to Council for this project including scheme and non-scheme components is estimated to be \$ 134,048

### ***Community Engagement***

Consultation was carried out as follows:

- January 2018 - Letter to affected owner informing of Council's proposal to make an Intention to Declare the scheme. Discussions with the property owner have since taken place. The property owner is aware of and is in favour of the impending charge.
- 13 March 2018 – Intention to Declare Council meeting.
- 24 March 2018 - Public Notice placed in newspaper.
- 28 March 2018 – Letter to owners advising of Council's intention to declare.

Further correspondence will be sent to all affected property owners should Council resolve to make its Declaration of charges.

### ***Social Equity Considerations***

The provision of a sealed pathway surface provides a permanent and safe means of access for pedestrians to the adjoining bus stop, along with nearby destinations including Deakin University, Waurin Ponds Shopping Centre and Waurin Ponds train station. A sealed pathway will address the existing narrow naturestrip which requires ability restricted pedestrians to share a traffic lane with vehicles.

### ***Policy/Legal/Statutory Implications***

The scheme has been prepared in accordance with the Special Rate and Charge provisions of the Local Government Act 1989 including the 2004 ministerial guidelines and Council's Special Rates and Charges Policy and community engagement guidelines

### ***Alignment to City Plan***

This report aligns with the City Plan as follows:

Sustainably Built and Natural Environment

- Support our Community to live sustainably – Encourage increased use of alternatives to car transport and seek efficient traffic movement throughout the municipality.
- Advocate for and promote sustainable design and development – Promoting sustainable design and retrofitting.
- Acknowledge the community's desire to have their say and be involved in planning for the future of Greater Geelong.

### ***Conflict of Interest***

No Council Officer involved with this process has any direct or indirect interest in the properties.

### ***Risk Assessment***

Provision of a sealed pathway will provide safer walking conditions for pedestrians by minimising the risk of personal injuries through conflict with vehicles and the elimination of uneven and slippery surfaces. Provision of a road constructed to standards and suitably drained will provide safer passage for vehicular traffic.

There are no identified risks for Council in making its declaration of the scheme.

### ***Environmental Implications***

The provision of a sealed pathway surface provides a permanent and safe means of access. During the course of construction and the manufacture and procurement of materials, energy is expended resulting in some greenhouse gas emissions. This ceases when construction is complete.

The project does not create waste with the exception of some excavated material.

The proposal does not affect any natural habitats.

The proposal will not require removal of any nature strip trees or shrubs.

**Attachment 2**

**SCHEDULE 'A'**

The works for the construction of a footpath, kerb and channel and road pavement in Ghazeeopore Road, Waurrn Ponds which consist of excavation, footpath, kerb and channel, reinstatement of nature strip and driveways, miscellaneous construction works, legal advice and professional services associated with survey, engineering design, drafting, supervision and administration of the project all as included in the cost estimate shown below.

**COST ESTIMATE FOR CONSTRUCTION OF FOOTPATH, KERB and CHANNEL  
 and ROAD WIDENING–  
 GHAZEEPORE ROAD, WAURN PONDS**

<b>In Scheme Footpath Component</b>					
<b>ITEM</b>	<b>DESCRIPTION</b>	<b>QUANTIT</b>	<b>UNIT</b>	<b>RATE</b>	<b>AMOUNT</b>
				<b>\$</b>	<b>\$</b>
<b>1.00</b>	<b>GENERAL</b>				
1.01	Initial site establishment and set up, decamping and site cleanup and other fixed costs up to time of completion of works.		ITEM	\$3,000.00	\$3,000.00
1.02	Traffic management costs.		ITEM	\$2,000.00	\$2,000.00
1.03	Setting out of works.		ITEM	\$100.00	\$100.00
1.04	Service / Cable locations		ITEM	\$100.00	\$100.00
1.05	Internal supervision fee (COGG construction)		ITEM	\$1,000.00	\$1,000.00
<b>2.00</b>	<b>EARTHWORKS &amp; DEMOLITION</b>				
2.01	Excavation and disposal of all materials to limits of work as indicated on plan, including trimming for new footpath.	12.5	m <sup>3</sup>	\$60.00	\$750.00
	<b>PAVING</b>				
5.05	125mm concrete paving with SL72 mesh including crushed rock bedding and reinstate nature strip.	138	m <sup>2</sup>	\$125.00	\$17,250.00
<b>6.00</b>	<b>LANDSCAPING</b>				
6.01	Top soiling and seeding nature strips.	100	m <sup>2</sup>	\$15.00	\$1,500.00
<b>SUB-TOTAL</b>					<b>\$25,700.00</b>
Design 5%					\$1,285.00
<b>Administration 5%</b>					<b>\$1,285.00</b>
<b>10% CONTINGENCY</b>					<b>\$2,570.00</b>
<b>CONSTRUCTION COST ESTIMATE</b>					<b>\$30,840</b>

