

MINUTES

COMMUNITY FOCUS COUNCIL MEETING

TUESDAY 12 FEBRUARY 2019

7.00PM

THE POTATO SHED
41 PENINSULA DRIVE
DRYSDALE

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)

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**MINUTES OF THE COMMUNITY FOCUS COUNCIL MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE POTATO SHED
41 PENINSULA DRIVE, DRYSDALE
TUESDAY, 12 FEBRUARY 2019
COMMENCING AT 7.00PM**

PRESENT: Cr B Harwood (Mayor), Crs A Aitken, K Grzybek, E Kontelj, S Mansfield, J Mason, P Murnane, R Nelson, T Sullivan

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

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

APOLOGIES: Cr Asher (Leave of Absence), Cr Murrhy

PRESENTATION:

Crs Mason and Sullivan provided the gallery with a snapshot of the major projects and issues in the Bellarine Ward.

CONFIRMATION OF MINUTES:

Cr Mason moved, Cr Grzybek seconded -

That the Minutes of the Community Focus Council Meeting held on 13 November 2018 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

QUESTION TIME:

Colin Bridges asked the following questions in relation to Amendment C375:

I am very concerned about the lack of vegetation protection in Barwon Heads but am pleased that Council has proposed better protection for the Warrenbeen Court area. Such protection must now be drafted in a manner to be explicit and enforceable to achieve the stated objectives of the proposed Environment Significance Overlay which is: "To protect and enhance the long term future of the Coastal Moonah Woodland vegetation community; and to minimise the impact of residential use and development on the Coastal Moonah Woodland vegetation community".

At the panel hearing Council's own expert confirmed that removing the existing exemption for building and works and fencing would improve the effectiveness of the proposed ESO Overlay achieving the stated objectives of the overlay and the panel reported that clarification was required.

The current proposed ESO Schedule 6 has been redrafted since the panel hearings with the following outcomes:

- a) There is still no requirement for a permit for fencing;
- b) The buildings exemption has been retained despite Council's expert acknowledging that it compromises the effectiveness of the overlay;
- c) Compliance is still reliant upon a "tree canopy drip line" and has been further confused by the addition of a "derived grasslands" boundary, neither of which terms are defined within the planning scheme.

I am aware that Mr Warwick Manderson has sent a submission to Councillors pointing out the potential deficiencies in drafting of the proposed ESO Schedule 6 and I support his concerns.

My questions are:

- 1) On what basis has Council proposed that there should be an exemption for building works?

Gareth Smith responded Council officers have decided to support the ESO6 drafting as recommended by the Independent Panel. The exemption only applies under certain circumstances. All interested parties had an opportunity to appear at the panel hearing and submit their arguments. The panel considered those arguments and formed its own position on the issue with officer's support.

- 2) Has Council sought and obtained qualified and experienced legal and ecological opinion on whether the current draft would be capable of achieving the stated objectives of the ESO?

Gareth Smith responded, "No". Council's responsibility, as the planning authority, is to consider the panel's report (Planning and Environment Act Section 27). These matters are addressed in the panel report. The time for legal and ecological opinion (or "evidence") is at the panel hearing.

John Nolan addressed Council as follows in relation to Amendment C375:

Members of the Barwon Heads Association committee met with Cr Asher, the Director of Planning and Development and the City Development Manager on 1 February 2019 to present and discuss the Association's opinion on Council's exhibition of Amendment C375 to implement the BHSP into the Planning Scheme and the Independent Panel's recommendation that the Amendment be adopted as exhibited subject to some changes.

At the 1 February 2019 meeting the Association reiterated our : written submission to Council; submission to the Panel; verbal presentation to the Panel; and letter to the Mayor and Councillors of earlier this month and requested further consideration of the four key matters that we have been consistently raised, and believe the exhibited Amendment and the Panel's report failed to address.

At the conclusion of the meeting, reassurances were given to the Association that these aspects of the Amendment would be reviewed and given further consideration prior to completing the Officer's report to Council.

The Officer's report does not give the impression that these matters have been given appropriate further consideration. In particular Section B – Reports of the Officer's report does not refer to the Association's matters in Section 5.2 Increased Housing Diversity Planning Provisions, does not consider the Association's opinion on the coastal character of Barwon Heads in Section 6.2 Town Character and as such accepts the Panel's opinion that the DDO's faithfully translate the town character attributes, and leaves the traffic and parking study with a vague scope and subject to funding.

Can Council advise how each of the four matters were reviewed and given further consideration (including assessment of the impact of incorporating) between the meeting of 1 February and the issue of the Officer's report of 8 February? These matters are:

- 1) A reduction in the maximum height in the increased Housing Diversity Area from 11m to 9m outside of the commercial and mixed use zone by an acceptable planning scheme amendment.
- 2) The inclusion of more specific requirements and decision guidelines in DD041 and DD042 to ensure the coastal character of Barwon Heads is identified and protected for all dwellings and not just those that are triggered by a planning permit.
- 3) The inclusion of the 'Barwon Heads Residential and Landscape Character Assessment' Hansen report dated March 2017 as a Reference Document to DD041 and DD042.
- 4) The preparation of a traffic and parking study for Barwon Heads, including a potential Parking Overlay, and other specific actions for the future management of parking and traffic in Barwon Heads.

Gareth Smith responded the issues of heights in the increased Housing Diversity Area, DDO drafting, the status of the Hansen Character Assessment and traffic and parking were all matters that the Barwon Heads Association presented submissions on at the Amendment C375 Panel Hearing. Council representatives and others lodged submissions on these issues. The Independent Panel prepared a report and made recommendations in its report. The panel did not agree with the submissions of the Barwon Heads Association or make recommendations to change the Amendment documentation as requested by the Association. After considering the panel report, the officer's report has supported the panel's recommendations except for some minor drafting changes. Section 27 of the Planning and Environment Act says the planning authority (ie Council) must consider the panel's report before deciding whether or not to adopt the Amendment

John Nolan also asked:

The Barwon Heads Association made a traffic and parking submission to Council on the C375 Amendment : BHA believes that a new Barwon Heads Traffic and Parking Study be undertaken as a matter of urgency.

At Council's Ordinary Meeting of 26 June 2018 submissions on Amendment C375 were considered. Cr Mason moved that Council resolved among other matters to commit to and support at the Panel an updated traffic and parking study being undertaken that includes measurements conducted during both peak summer season and the non-winter period. Such study should be conducted to reflect the changing traffic conditions in Barwon Heads as a result of regional growth in surrounding areas, as well as the car dependency of residents and visitors through limited alternative transport options.

In response to the Panel's direction, Council submitted:

'Council officers will commit to submit a funding bid for Council consideration to fund a traffic and parking study to be undertaken for the Barwon Heads Township. The study would include undertaking traffic measurements during both peak summer and non-peak winter periods to identify traffic improvements for all road users. At its earliest, the submission would be for the next financial year budget bid process. Council advised that the Structure Plan would be changed to reflect this.'

In Attachment 7 of the Officer's report under Traffic and Parking states:

However, after consideration post-hearing, adding a 'Further work' provision in Clause 21.14 of the Greater Geelong Planning Scheme is preferred over changing the Structure Plan. A provision in the Scheme provides added weight and transparency.

The 'Further work' provision in Clause 21.14 include the statement 'Undertake a traffic and parking study that includes assessment of the changing traffic conditions in Barwon Heads as a result of regional growth'.

Gareth Smith added the proposed 'Further work' provision in Clause 21.14 is appropriate as drafted and does not require amendment. The drafting is consistent with the State Government A Practitioner's Guide to Victorian Planning Schemes October 2018

- 1) Can it be confirmed that the Traffic and Parking study will include: traffic volume surveys (arterial, collector and residential); parking availability survey – location, form and time limits, if any (CoGG and BCCOM); identification of future sources and volumes of traffic and visitations; future projections of traffic flows (with modelling) and parking demands; parking usage at various times; asses capacity to waive car parking requirements and recommend a town wide cap with a proposed implementation mechanism; options identification (including parking overly); consultation; recommendations; and implementation program as requested in the Association's submission and reinforced at the Association's Traffic and Parking sub-committee meeting?
- 2) Can the 'Further Work' provision in Clause 21.14 be amended to reflect this scope?
- 3) Can it be confirmed that the funds will be made available in the 2019/20 budget for the traffic and parking study recognising the urgency for the study as per the Association's submission?

Gareth Smith responded Council's Transport Unit will determine the scope of the study consistent with the Council Resolution of 26 June 2018. Detailed scoping would occur when a budget is approved.

Questions submitted prior to the Council Meeting by Denice Tyler and Phil Joyce are acknowledged and will be responded to in writing.

Vicki Perrett addressed Council in relation to single-use drink containers:

Geelong Sustainability congratulates Council on its proposed Plastic Wise Program. In relation to single-use drink containers – the Collins Dictionary 2018 Word of the Year was 'single-use' in recognition of the growing global awareness of the environmental harm caused by plastic pollution. In Australia, the ABC War on Waste TV series has raised our wasteful habits and the urgent need to change. The natural beauty of the Bellarine requires our protection and stewardship. While many people are actively involved in caring for our bays, litter remains an ongoing problem which intensifies over the summer period. Container deposit schemes reduce drink container litter, increase recycling rates and complement kerbside recycling services. All other mainland states already have a CDS or are in the process of implementing one. 84% of Victorians are in favour of a CDS. Effective environmental management is a strategic priority in the Council Plan 2018-22 and embedded in our vision for a clever and creative city region. It's not clever to waste finite resources. Australia is taking steps towards building a circular economy. A CDS would generate local jobs and provide a valuable funding boost to community groups.

Will the Mayor write to the Minister for the Environment, the Hon Lily D'Ambrosia MP stating that (subject to reasonable conditions) the City of Greater Geelong supports the introduction of a state-wide Container Deposit Scheme?

The Mayor thanked Ms Perrett for her comments in relation to the Plastic Wise Program which Council endorsed at its December meeting. There are a number of initiative outlined in the Plastic Wise Program which will reduce the City's usage of single-use plastic. Deposit Container Scheme is another potential way to reduce rubbish and increase recycling rates. The Council will consider your request to write to the Minister for the Environment about the introduction of a Deposit Container Scheme.

Judy Baird asked:

The Bellarine Springs Retirement Village is located on the southern end of Central Road, Drysdale. In the past twelve months there has been huge residential development in this area in addition to our constantly growing Village. This has meant a greatly increased flow of traffic including large trucks and trade vehicles. With a complete lack of footpaths and a narrow road the safety of pedestrians is now being put at unacceptable risk.

Despite lengthy negotiations with the Council we have been unable to get an answer as to when footpaths will be constructed, and as senior citizens we believe we have the right to access public open space on foot or in a mobility device if we do not have a car.

- 1) When was the last traffic count done in Central Road?
- 2) When will a footpath be constructed on the southern end?

The Mayor took the questions on notice and a written response will be forwarded.

Peter Winkler asked the following in relation to Kyema Drive Flooding:

- 1) The residents request an update;
- 2) The residents would like a committed date for a resolution – within 18 months?

Guy Wilson Brown responded he was aware of the petition and will respond to it in the next few weeks. An update on the issue will be presented to the Council Meeting on Tuesday, 12 March.

Chris Reynolds asked why was so much money was spent on resealing Anderson Road, Drysdale in January 2019 when it's due to be permanently closed by mid-2019?

Guy Wilson Browne indicated he would further investigate the issue and make further contact with Mr Reynolds.

Phil Edwards asked his question regarding the Ocean Gove Principle Pedestrian Network:

Is the City of Greater Geelong seeking co-operative funding from State and Federal Governments for the cost of the Principle Pedestrian Network, with partial contribution from ratepayers, or will Council simply adopt a Special Rates Charge for the total cost?

Gareth Smith responded that Council is aware of the issue and is subject to budget outcomes.

Richard Strates addressed Council as follows in relation to Amendment C375:

Regarding Council officer report, paragraph 22, what process will Council initiate to investigate/explore an expansion of the Barwon Heads town boundary as proposed by the Barwon Heads Lifestyle Group?