<b>In Scheme Road component</b>					
<b>ITEM</b>	<b>DESCRIPTION</b>	<b>QUANTITY</b>	<b>UNIT</b>	<b>RATE \$</b>	<b>AMOUNT \$</b>
<b>1.00</b>	<b>GENERAL</b>				
1.01	Initial site establishment and set up, decamping and site cleanup and other fixed costs up to time of completion of works.		ITEM	\$6,000.00	\$6,000.00
1.02	Traffic management costs.		ITEM	\$10,000.00	\$10,000.00
1.03	Setting out of works.		ITEM	\$300.00	\$300.00
1.04	Service / Cable locations		ITEM	\$400.00	\$400.00
1.05	Internal supervision fee (COGG construction)		ITEM	\$3,000.00	\$3,000.00
<b>2.00</b>	<b>EARTHWORKS &amp; DEMOLITION</b>				
2.01	Excavation and disposal of all materials to limits of work as indicated on plan, including trimming for new road pavement, excavation of soft spots and removal of concrete.	30	m <sup>3</sup>	\$60.00	\$1,800.00
2.02	Placement and consolidation of engineered fill with approved materials in preparation for new works.	75	m <sup>3</sup>	\$60.00	\$4,500.00
2.03	Saw-cutting of asphalt paving.		ITEM	\$150.00	\$150.00
2.04	Saw-cut of concrete kerb and channel		ITEM	\$200.00	\$200.00
<b>3.00</b>	<b>PAVEMENT WORKS</b>				
3.01	300mm compacted depth Class 2 20mm crushed rock, supplied, spread and compacted.	15	m <sup>3</sup>	\$120.00	\$1,800.00
3.02	30mm compacted depth 10mm nominal size type N asphalt spread and compacted including emulsion prime & grit using a paver.	250	m <sup>2</sup>	\$35.00	\$8,750.00
3.03	Prepare existing pavement for sealing.	250	m <sup>2</sup>	\$1.00	\$250.00
<b>5.00</b>	<b>CONCRETE WORKS:</b>				
	<b>KERBING</b>				
5.01	B2 Barrier kerb and channel 450mm wide, including fine crushed rock bedding.	85	m	\$140.00	\$11,900.00
5.04	Concrete layback for vehicle crossing 3m wide, including bedding & formwork.	1	No.	\$300.00	\$300.00
<b>6.00</b>	<b>LANDSCAPING</b>				
6.01	Top soiling and seeding nature strips.	100	m <sup>2</sup>	\$15.00	\$1,500.00
<b>7.00</b>	<b>SIGNING, LINE-MARKING AND FENCING</b>				
7.01	Line-marking		ITEM	\$350.00	\$350.00
<b>SUB-TOTAL</b>					<b>\$51,450.00</b>
Design 5%					\$2,572.50
Administration 5%					\$2,572.50
<b>10% CONTINGENCY</b>					<b>\$5,145.00</b>
<b>CONSTRUCTION COST ESTIMATE</b>					<b>\$61,740</b>