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

PETITIONS:

Cr Nelson presented a petition from residents and families of the Barwarre Gardens Retirement Village asking Council to provide a pedestrian crossing near the main gates of the Village to provide safe access to the bus stop.

1. AMENDMENT C375 BARWON HEADS STRUCTURE PLAN - CONSIDERATION OF PANEL REPORT AND ADOPTION OF AMENDMENT

Source: Planning and Development – Strategic Implementation
Director: Gareth Smith
Portfolio: Sustainable Development

Purpose

1. To consider the Panel Report about Amendment C375 and adopt the Amendment.

Background

2. A review of the 2010 Barwon Heads Structure Plan led to the adoption of an updated version in August 2017. Council, acting as the Planning Authority, then initiated Amendment C375 to implement the Structure Plan into the Greater Geelong Planning Scheme. **Attachment 2** provides a background summary of the structure planning and amendment process, including consideration of the Panel Report.

Key Matters

3. Exhibition of the Amendment in February and March 2018 resulted in a total of 942 written submissions. Most submissions related to the Barwon Heads settlement boundary and proposed new residential zones and development overlays.
4. The submissions were considered at the 26 June 2018 Council Meeting where it was resolved to refer all the submissions to an Independent Panel appointed by the Minister for Planning.
5. Following a seven day hearing held in Geelong in late August 2018, the Panel's report was sent to Council officers dated 31 October 2018. Under Section 27 of the Planning and Environment Act the Planning Authority must consider the Panel's report before deciding whether or not to adopt the Amendment.
6. The Independent Panel recommends Amendment C375 be adopted as exhibited subject to some minor drafting changes to the planning controls. The Panel supported the Amendment's retention of the existing settlement boundary location.
7. Whilst the Panel's recommendations are supported, this report at Attachment 6 provides justification where officers prefer alternative wording to the proposed planning scheme controls.
8. It is recommended that Amendment C375 be adopted and sent to the Minister for Planning requesting approval.

Cr Sullivan moved, Cr Mason seconded -

9. **That the report be deferred.**

Carried.

2. CENTRAL GEELONG – PUBLIC OPEN SPACE NETWORK

Source: Investment & Attraction
Director: Brett Luxford
Portfolio: Social and Infrastructure Planning

Purpose

1. To identify the open space required to support Central Geelong, including investment in public open space that supports growth and regeneration outcomes.

Background

2. In 2013, Council endorsed the Central Geelong Action Plan, a 15 year plan to increase the number of people living, working, studying and visiting Central Geelong. The plan sets a target of at least 10,000 people living in Central Geelong by 2028.
3. The 'Inhabiting the City' initiative from the Revitalising Central Geelong Action Plan and the objective of the Central Geelong Public Open Space Network Report (refer to **Attachment 2**), is to:
 - 3.1 Review the network of public open spaces in Central Geelong and the quality of connections between those spaces; and
 - 3.2 Identify opportunities to improve the amenity of key public open spaces and the associated connections between these.

Key Matters

4. The report identifies a range of public and private opportunities to provide new open space and experiences that, by further exploring these opportunities, demonstrate Geelong as a vibrant, liveable and creative city.
5. The Central Geelong Public Open Space Network Report will inform the review of the Greater Geelong Open Space Strategy, and once adopted by Council, will set the strategic direction and guide decision making, prioritising and investing in the current and future open space network.
6. Private open space which is not generally open to the public (e.g. residential private gardens) is not within the scope of this report however open space within church, private education and medical institutions and private developments are fully considered if it was thought possible that common goals could be achieved, development conditions put in place and partnerships developed.

Cr Aitken moved, Cr Kontelj seconded -

7. **That:**
 - 7.1. **Council note the Central Geelong Public Open Space Network Report as being received;**
 - 7.2. **The Central Geelong Public Open Space Network Report is referred to the Geelong Public Open Space Strategy for consideration, and;**
 - 7.3. **Council does not support the report's recommendation that Little Malop Street Plaza Open Space, "The Mall" is a low priority. Council identifies "The Mall" as a high priority.**

Carried.

Attachment 1

Financial Implications

1. There are no financial implications arising from the subject of this report.
2. Report identifies a range of strategic levers for the renewal of existing open space and funding mechanisms for strategic development of future open space by both the private and public sectors.
3. The development of the report forms part of the Revitalising Central Geelong Partnership budget at a cost of approximately \$76,000.

Community Engagement

4. The City of Greater Geelong Open Space Strategy is currently in development, and through the City of Greater Geelong Social Infrastructure Plan, will include extensive community engagement. It aims to take a fresh look at all the public open space across the municipality.
5. This Central Geelong Public Open Space Network Report will inform the broader strategy, providing the issues, gaps and opportunities for the Central Geelong area.
6. The community's views were sought through a survey undertaken from 27 March to 7 April 2017. 269 survey responses on a range of open space and community infrastructure questions, have informed the context and recommendations of the draft Central Geelong Open Space Network Report.
7. The draft report was reviewed through targeted stakeholder engagement and interviews.
8. Overall the respondents indicated that they would like to see a Central Geelong that is greener and cleaner and has a network of parks and community spaces that are flexible, multi-purpose, vibrant, safe, creative and full of artistic expression. Places that are easy to relax and socialise in but also to be active in as well. They love to dine outside.
9. They envision places to run dogs off lead, more events to go to, less cars and safer and more comfortable places for walking and cycling. They would like more places to sit down in the public realm and places for children and young people to play.

Social Equity Considerations

10. The planning and provision of open space focuses on the amount of open space that is available, the activities that can be undertaken and the overall accessibility level of the network.
11. Inequitable provision and distribution of spaces, places and activity provision within the City e.g. limited access to quality public open space (PPRZ) and active sport and recreation spaces have been considered as part of the Network Report.

Policy/Legal/Statutory Implications

12. There are no policy/legal/statutory implications arising from the subject of this report.

Alignment to Council Plan

13. The Council Plan includes a number of key priorities related to public open spaces:
 - 13.1 Informed Social Infrastructure and Planning – Provide more quality spaces that support active lifestyles and maintaining our public open space; and
 - 13.2 Improved Health and Safety of our Community – Provide safer public spaces and promoting healthy eating and supporting active living.
14. The Revitalising Central Geelong Action Plan (based on Vision 2 and Council's Central Geelong Action Plan) is to increase the number of people living in the city, making it a safer, more vibrant and mixed use area. The Action Plan sets out the 10 year plan to drive change in Central Geelong, designed to encourage:
 - 14.1 people living and working in the city;
 - 14.2 permanent and construction job creation;
 - 14.3 demand for retail and services;
 - 14.4 creativity and vibrancy across the city;
 - 14.5 new development opportunities;
 - 14.6 private sector confidence to invest.

Conflict of Interest

15. No Council officers or consultants who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

16. There are no high or extreme risks arising from the subject of this report.
17. There is a risk that the targeted Central Geelong population will not be achieved in the absence of a strategic direction for the open space network.

Environmental Implications

18. There are no environmental implications arising from the subject of this report.
19. The key elements of the open space network in Central Geelong are the major parklands along the waterfront, the historic Johnstone Park; small parks and plazas at the neighbourhood level; wide footpaths and intimate laneways.
20. The implementation of the report will contribute to recognising, protecting and enhancing the environmental values of Central Geelong's public open space, as well as mitigating the urban heat island effect. The report advocates for the inclusion of green walls and roof tops in developments as a positive contribution to the city's ecological health.



Revitalising Central Geelong

Public open space network report



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Acknowledgement to Country

This report acknowledges that the State
of Victoria has an ancient and proud
Aboriginal history and complex ownership
and land stewardship systems stretching
back many thousands of years. We would
like to acknowledge the Wadawurrung
people, Traditional Owners of this land, and
offer our respect to the past and present
Elders, and through them to all Aboriginal
and Torres Strait Islander people.

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Executive Summary

The Victorian Government and the City of Greater Geelong are working together with the strategic and technical advice of the Geelong Authority, as the Revitalising Central Geelong Partnership to plan and deliver projects identified in the 10-year Revitalising Central Geelong Action Plan.

The Action Plan's "Inhabiting the City" initiative proposes to improve central Geelong's network of open spaces and the quality of connections between them. A range of projects have been completed or are currently being delivered in this regard, including stage 2 of the Malop Street Green Spine, upgrades to Johnstone Park and public realm improvements in the laneway precinct.

This report identifies the open space required to support an increased number of residents, workers, students and visitors in central Geelong. It will inform the City of Greater Geelong's city-wide Open Space Strategy that is currently being developed.

Open space as defined in this report is lands that are broadly available for formal and informal recreation and outdoor social activities and community gatherings. The open space may support active transport, festivals and events, and provide environmental services. It may be public or private land.

Open space plays a variety of roles in promoting sustainable living in medium and high-density areas by facilitating social interaction, promoting physical and mental health, enhancing the attractiveness of the urban environment, aiding cooling of urban areas and supporting natural systems.

Community feedback was sought in the preparation of the report. Overall, respondents indicated that they would like to see a central Geelong that is greener and cleaner. They would like to see a network of parks and community spaces that are flexible, multi-purpose, vibrant, safe, creative and full of artistic expression. The respondents envision places to run dogs off lead,

more events to go to, less cars and safer and more comfortable places for walking and cycling.

The long-term vision for public open space in central Geelong is:

A network of green public places and spaces and the accessible waterfront make central Geelong an attractive, liveable and dynamic place to live, work, study and recreate. The green network will improve the ecological footprint of the city, provide a full range of active and social opportunities, will stimulate economic growth and support major events, businesses and tourism.

They want more places to sit down in the public realm and places for children and young people to play.

The report proposes that the vision will be achieved through three key outputs:

- » **Identify shortfalls or opportunities for improvement in the existing open space network.**
- » **Establish principles for the delivery of new or improved open space to support growth and city revitalisation outcomes.**
- » **Develop appropriate recommendations to address the identified gaps.**

Central Geelong boasts some enviable open spaces, including the fantastic north facing waterfront precinct, the historic Johnstone Park and the expansive Eastern Park. The city also features Kardinia Park, home of the Geelong Cats AFL team.

In addition to these significant spaces, the city also features more intimate open spaces, such as the laneways precinct, wide footpaths and plazas.

Connections to and between key destinations such as the hospital precinct, Deakin University, Kardinia Park and the transport interchange points at Moorabool Street, Geelong Station and South Geelong Station should be as free of barriers as possible and of high amenity to encourage active transport.

Gaps in the existing open space network were identified utilising a walkability assessment, urban triage and activity provision analysis.

The northern side of central Geelong is well serviced by the waterfront precinct and Johnstone Park. These open space areas provide a variety of places and spaces for a diversity of activities. For people who live or work in these areas it is easy to walk to a park and access trails and paths that lead to other areas and support linear recreation (e.g. fitness walking and jogging). In the southern part of the central Geelong there is less choice of open space within 350 metres of homes and workplaces. From approximately Myers Street south there are no open space areas within the study area.

By utilising a spatial accessibility model and an urban triage evaluation, it becomes clear which streets will provide the most direct and simple routes to open spaces, and those which require streetscape improvements to ensure that they are connections with a high level of amenity. With streetscape enhancement, some streets could become significant connectors to link people to parks and other open spaces and where the experience of going to these open spaces is a high-quality experience.

Central Geelong currently caters for a wide range of outdoor activity types. The only activity type that is not available in central Geelong is an area to exercise a dog in an off-leash environment.

The activity types that are not readily available or that are under-supplied in central Geelong and within two kilometres include:

- » **indoor sport on public open space, although there is an underutilised centre just over two kilometres from the centre of the City (Geelong Try Boys Brigade).**
- » **community gardens and urban agriculture.**

Case study research was undertaken to learn from other projects of a similar nature to that being planned in central Geelong. The case studies were reviewed to establish ideas and methodologies that may translate to central Geelong or provide some inspiration for a clever and creative solutions.

Utilising knowledge of existing assets, the gap analysis and research via case studies, a number of opportunities to improve the open space network in central Geelong have been identified.