**Attachment 3**

**Benefit Ratio Sub Scheme 1 – Schedule ‘B’  
 Footpath**

<b>A</b>	<b>Purpose</b>						
	To construct a remenant section of footpath at 23-29 Ghazeeopore Road, Waurn Ponds.						
<b>B</b>	<b>Coherence</b>						
	The works will provide a missing link of footpath and will provide a special benefit to the adjoining property and the wider community.						
<b>C</b>	<b>Total Cost C</b>						
	Total Estimated cost of works - footpath construction						\$30,840.00
					<b>TOTAL COST</b>		<b>\$30,840.00</b>
<b>D</b>	<b>Identify Special Beneficiaries</b>						
	1 property is considered to receive a combination of access and amenity benefits.						
<b>E</b>	<b>Properties to include</b>						
	Total Special Benefits (in) is apportioned to 1 property						
	There are no Council owned properties in the scheme. Therefore:						
	Total Special Benefits out of the scheme		TSB (out) =				<b>0</b>
<b>F</b>	<b>Estimate of Total Special Benefits</b>						
	For this scheme it is considered that an equal portion of access and amenity benefits apply to the property. Considering the property is relatively large, the potential for subdivision is high. We shall assume that the minimum lot potential for this property is four (4) considering the land already has a house and that the property is made up of 1 access benefit unit (BU) and one amenity BU per lot. A summary of special benefits can be shown in the following table:						
			Total Special Benefit (in) TSB (in)			TSB (out)	
	Access		4			0	
	Amenity		4			0	
	<b>Total Special Benefits</b>		<b>8</b>			<b>0</b>	
<b>G</b>	<b>Estimate of Total Community Benefit -TCB</b>						
	It is considered that people in the community will receive an access benefit from the works as the footpath is used to access other areas considering potential destinations such as the Waurn Ponds shopping precinct. Based on estimated pedestrian movements, the estimated use of the footpath is 95% for the wider community and 5% for the property in the scheme. If 5% of the total access benefits is equal to 4BU, 95% would equate to 76BU. There are no amenity benefits associated with the wider community.						
	TCB =						<b>76.0</b>
<b>H</b>	<b>Calculate "Benefit Ratio" - R</b>						
	Benefits Ratio =		$\frac{\text{TSB (in)}}{\text{TSB (in)} + \text{TSB (out)} + \text{TCB}}$			$= \frac{8}{8 + 0 + 76}$	<b>0.095</b>
<b>I</b>	<b>Maximum Total Levy (S)</b>						
	Maximum Total Levy S = R X C						<b>\$2,937.14</b>
	Council Contribution to Special Charge Scheme						\$27,902.86