This report proposes a set of principles to consider when making decisions about acquisition and development of open space in central Geelong. The importance of each principle will depend on the intended function of an open space and the local context. The principles can also focus on qualitative outcomes for the open space network which complement the criteria, such as size, function and distribution. The principles align with the 'Key Moves' for central Geelong as set out in the Revitalising Central Geelong Action Plan.

The report sets out a number of recommendations that reflect the need to ensure a comprehensive and diverse open space network for the city. Recommendations have been made to increase the provision of open space, improve existing open space, consider partnerships with stakeholders and to use policy levers where appropriate.

The recommendations are focused on the following themes:

- » **New parks**
- » **Park upgrades**
- » **Improving connections**
- » **Other open space improvements**
- » **Partnerships**
- » **Policy.**

Revitalising Central Geelong Action Plan

The City of Greater Geelong and Department of Environment, Land, Water and Planning are working together as the Revitalising Central Geelong Partnership to plan and deliver projects identified in the Revitalising Central Geelong Action Plan.

The Revitalising Central Geelong Action Plan is a ten-year plan designed to deliver new jobs, homes and services to revitalise Geelong.

The Action Plan's Smart City initiative proposes a stronger integration and greater diversity of health, education and cultural land uses. To deliver on this outcome, the action plan recognises the need for a masterplan to achieve an integrated design outcome for facilities within the cultural precinct.

The Central Geelong Arts and Cultural Precinct Masterplan delivers on this action.

It has been developed to complement other projects that relate nearby precincts, including the Geelong Station, James Precinct and Johnstone Park.

Planning for Growth

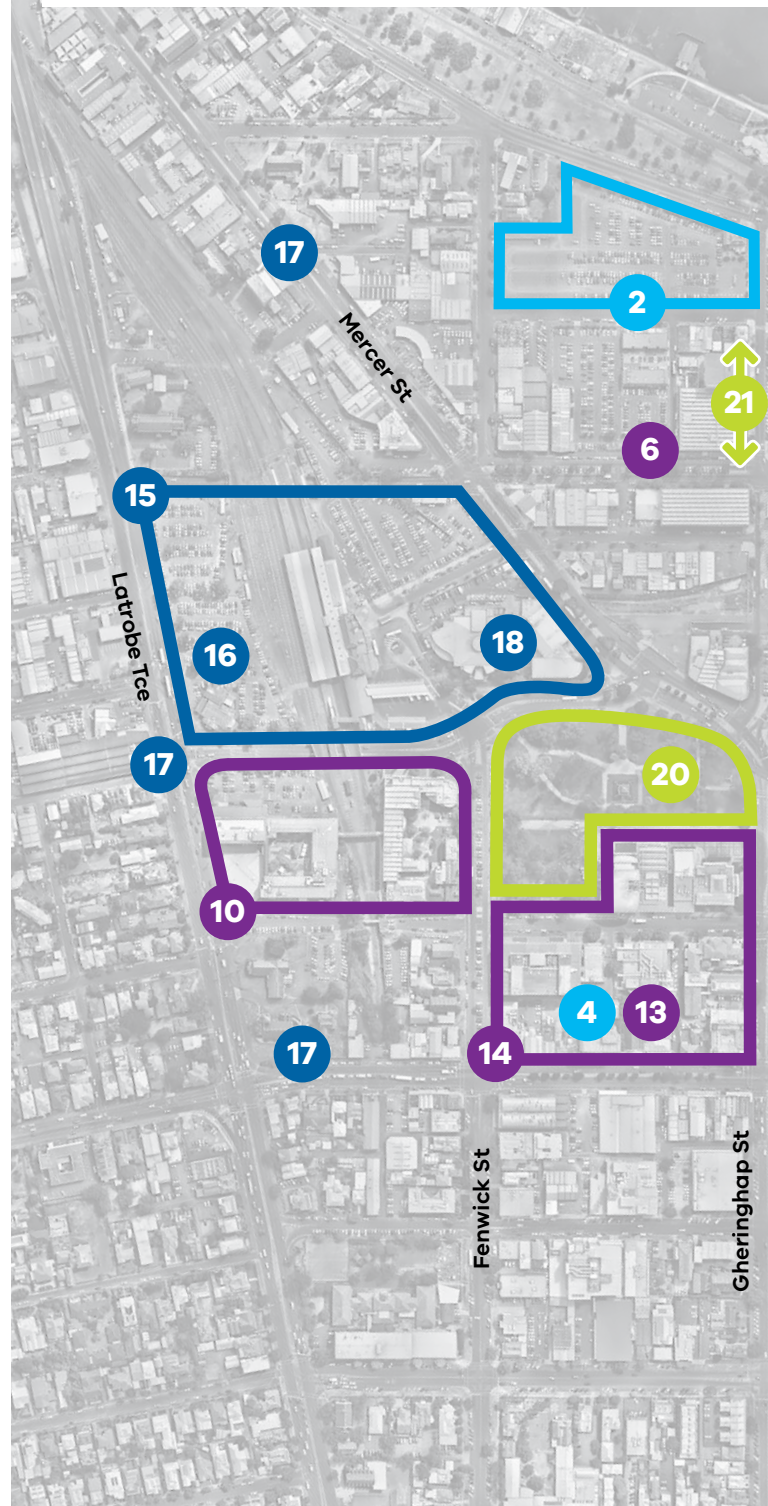
- > Prepare a Delivery Plan
- > Upgrade Infrastructure
- > Fast-track major project approvals
- > Prepare the Moolap Coastal Strategic Framework Plan

A Stronger CBD

- > New jobs
- > New development opportunities

> New civic centre (location to be determined)

1. Improve existing and construct new laneways
2. Delivery strategy for a convention centre
3. Create a City Heart
4. Upgrade Barwon Water headquarters
5. Build Worksafe headquarters
6. James Quarter Action Plan
7. Union Quarter Action Plan



Inhabiting the City

- > Support delivery of city housing
- > Plan for community infrastructure
- > **Identify opportunities to improve public open space and associated connections**
- > Host events
- 8. Construct the Royal Geelong Yacht Club safe harbour
- 9. Construct upgrade of Kardinia Park stadium

Smart City

- 10. Construct the Geelong Tech School
- 11. Support delivery of student housing
- 12. Plan for expansion of health and education facilities
- 13. Construct upgrade of Geelong Performing Arts Centre
- 14. Plan for cultural precinct

Getting Around

- > Finalise an operating plan for the Transport Network
- > Prepare a city parking strategy
- 15. Revitalise the Geelong Station Precinct
- 16. Develop a commuter parking strategy
- 17. Highlight city arrival points
- 18. Identify long term needs of Department of Justice and Victoria Police

Green Spine

- 19. Construct Green Spine
- 20. Construct an integrated public space and water management project in Johnstone Park
- 21. Plan for improved linkages between the city and waterfront



Introduction

The Victorian Government and the City of Greater Geelong are working together with the strategic and technical advice of the Geelong Authority, as the Revitalising Central Geelong Partnership to plan and deliver projects identified in the 10-year Revitalising Central Geelong Action Plan.

The Action Plan's "Inhabiting the City" initiative proposes to improve central Geelong's network of open spaces and the quality of connections between them. A range of projects have been completed or are currently being delivered in this regard, including the Malop Street Green Spine, upgrades to Johnstone Park and the public realm improvements in the laneway precinct.

This report identifies the open space required to support an increased number of residents, workers, students and visitors in central Geelong. It will inform the City of Greater Geelong's city-wide Open Space Strategy that is currently being developed.



Purpose

The purpose of the Central Geelong Open Space Report (the report) is to set the long-term vision for the open space network and provide recommendations that will support the residential, working and visiting population at 2028.

The report aims to achieve the objectives established in the Revitalising Central Geelong Action Plan to:

- » Review the network of public open spaces in central Geelong and the quality of connections between those spaces.
- » Identify opportunities to improve the amenity of key public open spaces and the associated connections between these.

These objectives will be achieved through the following:

- » Identify shortfalls or opportunities for improvement in the existing open space network.
- » Establish principles for the delivery of new or improved open space to support growth and city revitalisation outcomes.
- » Develop appropriate recommendations to address the identified gaps.

Study Area

The study area is centred on the CBD of Geelong (Figure 1) stretching from the Geelong Waterfront in the north to McKillop Street in the south, west to Latrobe Terrace and east to Swanston Street. This area is referred to as the Revitalising Central Geelong Action Plan area. Reference has also been made to open space that is within a two-kilometre radius of the centre of the study area.

Definition of Open Space

Open space is defined in this report as land that is broadly available for:

- Formal and informal recreation
- Outdoor social activities and community gatherings.

It may support active transport, festivals and events and provide environmental services.

It may be public or privately owned land.



Figure 1: Central Geelong Action Plan area





Vision for Open Space in central Geelong

A network of green public places and spaces and the accessible waterfront make central Geelong an attractive, liveable and dynamic place to live, work, study and recreate. The green network will improve the ecological footprint of the city, provide a full range of active and social opportunities, will stimulate economic growth and support major events, businesses and tourism.



Overview of Central Geelong

The Geelong Authority

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

Strategic Context

Three key strategic drivers for this study include the Revitalising Central Geelong Action Plan (State Government), A Clever and Creative Future (City of Greater Geelong) and Vision 2.

A Clever and Creative Future

"By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment".

A Clever & Creative Future is the community vision for Greater Geelong endorsed by council. The community led vision was the culmination of nine months of ongoing conversations with approximately 16,000 people from Greater Geelong to describe a 30-year vision and ensure a thriving, inclusive and sustainable future for our region.

At its heart are a series of aspirations developed by the community that are focused on economy and employment, the environment, arts and culture, transport connections, tourism, efficient and equitable digital access, and good governance.

For a city-region to be successful, it must be connected, prosperous, creative, sustainable and resilient, and designed for people. The community's aspirations support these elements helping Geelong become a clever and creative city-region.

Context

Role of Open Space

Open space plays a variety of roles in promoting sustainable living in medium and high-density areas by facilitating social interaction, promoting physical and mental health, enhancing the attractiveness of the urban environment, aiding cooling of urban areas and supporting natural systems.

Open space can also support social encounters and community activity that help bring people together, fostering friendships and developing social networks. Open space plays a role in meeting a number of different needs in medium and high-density locations. These are outlined in the table below.

Need	The role of open space
Diverse Community	Open space that is planned and designed to suit the demographic, cultural and behavioural characteristics of a local community is more likely to be well used. Design should promote diversity of activity across a range of user groups (including different age groups) and be responsive to changing user needs across the course of a day and over changing seasons.
Children	Increasingly residents in medium and high-density housing in Australia have children. These children have a greater need for open space and access to nature for their play, mental health and social and physical development, given their residence is unlikely to have a large outside areas. Parents often visit playgrounds or parks for their children to play and to meet other families. Young children in low-income households and those in some households where territorial range of children is not encouraged (especially for girls) have particular needs for open space that is close to home.
Older People	Ageing of the population is common to most contemporary communities, including medium-density housing areas, with many older people living alone. Social contact and physical activity, particularly walking, are significant factors in promoting the health and wellbeing of older people. To meet the needs of older people, public open space needs to be close to home and convenient to access, offer comfort and safety.

Need	The role of open space
Teenagers	In well-designed open space that caters to their needs, teens can 'let off steam' or simply 'hang out' with friends in spaces which they can enjoy as their 'own' territory.
Vulnerable Groups	A number of vulnerable groups have a high need for access to quality open space: older people (particularly those on low incomes), people from some culturally and linguistically diverse (CALD) backgrounds, children and people with a disability have lower mobility and need access closer to home. The territorial mobility of low-income women is also generally limited. Small pocket parks play an important role in meeting the needs of these groups. Low income households can rely on greater access to public open space, as they cannot afford other forms of leisure. Lonely people can meet or simply be in the presence of others socialising.
Pet Owners	Dog owners in medium and high-density housing have limited on-site opportunity to exercise dogs and need access to dog parks and walking trails. There are significant benefits from the social encounters among dog walkers whose regular visits to a park (whether or not it is a designated dog park) can also alleviate loneliness and social isolation.
Climate responsiveness	Open space can offer ecological support for biodiversity, species migration and urban repair. It can also counteract the 'heat island' effect of dense urban development helping to cool and ventilate the neighbourhood, along with mitigating greenhouse gas emissions (through 'carbon sequestration').
Environmental services	Open space can have an important role in supporting urban biodiversity, attenuating flood water and addressing long term food security by offering residents opportunities to grow their own food (e.g. in community gardens).
Health and physical activity	The greater the proximity (and directness or route) of public open space to home, the greater the likelihood of physical activity. Higher density neighbourhoods should promote the provision of 'proximate' public open spaces with good connectivity. Public open space should be within walking distance of residences and well connected to other public open spaces using green streets, linear parks and/or cycling and walking trails, to encourage physical activity.
Health, child development and access to Nature	The restorative qualities of parks and the access they provide to nature have beneficial effects on human health and wellbeing (even a view of a landscaped space from a dwelling window can have beneficial effects). Access to nature can provide both psychological and spiritual nourishment; a space where a person can seek solace in the natural world, or where lonely people can meet or simply watch others. For children in a medium or high-density environment it is particularly important that they have access to nature to develop their ecological awareness and responsibility.

Open space classifications

Planning for high-density environments requires an approach which is different from low- to medium-density suburban areas. The methodology of defining open space in this report therefore is not purely based on benchmarks for quantity of open space provision but also includes consideration of high quality design, connections to the wider open space network, provision of multi-functional spaces and provision of a green network (including green roofs). A description of different types of open space often associated with high-density environments such as central Geelong is outlined in the table below.

Type of open space	Definition	Description
Plazas and Malls	Civic and urban spaces that include city squares, spaces in between buildings, public plazas and commons	<p>Plazas and malls can act as meeting places and spaces for civic events. Plazas often have highly regulated activity and provide for sitting, lingering and meeting. They often include public art (which can be interactive for children’s play). They can be paved, landscaped or both</p> <p>Locating a mix of retail, entertainment and dining uses at the edges of civic plazas will add vitality and attract people to the space. Connecting plazas with linear corridors (green streets) to the open space network will increase levels of physical activity. Careful design and programming of these spaces will ensure their suitability for all-season use and help reduce the potential for their contested use.</p> <p>Plazas and malls can create heat-island effects—especially in denser built environments and need to be shaded by carefully integrated vegetation if they are to function as open space during hot times of the day and in summer.</p> <p><i>Examples of these spaces in central Geelong are the Customs House Plaza and the Little Malop Street Mall.</i></p>
Sport Venues	For the purpose of playing any number and type of sport	<p>Sports venues primarily provide open space for a variety of structured and formal sporting activities such as team competitions, physical skill development and training. They are typically large areas of open space where large flat areas can be created for football fields and courts for ball sports. Aquatic and indoor sports centres can be located in these parks. Ancillary facilities such as parking, lighting and clubhouses are usually required. Often other community facilities are located on sports parks because of their size and provision of car parking and other services.</p> <p><i>Examples of sport venues within two-kilometres of central Geelong are Kardinia Park and Eastern Park.</i></p>
Green Walls and Rooftops	Public and private roofs for recreation and leisure (and possibly sport)	<p>Roof tops can provide recreation spaces, visual relief, habitat and even cooling effects. Roof-top gardens can act like pocket parks and can also be used to grow food. Vertical green spaces such as green walls can add to the sense of open space. Care needs to be taken when planning for young children due to climbing and falling risks.</p> <p><i>The new Barwon Water building boasts a great rooftop garden area for their workers.</i></p>

Type of open space	Definition	Description
Private open space (partnerships)	Open space that is owned by a private entity that allows public use	These spaces are provided, typically, through cooperation and partnerships between the land owners and local government. For example, gardens, open space and facilities around private, semi-public and government buildings e.g. churches and other institutions and school ovals and playgrounds that could and are opened for public access. Other factors such a security, public liability and times of use may need to be negotiated.
Footpaths, Laneways and Footparks	<p>A footpark is a wide footpath that has been activated with furniture, landscape features for leisure and recreation</p> <p>A laneway is a road that is narrow in nature and allows increased pedestrian movement, encroachment of dining furniture and other landscape features, entertainment, leisure activities and some / limited car movement</p>	<p>As the struggle to obtain new green space for growing communities continues, footparks are a new concept in urban neighbourhood recreation in a diminishing public landscape. They are located on footpaths that already exist and can be right outside the front door of almost every building. Through design and activation these spaces can provide valued space to workers, residents and visitors to actively engage in the public realm through recreation and cultural activities.</p> <p>Laneways contribute to the character and function of cities and are an important community asset that provide pedestrian access, amenity, social interaction and unique public spaces. As cities become more densely populated, and more activity and higher transportation use puts increased pressure on public realm and open spaces, laneways are becoming increasingly important.</p> <p>Laneways have long provided service, drainage and vehicle access functions; yet many have become forgotten, underutilised spaces. Successfully revitalised laneways within cities have demonstrated how laneways may be transformed into unique destinations that provide interest, respite, and human scale experiences. They also have great potential to improve pedestrian accessibility and provide much needed public open space for people to stop, rest, interact and socialise.</p>
Temporary Installs	A suitable street that is occasionally temporarily closed for leisure and recreation purposes mostly for families and children	Play streets or spaces can be provided by temporarily closing streets to through traffic—just like a street party—so children and parents can play outside. They make everyday play and exercise fun and easy and can result in friendlier neighbourhoods.
Active transport network, such as pathways	CBD roads, streets and footpaths that support active transport including walking and cycling	<p>As part of the public realm, green streets are linear corridors that give priority to walking, cycling, jogging, walking and greening the local area. Treatments on green streets can include traffic calming, footpath widening, seating shade trees, grassing and other landscaping.</p> <p>By connecting public open spaces, green streets increase accessibility to a diversity of open spaces as well as to other local destinations (e.g. shopping centres and schools). They also encourage higher levels of physical activity.</p> <p>Green streets can provide transitory encounters with nature through the landscaping used. They function as complementary spaces not supplementary ones.</p> <p><i>The Malop Street Green Spine is considered a green street.</i></p>

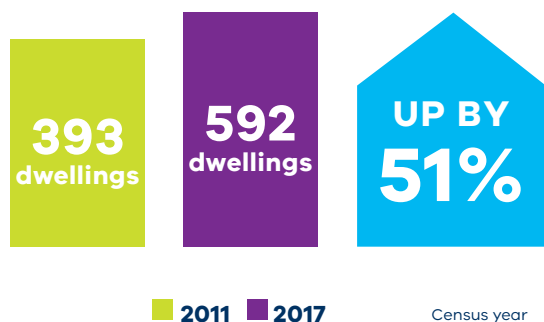
Population growth

An increase in residents, workers, students and visitors to central Geelong will put more pressure on existing open space and demands for new areas or improvements to existing spaces.

Resident Population

The Central Geelong Revitalisation Project aims to achieve a resident population of 10,000 people living in the Central Geelong Action Plan area by 2028.

TOTAL NUMBER OF DWELLINGS IN THE CENTRAL GEELONG INCREASED BY 51% BETWEEN 2011 AND 2017.



Most of these dwellings are located around the fringes on the Central Geelong Action Plan area with concentrations in the north, near the waterfront, and in the east, near the hospital and medical facilities.

Workforce

Central Geelong hosts a significant worker population.

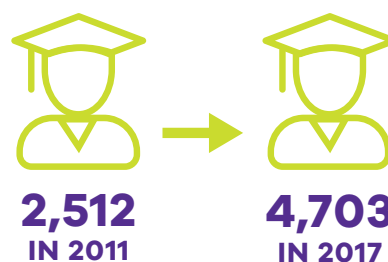


TOTAL EMPLOYMENT BETWEEN 2011 AND 2017,

= 30,476 JOBS

Students

Deakin University's Waterfront campus in central Geelong has almost doubled in student numbers between 2011 and 2017.



There are more students now living in central Geelong too, with the recently completed T&G House and the Waterfront Campus Accommodation providing a combined 443 student beds.

Geelong community and health data

Access to open space is important for community health and well-being. Participation in sport and recreational programs and activities contributes to physical health, whilst green spaces allow a connection to nature, opportunities for social interaction or respite from urban pressures.

The following data provides a snap shot of Geelong's residents.

Characteristics



ADULTS AGED 60-69

had the biggest population increase between the 2011 and 2016 Census.

10% OF THE POPULATION WERE BORN IN A NON-ENGLISH SPEAKING COUNTRY.



of the population speak a language other than English at home.

2,402 PEOPLE

identify as Aboriginal or Torres Strait Islander, which is more than any other local government area.



21.1% OF THE POPULATION IS CLASSIFIED AS LOW INCOME.



96% OF ADULTS

feel safe walking alone during the day.



71% of Greater Geelong adults **attended a local community event**, higher than 58% for Victoria.

Challenges



Less than half the population report their health status as good or very good.

32%

of Greater Geelong adults have **anxiety** or **depression** which is **higher than the level for Victoria**.



ARE CLASSIFIED AS OBESE OR PRE-OBESE.

10% report very high/ high psychological distress.



Over half of Greater Geelong adults **do not meet** the physical activity guidelines.



What the community want

To gauge the views of the central Geelong community a survey was undertaken.

Of the 269 responses received, the majority of respondents indicated that they would like to see a central Geelong that is greener and cleaner and has a network of parks and community spaces that are flexible, multi-purpose, vibrant, safe, creative and full of artistic expression. Respondents said they would like places that are easy to relax and socialise in and more outdoor dining spaces.

They envision places to run dogs off lead, more events to go to, less cars and safer and more comfortable places for walking and cycling. They would like more places to sit down in the public realm and places for children and young people to play.

Points to note include:

- » Most people (85%) responding to the survey were visitors or workers.
- » Most people rated the provision of community green spaces as good or average.
- » Spaces, places and activities that the respondents suggested were under-supplied in central Geelong include:
 - > Places to eat lunch
 - > Community gardens and urban agriculture
 - > Public roof top spaces
 - > Markets
 - > Central green or park
 - > Play spaces for children
 - > Places to take the dog
 - > Parks, plazas and laneways
 - > Seating
 - > Safe spaces, connectivity
 - > Skate bowl.

Creating a Liveable Community

The planning and provision of open space focuses on the amount of open space that is available, the activities that can be undertaken and the overall accessibility level of the network.

It is important that in planning open space to support residents, workers and tourists in Central Geelong that these three elements are addressed.

Open Space needs of Key Demographic Groups in Central Geelong



Residents (and their pets) want comfortable and shaded public open spaces to recreate, relax, socialize, garden and exercise in and for active transport. Many will be living in apartments or small spaces and access to public green space is critical for physical and mental health. They will use all the amenities and services of inner city living, attend markets, events and festivals. Children will require unstructured natural and built play opportunities.



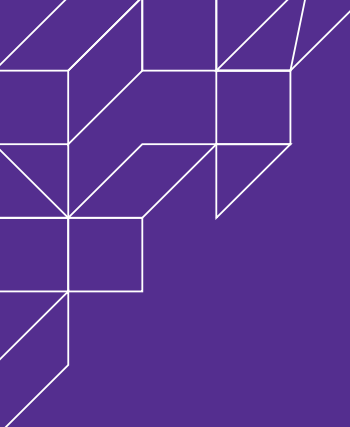
Young people need shaded places to socialize, recreate and to make an impact on their environment through projects such as public art and fun, cultural and music events.



Workers and students need safe active transport connections on road and footpaths / laneways. They need shaded breakout spaces for eating, exercising, studying and socialising. Many will linger longer in the public realm in Laneways and at events and festivals.



Tourists and visitors want excellent way-finding around the city so they can enjoy all on offer. They want memorable experiences, to see beauty and indulge their all senses from water views, food and wine to beautiful vegetation. They will be attracted to markets, events and festivals.