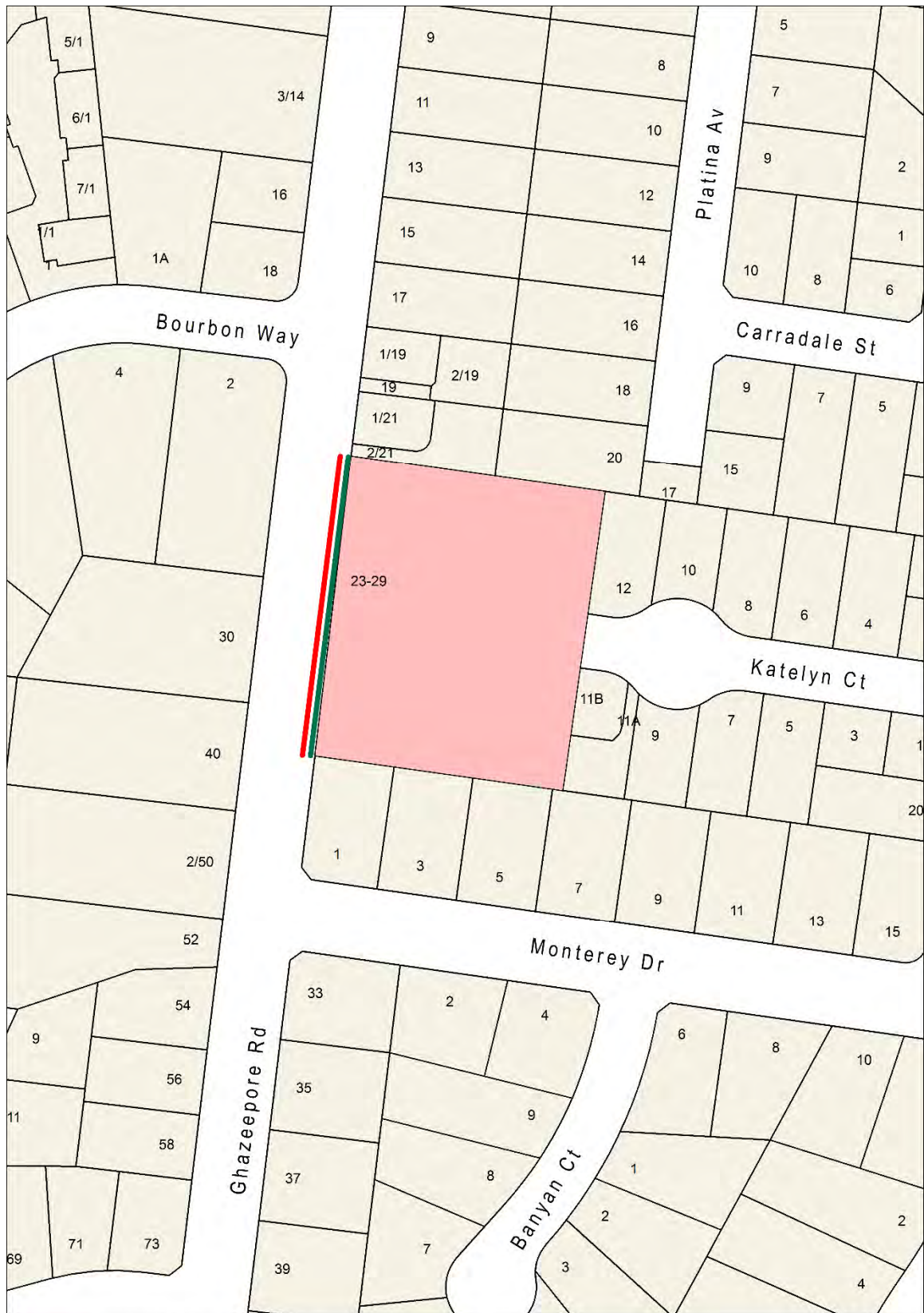
**Attachment 4**

**SCHEDULE 'C'**  
**SPECIAL CHARGE SCHEME FOR FOOTPATH and ROAD CONSTRUCTION**  
**GHAZEEMORE ROAD, WAURN PONDS**

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4	COLUMN 5	COLUMN 6
Prop Key	Address	Legal Details	Footpath Cost	Road widening cost	TOTAL
346772	23-29 Ghazeemore Road, Waurn Ponds, 3216	Lot A PS 648604	\$2,937	\$17,767	<b>\$20,704</b>

**Attachment 5**

**Plan**



- Proposed Footpath
- Proposed Kerb & Channel and Road Widening

**Attachment 6**

**PROCESS CHART**

**SPECIAL CHARGE PROJECTS –  
 (Section 163 – Local Government Act 1989)**

**Ghazeepore Road, Waurin Ponds**

<b>Stage</b>	<b>Status</b>	<b>Description</b>
<i>Approval to prepare scheme</i>	✓	Decision made to prepare scheme following consideration of surveys of residents and feedback from the community via informal survey. Council may then place the project in the budget system or proceed immediately to prepare a scheme. Scheme preparation involves survey, design and preparation of an apportionment of costs. 2017
<i>Intention to Declare Scheme</i>	✓	Report to Council providing information on scheme including advice of impending advertising of scheme and declaration of charge. Seeks Council approval by resolution to proceed with process.
<i>Advertisement</i>	✓	The scheme is advertised in the local newspaper and all allotted property owners are notified by mail. This advertisement indicates Council's intention and notification to 'declare' a scheme in a month's time.
<i>Submissions</i>	✓	From the time of advertising property owners have 28 days (as set down by the Local Government Act) to lodge submissions, either in support or opposition to the scheme.
<i>Submissions Review Panel Hearing</i>	N/A	A Submissions Review Panel is convened (quorum of three Councillors) and meets to consider submissions. Some submissions are written only, and other submitters may wish to be heard before the Panel. The Panel makes a recommendation to Council regarding the scheme.
<i>Declaration Report</i>	✓	Any time 28 days after advertising the scheme and after the Submissions Review Panel has met and considered submissions, Council considers a report and may proceed to "declare" the charges in accordance with its advertised intent. Subsequent to this the Finance Manager issues the levy notices and there is a formal charge placed on the property. This is the final step in the process for Council to make a decision on the scheme.
<i>Appeal</i>		Property owners may lodge an application for review with the Victorian Civil and Administrative Tribunal (VCAT) within one month of issue of the levy notice. An appeal is listed, heard and determined by the Tribunal and this process generally takes three to four months. Decisions made by VCAT are binding on all parties.
<i>Construction</i>		Council may then proceed to construct the works. Invoices are issued seeking payment of the estimated cost within one month of commencement.
<i>Final Cost Report</i>		At the completion of the works the scheme is "finalised" taking into account actual costs incurred and payments are adjusted accordingly.

## **CLOSE OF MEETING**

As there was no further business the meeting closed at 7.15pm. Tuesday, 12 June 2018.

**Signed:** \_\_\_\_\_  
**Cr Peter Murrphy (Acting Mayor)**

**Date of Confirmation:** \_\_\_\_\_.