Existing open space in central Geelong

Open space is essential for the health, well-being, ecology and economic prosperity of central Geelong. The quality of civic and green spaces sets the tone for the whole city. These spaces reflect what is really going on in a vibrant, clean and safe central Geelong—it is where most visitors and residents play.

Central Geelong’s open space areas can be categorised as parks, connections or other open space areas. Existing assets under each of these categories are outlined below.

Parks

Central Geelong has a great range of parks, reserves and open space within close proximity. A description of some of the parks in and around central Geelong that support much of the outdoor recreation activity for residents, workers and visitors are provided below. Their location can be found by referring to Figure 2.



Figure 2: Open space areas in and near Central Geelong





Geelong Waterfront

The Geelong waterfront comprises a series of connected recreation areas, including:

Western Beach

Steam Packet Gardens

Transvaal Square (outside study area)

Eastern Beach Recreation Reserve (outside study area)

Royal Geelong Yacht Club.

These areas are predominantly visitor focussed but also offer recreation and leisure opportunities for workers, students and residents. Key infrastructure includes piers, restaurants, boating facilities, youth and children's facilities and general picnic and relaxation facilities. There is a mix of historic and contemporary infrastructure.

The Geelong Waterfront's north facing shores straddle Corio Bay. Whilst not considered open space for the purposes of this report, key access points along the Waterfront enable water based activities and experiences which contribute to the health and well-being of the community.

Johnstone Park

Johnstone Park, on Geelong's western edge is bounded by Fenwick, Mercer, Little Malop and Gheringhap streets, and Gordon Avenue. Once a swamp, then a dam, the area was transformed into a park in 1872, the idea of Mayor Robert de Bruce Johnstone.

On its southern edge, Johnstone Park is flanked by a series of important civic buildings, including the historic City Hall, Geelong Gallery, Peace Memorial and Regional Library.

The park entails walking paths, a rotunda and a memorial. It regularly hosts events and festivals.

Improvement works to the park in 2017/2018 included a raingarden, resurfacing the walkways, upgrading the irrigation system, new lighting, a CCTV network and a new surface on the forecourt to enable events and activities to take place. The raingarden is an integrated water management system designed to harvest, clean and store rainwater and irrigation run off in the park. The project also included 150 metres of extra planting and improved universal access into the park via a new ramp.

Eastern Park (outside study area)

Eastern Park is a significant open space area for the municipality's residents, workers and visitors. Facilities include an all-ability playground, picnic area, dog off-leash area, bowling greens, football fields, cricket ovals, tennis courts and a golf course.

The Try Boys Basketball Stadium is located on the far south eastern corner of the open space network. Visitors are attracted to the Botanic Gardens and the walking path network where great views of the city and the ocean can be found. Limeburners boat ramp provides a boat launch. The Geelong High School is located on the southern edge of the park and the Geelong Conference Centre in the centre of the park.

Pevensey Park (outside study area)

The ornate Pevensey Park hosts the Ron Roberson Rose Garden on the south side of Malop Street and a grassed local park and a basic play space on the north side of the street. A future stage of the Malop Street Green Spine is proposed to run through the centre of the park.

Austin Park (outside study area)

Austin Park is an undeveloped space on the edge of the Geelong Waterfront, to the south of Eastern Beach across Upper Eastern Beach Road. The park has picnic tables and a small native plant garden.

Kardinia Park (outside study area)

The Kardinia Park precinct, a regionally significant reserve, is home to AFL Football Team Geelong Cats and the Geelong Cricket Ground. Kardinia Park is also home to St Mary's Sporting Club, the Geelong Umpire's League, Senior Citizens Centre and Men's Shed

The large reserve consists of three playing fields including the GMHBA Stadium arena. The Geelong Cricket Ground and West Kardinia Oval are home to the Geelong Cricket Club. The park is also home to a major netball centre for the Geelong region with up to 5,000 netball payers participating here each week. There are nine competition-standard courts including a feature show court with extensive lighting. The Kardinia Aquatic Centre is also within the park along with other community facilities such as playgrounds and running/walking tracks with fitness equipment.

Richmond Oval (outside study area)

Richmond Oval is a multi-use sports ground with a turf wicket and quality surface. The reserve also has a pavilion, netball court, playground, dog off leash area, public toilets, and cricket practice nets.

Kenworthy Reserve, Stradling Reserve, Hopetoun Park and George Trickey Playground (outside study area)

These neighbourhood parks provide local playground facilities.



Connections

Streets are most important public places in a city as they carry not only the means of access to a variety of facilities, but they are also symbols of a community's identity.

Streets are the "common ground" where people meet and where social connectedness is fostered. These are the public places where the character of the city is most evident and where a strong sense of community pride can be engendered. For these reasons the focus will be on improving the quality of streets to support people walking, cycling, driving or riding on public transport, but also to enhance them as important places in the city centre of Geelong. In this way they will be able to perform at their optimal level socially, economically and environmentally.

Urban Triage

To ascertain where investment in streetscape enhancement is required and will have the most impact, the existing streetscapes in the study area were evaluated. This survey identified those streets that have had the benefit of recent high-quality improvements and where further investment will have little impact and indeed could reduce the good function of the street.

The survey identifies those streets that are dominated by the presence of cars and where buildings turn away from the street presenting blank walls to the public realm. It makes little sense to invest heavily in streetscape improvements because the relationship between the buildings and the streets are unlikely to change until the buildings are redeveloped.

There are, however, streets that have good quality, fine-grained, highly detailed buildings on

either side of the street, and where improvements will have high impact on improving the urban condition. These streets are in need of attention as they could either decline in quality if ignored, or they could be part of an urban revitalisation if improved. Investment in these marginal or average streets makes sense as the impact will be potentially greater than in other streets.

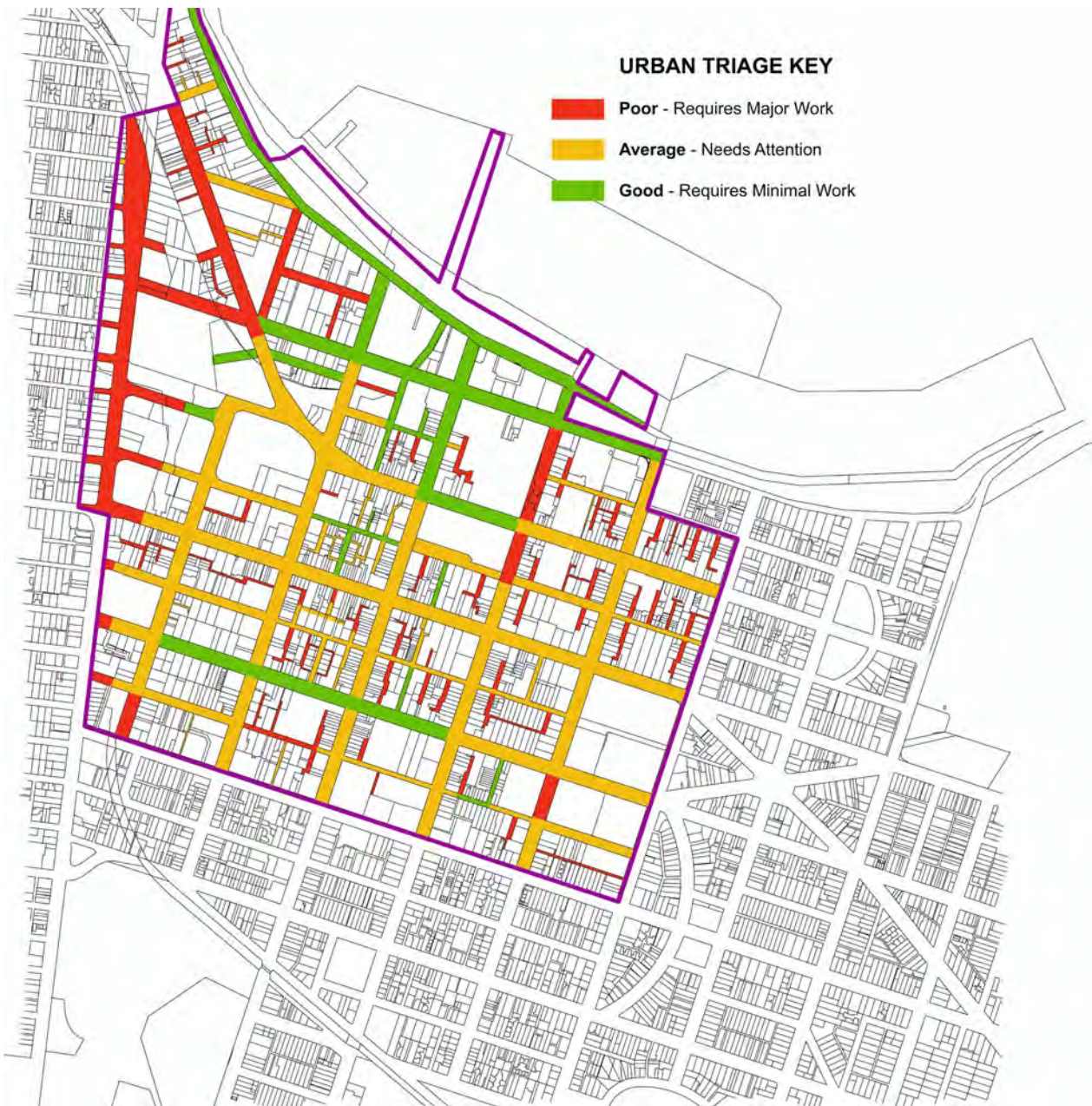
Factors that were evaluated to determine the quality of existing streetscapes include:

- » the "grain" of subdivision and of built form;
- » whether there are active frontages or blank walls;
- » whether there is good landscaping;
- » whether the street is dominated by traffic and noise;
- » whether adequate footpaths are provided;
- » whether there is good quality street furniture;
- » whether there is good lighting and way-finding infrastructure.

The Urban Triage map (figure 3) shows those streets which are already of a high quality and which require minimal investment, those streets which are "too hard" and which require significant redevelopment, and those streets which, with relatively modest investment, could be significantly improved and potentially trigger further inward investment into the Geelong city centre.



Figure 3



Space Syntax Analysis

Space Syntax is a set of techniques that measure and model spatial accessibility.

The approach works by transforming the street pattern of an area into a network “graph”. In urban systems, the road centreline map of the area is often used as a starting point, where the network is divided into individual “segments” of space, each segment being the street or path between two intersections. Each segment is then evaluated using a mathematical algorithm to calculate its inter-connectedness within the network, i.e. how relatively easy or difficult it is to reach that segment from all other segments, or how likely it is that movement between different parts of the network is likely to pass along that

segment. In this way, the software calculates both the “to movement” and the “through movement” characteristics of each segment.

The technique produces “heat maps” that show accessibility in terms of colours, the most accessible streets being coloured red, through to the least accessible being coloured blue. The model is then able to predict which streets are highly accessible and therefore more likely to be used by more people, and those which will have little or low use.

Figure 4 shows the heat map for the study area. This shows the existing key pedestrian routes through the city centre.

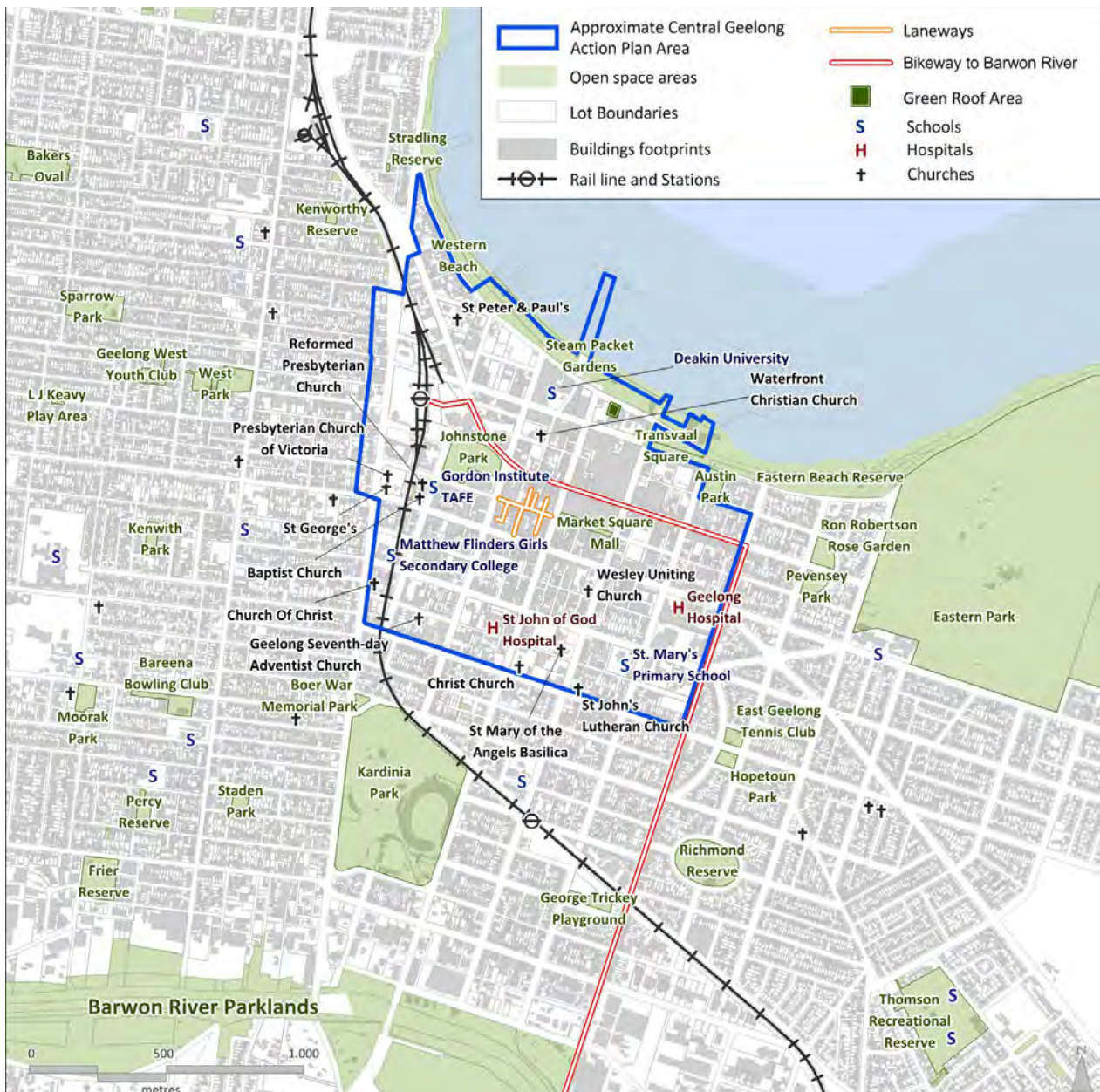
Figure 4



Other open space areas

Other open space areas include churches, schools, plazas, laneways, key footpaths, and rooftops. These are identified at Figure 5.

Figure 5



Activity provision

Central Geelong currently caters for a wide range of outdoor activity types. Table 3 sets out the most common or desired activities that could be expected to be accommodated in open space in a contemporary inner-city environment for workers and residents.

For most activities there are opportunities within central Geelong and within two kilometres of the centre of the study area.

Activity	Open space location with Central Geelong	Open space location within 2kms of the centre of Central Geelong
Walking	CBD footpaths, waterfront pathways,	Waterfront pathways, Barwon River pathways, Eastern Park
Jogging	CBD footpaths, waterfront pathways,	Waterfront pathways, Barwon River pathways, Eastern Park, Landy Field Athletics Track
Cycling	CBD cycle lanes	Waterfront pathways, Barwon River pathways, Eastern Park, Belmont Island Criterium track, Western Oval Velodrome
Skating and skateboarding	CBD footpaths, waterfront pathways,	Waterfront pathways, Barwon River pathways, Eastern Park
Dog walking (on a lead)	CBD footpaths, Johnstone Park	Waterfront pathways and parks, Barwon River pathways and parks, Eastern Park
Dog exercise off-lead	Not available	Eastern Park
Gym work outs (indoor and outdoor)	CBD indoor Gyms. No outdoor gyms	Waterfront (boot camps, PT's Active and Healthy classes). No outdoor gyms
Yoga / Pilates (indoor and outdoor)	CBD private studios	Waterfront classes
Swimming	Bay (unprotected)	Eastern Beach Swimming Enclosure, Kardinia Aquatic Centre (seasonal)

Activity	Open space location with Central Geelong	Open space location within 2kms of the centre of Central Geelong
Relaxing and reading	Johnstone Park, City Library, cafés	Waterfront Parklands, Riverside Parklands, Eastern Park, Austin Park, Botanic Gardens, Transvall Square, Peveny Park
Group socialising and picnicking	Waterfront and Johnstone Park	Waterfront Parklands, Riverside Parklands, Eastern Park, sporting events and activities
Kicking a ball	Johnstone Street Park, Steampacket Gardens (waterfront)	Eastern Beach Recreation Reserve and Beach, Eastern Park, Kardinia Park, Richmond Oval, Thompson Recreation Reserve
Playing (in a playground)	Poppy Kettle Playground	Eastern Beach Reserve and playground, Hopetoun Park, Kardinia Park, Peveny Park, Richmond Oval, York Street Reserve, George Tricky Playground, Kenworthy ?
Non-motorised wheeled activities – skate, bmx, roller blades, scootering	Geelong Youth Activities Area	Waterfront pathways, Barwon River pathways, Eastern Park pathways
Motorised skateboards and push bikes, segway	Steampacket Gardens (waterfront), bike lanes	Waterfront pathways, Barwon River pathways, Eastern Park pathways
Sport	Triathlons, (outdoor) basketball, sailing, swimming (bay)	Kardinia Park: swimming, AFL, cricket, tennis, Eastern Park: cricket, football, lawn bowls, golf, tennis John Landy Field: athletics, Richmond Oval: AFL, cricket, tennis, Hopetoun Park: tennis (clay) Barwon River: rowing, Tri Boys (indoor) basketball, Barwon Valley Activity Centre: futsal, dodgeball, taekwondo, roller derby, karate, badminton
Boating - recreational kayaking, canoeing, sailing, motor boating, rowing	(part of) Eastern Beach Recreation Reserve – boat ramps, beach, Geelong Yacht Club (private)	Eastern Beach, Barwon River Parklands, ramps at Limeburners Point and St Helens
Teenage hangout	Market Square Mall. Geelong Youth Activities Area	
Events, festivals and markets	Steampacket Gardens, Johnstone Park, Arts and Cultural Precinct, Market Square Mall	Eastern Park, Kardinia Park, Belmont Market

Gap analysis

Access to Parks

One method used to understand the quality of the provision of parks in central Geelong is to consider the location of existing parks and determine if residents and workers have ready access to them.

Walkability is a term that describes how easy an area is for walking. Factors influencing walkability include the presence and quality of footpaths, pedestrian crossings, traffic and road conditions, land use patterns, building accessibility, and safety, among others.

For the purposes of this report a walkable distance from a house or workplace to a park (open space area for recreation purposes) has been set at no more than 350 metres. This walkable distance is referred to as a 'ped shed'.

Walking in a central business district is different to that of walking around a suburban neighbourhood. In central Geelong any walk will encounter traffic and waiting at traffic lights, which takes time. The 350 metre ped shed is an indicator that walking is slower in a CBD environment than it is in a suburban area, which typically uses a ped shed of 400 metres.

Getting this right is an important matter for the future viability of central Geelong as a preferred place of employment and residence.

A access assessment for the study area is shown in Figure 6. It shows walkability for 200, 250, 300 and 350 metres to the entry points of that open space.

The northern side of central Geelong is well serviced by the waterfront precinct and Johnstone Park. These open space areas provide a variety of places and spaces for a diversity of

activities. For people who live or work in these areas it is easy to walk to a park and access trails and paths that lead to other areas and support linear recreation (e.g. fitness walking and jogging).

In the southern part of the study area there is less choice of open space within

350 metres of the home, office or business. From approximately Myers Street south there are no open space areas within the study area (refer to Figure xx).

As people do not necessarily demarcate between open space areas within central Geelong and those within a walkable distance outside this boundary the open spaces closest to the boundary must also be considered. Residents and workers in the east benefit from being walking distance to several small parks and Eastern Park, just outside the study area.

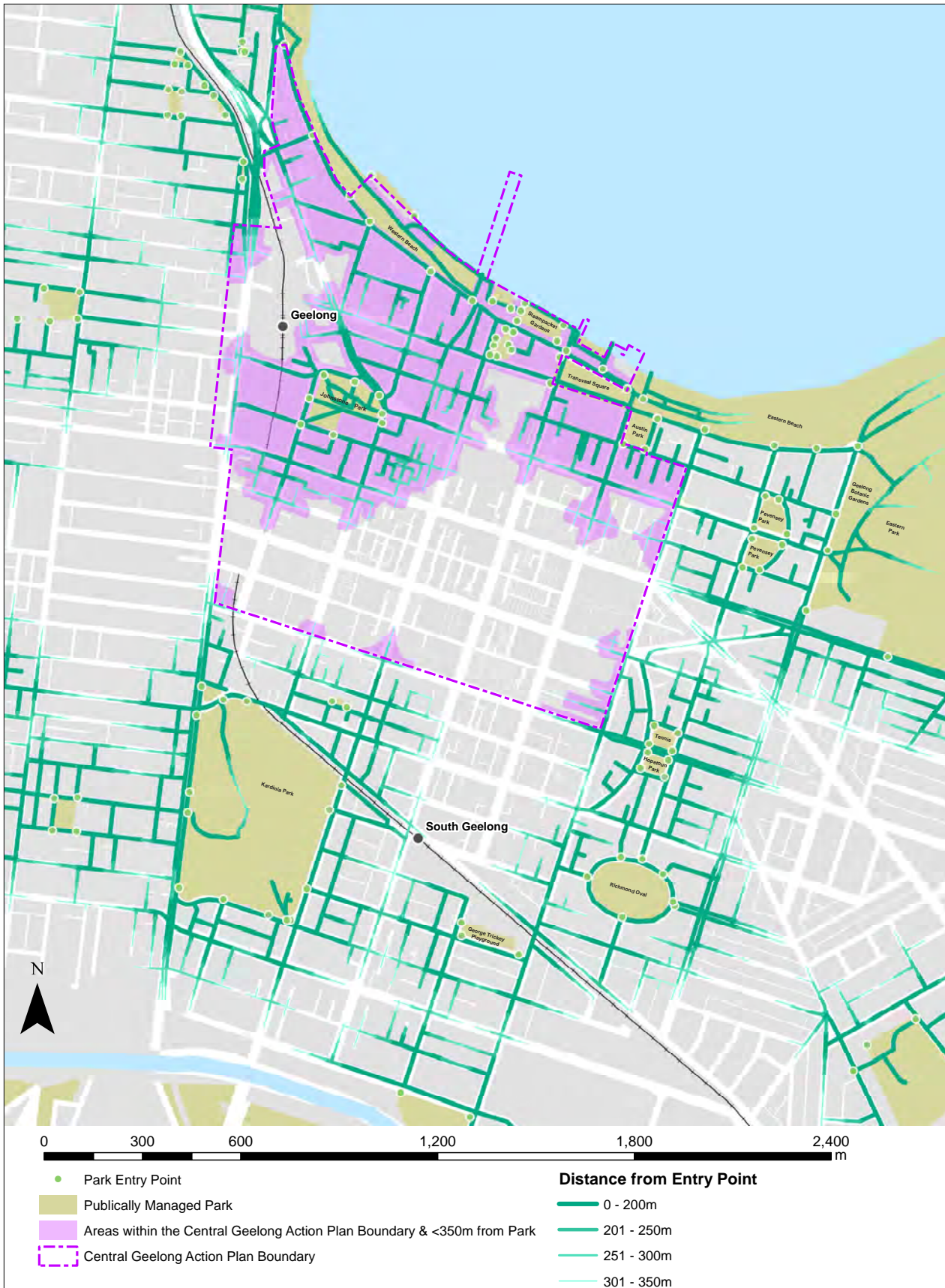
The open space is required in the area between Myers Street and McKillop Street but also extending down to Ryrie Street as the residents and workers in this part of town have some open space access it is limited in variety and activity opportunity.

Internally to the study area, north south connections are not clearly legible or easily accessible due to topography and urban design. Drawing people from the waterfront into central Geelong and all the recreation opportunities that are on offer requires intervention.

Partnerships with schools in central Geelong for use of their facilities provides opportunity for improved access to play grounds and kick about spaces in the early phases of population change in central Geelong. These could be arranged through shared use agreements.

Swimming in a swimming pool remains the main access issue for central Geelong residents, students and workers as the Kardinia Aquatic Centre is situated on the southern side of the railway line and requires traversing several main roads. There is a swimming enclosure and pool at Eastern Gardens as well though this facility is focussed on leisure swimming.

Figure 6: Walkability analysis of existing open space areas within and outside the central Geelong study area





Connections

The walkability of central Geelong is paramount for a growing population.

Recreation activities provided to all residents have to be within a safe walking distance, particularly for retirees, seniors, students, resident workers and children. Open spaces and activities should not be separated from the residents by insurmountable obstacles such as difficult-to-cross major roads and railway lines.

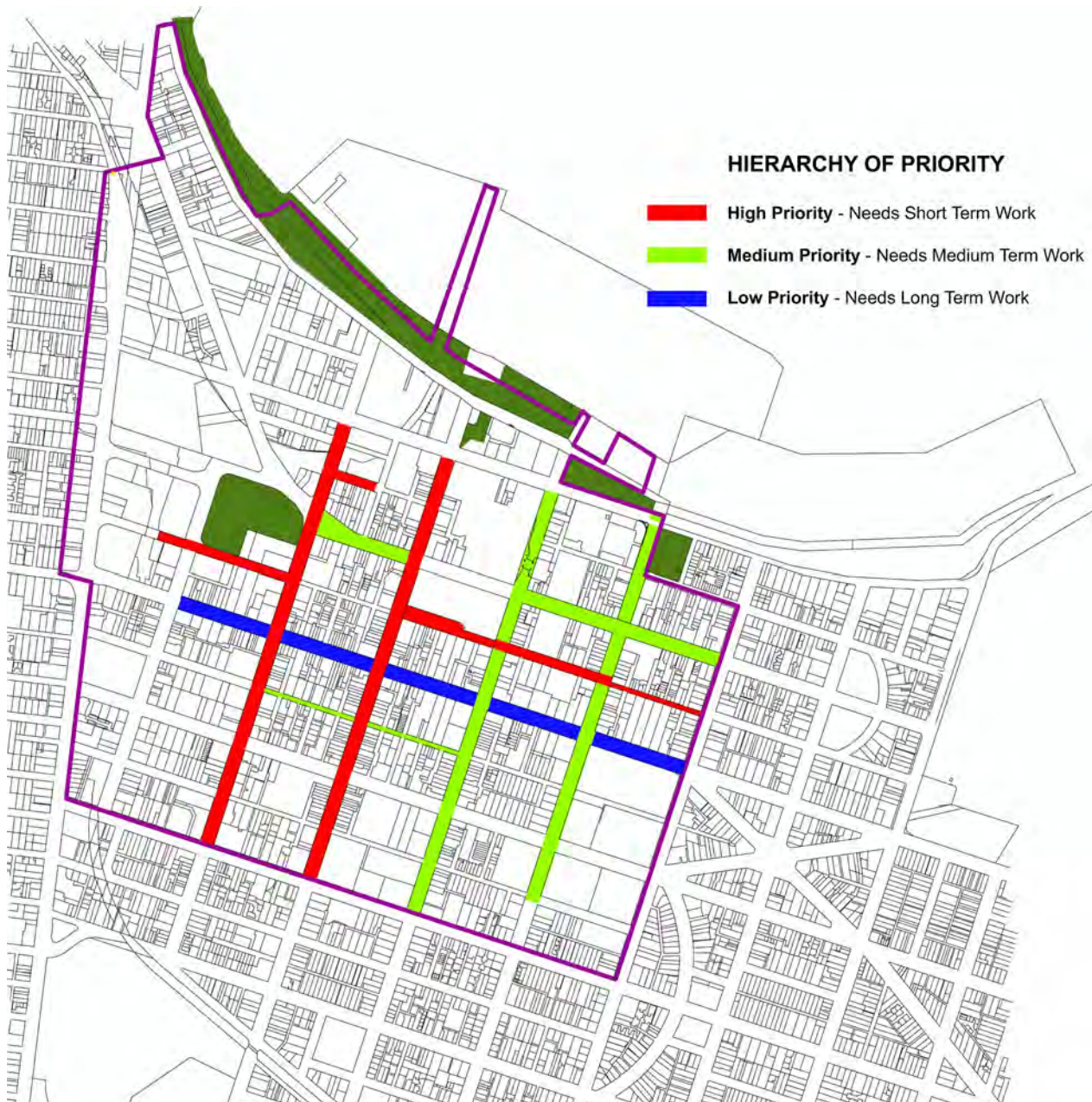
Connections to and between key destinations such as the hospital precinct, Deakin University, Kardinia Park and the transport interchange points at Moorabool Street, Geelong Station and South Geelong Station should be as free of barriers as possible and of high amenity to encourage active transport.

By overlaying the spatial accessibility (page 26) model over the urban triage evaluation (page 25), it becomes clear which streets will provide the most direct and simple routes to open spaces, and those which require streetscape improvements to ensure that they are connections with a high level of amenity.

From this analysis it becomes clear that some streets have the potential for a high level of use, and yet are of average quality. With streetscape enhancement, these could become significant connectors to link people to parks and other open spaces and where the experience of going to these open spaces is a high-quality experience. These streets are Gheringhap and Moorabool Streets in a north-south direction, Yarra and Bellerine south of Little Myers Street and Little Malop in an east-west direction.



Figure 7



Activity Provision

The only activity type that is not available in central Geelong is an area to exercise a dog in an off-leash environment.

The activity types that are not readily available or that are under-supplied in central Geelong and within two kilometres include:

indoor sport on public open space, although there is an underutilised centre just over two kilometres from the centre of the City (Geelong Try Boys Brigade).

community gardens and urban agriculture.

Based on the community feedback, local observations and case study research, the current demand includes more outdoor places and spaces for:

- > dog off-leash areas for dog exercise
- > additional al fresco dining options
- > community gardens and urban agriculture for growing fresh food
- > access to public roof tops for events and activities
- > play for children and young people
- > markets and events
- > seating for leisure, resting and socialising
- > wheeled activities such as skating, scooting and biking.

The open space system that is readily accessible to central Geelong residents is spread over a 2-3km radius. The number of different activities that are already available is very good. Population growth will put pressure on these spaces but due to the diversity and spread of places and spaces, crowding is not likely to be an immediate issue. This situation will need to be monitored and new opportunities created where necessary.

People will attract other people and the potential for the development of new friendships, learning new skills, taking up new hobbies, volunteering and street life will make for a vibrant central Geelong with vastly improved social capital. Increased population will drive a large range of activities and make them more sustainable including clubs, restaurants, venues, events and markets. The ability to engage in the activities that you enjoy is just as important as the diversity and amount of open space in central Geelong.



Addressing Supply Gaps

Case Studies

In order to learn from other projects of a similar nature to that being planned in Geelong desktop research was undertaken. The results are presented below and draw mainly from information on the Internet.

New Parks

1. Newcastle CBD Revitalisation
2. Roof top sports fields in Queensland
3. City of Yarra's Converting Roads to Parks Program

Park Upgrades

4. Rouse Hill Town Centre
5. Macquarie Point, Hobart

Partnerships

6. Darling Harbour precinct

Green Walls and Roofs

7. Central Park, Sydney

Plazas and Malls

8. Charleston Square's Secret Garden

Pathways, Footpaths and Laneways

9. Laneways in downtown Vancouver, Canada
10. Claisebrook Village Urban Revitalisation, Perth

Temporary Installs

11. Central Dandenong – Pop up Park



New Parks

Case Study #1: Newcastle CBD Revitalisation

The construction of the Market Street Lawn was an important moment in the Newcastle CBD's transformation. It demonstrates how a former heavy rail corridor can become a space for public use. The festival for its opening was the first time the former rail corridor had been used for anything other than heavy rail infrastructure in more than a century.

Open Space Impact

This project demonstrates that unused land can be converted into open spaces that can have a transforming effect on a community.



New Parks

Case Study #2: Gair Field, St Lawrence's College, QLD

Occupying one hectare of land and situated above the 1,500 bay Hancock Street Car Park, Gair Field utilises the roof for sporting fields and as an event space. It is marked with a 300 metre running track, eight 100m sprint lanes and three touch football fields, the field is used for sports training and HPE lessons. Primary cricket can play two games simultaneously in the space and it is also used as a play space at break times for the students. The car park structure raises the artificial turf playing field closer to the main school level and students reach it via a link bridge from the school courtyard.

Open Space Impact

This project demonstrates that car park roof tops can add a significant amount of green space to an environment for public or private use and for sport or recreation while still providing car parking spaces.



New Parks

Case Study #3: City of Yarra's Converting Roads to Parks Program

Since 2009, the City of Yarra's Converting Roads to Parks program has generated open space projects by converting existing traffic infrastructure, such as council-owned car parks and sections of roads into small open space areas.

To date the City of Yarra has completed three projects including Barkly Ave, Peel Street and Oxford Street Park.

Open Space Impact

This project clearly demonstrates that new small urban parks can be created from sections of road that are assessed to be expendable in terms of traffic flow and management and successfully converted to public spaces and places.



Park Upgrades

Case Study: Macquarie Point, Hobart

The 9.3 hectare Macquarie Point development site adjoins the Hobart docks and waterfront and sits adjacent to the Regatta Grounds, the Cenotaph and the Queens Domain. The Tasmanian Government responded to feedback from the community and key stakeholders on the development and has taken the opportunity to create a new vision for the space. The Macquarie Point Development Corporation engaged MONA to deliver a stunning vision for the site with vibrant public space at its core. Together they are working to articulate three stages of development including a first stage focus on the development of public space which will be a catalyst to demand for further development on the site. The first stage will also include the development of commercial space, exhibition space and accommodation.

Open Space Impact

This project demonstrates the impact and importance of quality public open space being a catalyst to further private development and renewal.



Partnerships

Case Study #1: Darling Park, Sydney

Darling Park is a landmark commercial and retail complex located in Sydney's popular Darling Harbour precinct at Cockle Bay Wharf. Darling Park incorporates an impressive garden precinct. Created in partnership with a team from Sydney's Royal Botanic Gardens, the garden is a combination of brilliant architecture and clever engineering. Built on a slab of concrete suspended above Sydney's Western Distributor freeway, the Garden is tucked between two high-rise buildings. Divided into six continental rooms, the 3,000 m² garden is designed to form the shape of a large waratah when viewed from above. Over a 1,000 plants have been planted representing every continent in the world.

Open Space Impact

This project demonstrates what can be achieved when working in partnership with others e.g. private developers, State Government and Sydney Royal Botanic Gardens. Amazing green spaces can be constructed between buildings, over freeways and in and around offices and shops. Biodiversity can be increased even in the heart of a large city.



Partnerships

Case Study #2: Rouse Hill Town Centre

Rouse Hill Town Centre is a well maintained neighbourhood destination for people to enjoy al fresco dining, great shopping and entertainment, as well as outdoor spaces and play areas for children. The Town and Market Squares provide a focal point for the whole community, providing a place to meet friends and participate in activities, bringing people together in a friendly open-air environment.

Rouse Hill Town Centre has made available community spaces for the public, residents, event organisers and others to enjoy. A Public Accessible Areas Management Plan was developed to ensure the general rights of individuals to access and enjoy the publicly accessible areas within Town Centre.

Open Space Impact

This project clearly demonstrates that when working in partnership with business, great open space outcomes can be achieved with and for the community.



Green Walls and Roofs

Case Study: Central Park, Sydney

The architect's design brief was to create iconic architecture of the highest sustainable standards, with people at the heart. The brief was led by Dr Stanley Quek, then CEO of Frasers Property Australia, who felt it was important to devote one-third of the 5.8ha site to public open spaces. The outcome is a 6,400m² urban park with an intricate web of roads and pathways, drawing people into the heart of Central Park and delivering its character and soul. Sustainable design features include solar panels, rooftop gardens, tri-generation pipes and water tanks, which are cleverly adapted into each corner of the site.

Open Space Impact

This project demonstrates how a large inner-city development can incorporate so many sustainable features, create a multi-dimensional park both horizontally and vertically. It demonstrates how development yield can be achieved at the same time as public open space for the benefit of not only residents but the whole community.



Plazas and Malls

Case Study: Charleston Square's Secret Garden

Charlestown Square is located just South of Newcastle in NSW. The vision for a sustainable Charlestown Square encompassed social and environmental considerations with the goal of becoming a meeting place to celebrate the heritage, diversity and future of the region. In line with this vision a range of active community spaces and family entertainment areas that provide respite from the bustling market place. The Secret Garden, on Level 2 has been created for families in direct response to the community. It is a unique play environment for kids from ages 1-6, perfectly complementing the existing outdoor play area in the South Piazza, which caters for older children.

Open Space Impact

This project demonstrates that amazing play spaces for children can be provided in plazas, malls and shopping centres with great social benefits and economic results.



Footpaths and Laneways

Case Study #1: Laneways, Vancouver Canada

The laneway between Granville and Seymour Streets in Downtown Vancouver is now a revitalised pedestrian-friendly area. The pilot project led by the Downtown Vancouver Business Improvement Association was supported by the City of Vancouver and local businesses. The laneway's road surface and walls are now bright pink and yellow. There are basketball hoops, soccer goals and balls are provided to play with. Vehicles and pedestrians share the laneway. The daily activations and equipment are managed by a local nightclub which also operates a laneway bar and plays music every night making the space a special place for socialising.

Open Space Impact

This project demonstrates, for a small budget low use laneways can be transformed into multiple use spaces. Many laneways focus on dining, music and socialising but this case the uses are more active e.g. ball games. Laneways can become fun small open spaces in a city environment and can compensate for a lack of traditional parkland.



Footpaths and Laneways

Case Study #2: Claisebrook Village, Perth

Claisebrook Village is situated close to Perth and was created from 137.5 hectares of river-front land. With river and city views, plenty of open space and the addition of Claisebrook Cove, the redevelopment has become known as a model for urban renewal. Carefully designed walking paths, cycle paths, and the Central Area Transit bus system create easy connections between the village, the CBD and the river. The redevelopment has brought more than just physical change to Perth, it has created a market for higher density living and small lots close to the city. Daily people run, walk, cycle and play in the scenic parks, gardens, playgrounds and cycle paths around the Village.

Open Space Impact

This project demonstrates the value of path systems in the inner city. Integrating path systems into the design of a development ensures people living in densely populated areas have access to connected and accessible path systems for walking, cycling, recreation and active transport. This type of development is extremely popular particularly when the access is to waterways, parklands as well as home and work.



Temporary Installs

Case Study: Central Dandenong Pop up Park

The Revitalising Central Dandenong initiative is rejuvenating the city centre. Several key projects are now underway or complete and the initiative is enhancing Dandenong's appeal as a place to live, work and visit. The initiative is being delivered by Places Victoria in partnership with the City of Greater Dandenong, government agencies and the private sector.

One project—the Pop-Up Park—is a temporary park in Foster Street featuring two synthetic soccer pitches, a barbecue and picnic area, and a community garden.

Open Space Impact

The project demonstrates that open space projects do not have to be permanent and that while developments are being planned, approved and funded, temporary installations can take place. Anywhere from a few hours on the street to a few months in an under-used location such as an old car park.

Opportunities

Utilising knowledge of existing assets, the gap analysis and research via case studies, a number of opportunities to improve the open space network in central Geelong have been identified.



New Parks

Opportunities

New parks will generally come through redevelopment of car parks or major public infrastructure projects such as Geelong Railway Station and Civic Precinct.

A budgetary allocation has been made to the Geelong Railway Station and Civic Precinct which will most likely provide multi-storey cars parks and many civic open spaces to complement city life.

Other at-grade car parks are unsightly and an inefficient use of scarce land. While the car park spaces may continue to be required, moving to multi-level car parks, potentially with some levels underground, can release some land for open space functions at the street level or on the roof top.

New developments may add new open spaces and parkland to the mix. Monetary contributions may assist in upgrading existing open space areas in central Geelong.



Park Upgrades

Opportunities

There are opportunities to upgrade parks in and around central Geelong to broaden their appeal.

Austin Park (pictured) is the least developed and used open space area in central Geelong and would benefit from a master planning exercise and significant upgrade.

Other areas such as the Geelong Waterfront already have high levels of use. The master planning process has identified further improvements that have the potential to drive use even higher. It is recommended to continue to use the existing master plan as a guide for budget preparation and ongoing community engagement. Master plan adjustments can be made as infrastructure delivery gets underway, budgets are known and other major waterfront projects progress.



Partnerships

Opportunities

There are various schools, churches, hospitals and higher education facilities across central Geelong that have open space attached to them. Sometimes these are embellished with seats, paths and playgrounds. In other cases there are well manicured gardens.

Generally there are periods of the day or days of the week when these spaces are not required by their primary user e.g. after school or during school holidays or the primary user group does not have a high demand (e.g. hospital patients) and there is spare capacity.

It may be possible to negotiate with the land owners for public access either as open access at any time or limited to certain times.

In other cases, such as the Geelong Waterfront Safe Harbour Precinct, the partnership is about opening up what were once private facilities so that some of the space will be publicly accessible.



Green Walls & Roofs

Opportunities

Both internal and external green walls have a number of environmental and economic benefits for the building owner and for the environment more broadly. The many benefits include improved air quality, reduced energy costs, heat and noise reduction as well as providing the benefits of greening a space to enhance visual amenity. Green walls, in laneways for example, add an improved dimension to the space making the space feel more like a park than a road.

Green roofs can be either public or private activity spaces. Most often a green roof is the top of a multi-floor development and is accessed through the building. The recent redevelopment of the Barwon Water office includes a roof top terrace, providing open space for staff. The space includes garden beds and shaded break out areas.

Sometimes green roofs are public spaces that can be quite park like. In some cases restaurants, bars, glamping or other commercial activities are incorporated. Community gardens could be accommodated within green roofs for residential buildings.



Plazas

Opportunities

Plazas are public and private open spaces that are typically characterised by hard surfaces such as paving rather than grass.

These spaces are capable of handling high volumes of use without wearing out as a grass surface would do.

Small open space areas that are close to high numbers of workers or residents are often better developed as plazas. With the addition of seats, water and shade they are a favourite place for eating lunch, particularly in good weather.

In new developments the ground level space outside the building (e.g. the forecourt) can be paved and the public allowed to use the space. Where two or more buildings are to be developed adjacent to each other connecting the spaces can create a popular and useful space for many events and activities.



Pathways

Opportunities

Every opportunity should be taken to improve pathways as they allow people to exercise either purposefully or incidentally while moving through the city.

The Malop Street Green Spine is adding trees and shrubs to the streetscape, places to eat and relax, allowing commercial establishments to grow, improving walking and cycling outcomes while beautifying the street. The project, which is underway, will significantly improved the link and wayfinding between Johnstone Park and Eastern Park through the heart of the city.

Other pathways such as the Bay Trail along the waterfront and the north-south link along Moorabool Street which takes people from the foreshore (Bay Trail) and connects them to Kardinia Park, the Bellarine Rail Trail to Queenscliff and to the Barwon River Trail network allows for extended walks and rides of more than 20kms, mostly off-road.



Footpaths & Lanes

Opportunities

In particular locations, footpaths can be turned into footparks. A footpark is a wide footpath that has been activated with furniture and landscape or built features for leisure and recreation

As the struggle to obtain new green space continues footparks are a new concept in urban neighbourhood recreation. They are located on the existing footpaths and through design and activation can provide valued space to workers, residents and visitors to actively engage in the public realm through recreation and cultural activities.

Typical footparks allow for coffee and fruit vans, pop up stalls, mobile outdoor office space, outdoor meeting spaces and mobile phone charging.

Laneways are intimate spaces that are ripe for establishing trendy bars and clothing shops; gourmet coffee and innovative cocktails with a backdrop of contemporary music. They can be the 'cool' spaces of the City and are very popular with residents and workers when done well.



Temporary Installs

Opportunities

Not all open space has to be permanent. Temporary installations can be provided during events, major construction works or for key holiday times (Christmas or school holidays).

A Play Street is one example of a temporary install. Play Streets make play spaces by temporarily closing streets to through traffic—just like a street party—so children and parents can play outside. They make everyday play and exercise fun and easy, and lead to friendlier neighbourhoods.

Other temporary open space installs can be activity nodes, pop-up shops, temporary seating and flower beds.

Delivery principles

This report proposes a set of principles to consider when making decisions about acquisition and development of open space in central Geelong.

The importance of each principle will depend on the intended function of an open space and the local context. The principles can also focus on qualitative outcomes for the open space network which complement the criteria, such as size, function and distribution. The principles align with the 'Key Moves' for central Geelong as set out in the *Revitalising Central Geelong Action Plan*.

Planning for Growth

1. Adaptable Open Space
 - > Open space will be adaptable to meet the needs of a changing and dynamic community over time and manage the impact of changing climatic conditions.
2. Distribution equity
 - > The central Geelong community will be able to walk to park land and other open space destinations within 350 metres or a 10-minute walk of their home or workplace.
3. Improving Health and Well-being
 - > A readily available open space network will provide essential benefits to support human health including physical, mental and spiritual wellbeing.
4. Right Location, Size and Shape
 - > All existing open space will be maintained and the new open space will be provided, in the right locations, to meet growing population demand.

A Stronger CBD

5. Sustainable Green Infrastructure
 - > Open space within central Geelong will provide opportunities for supplying green infrastructure to support and improve the ecological health, improve biodiversity and manage stormwater.
6. Intended Uses and Safety
 - > The intended uses of central Geelong's open spaces are clearly communicated, and crime prevention through design used to improve safety and wellbeing.
7. A Revitalised Public Realm
 - > Central Geelong's public realm will be revitalised through the articulation of a new identity and public realm framework and public art.

Inhabiting the City

8. Supporting Diverse Communities
 - > Central Geelong will support a diverse community of people through a multitude of landscapes and a range of recreation and leisure opportunities.
9. High Quality Places and Spaces
 - > Inner city open spaces and public realm will be designed and maintained to a level commensurate with their location, character, heritage, nature and usage.
10. First Australians Involved
 - > Traditional Owners, Aboriginal Elders and Communities and their cultural heritage are recognised and involved in processes regarding provision and character of central Geelong's public open space.
11. Community Stewardship and Involvement
 - > Stewardship of and involvement in places and spaces by users, especially residents is essential to sustainable outcomes.
12. Natural Geelong
 - > The natural features of water and bushland that make central Geelong unique and enduring will be protected, maintained and celebrated.

Getting Around

13. Universal Access
 - > Central Geelong's public open space network provides universal access to all in highly visible, safe and purposeful way wherever possible.
14. Connectivity and Active Transport
 - > For the comfort, safety and convenience of residents, workers, students and visitors, central Geelong's open spaces will be connected to each other by safe corridors, vegetated pathways, trendy laneways, universal footpaths, trails and active transport routes

Green Spine

15. Cool and Green City
 - > A network of green open space and pathways will be created across central Geelong to cool the city in summer, connect east to west and ultimately north to south and linking major parklands, destinations, venues and waterways.







Recommendations

The recommendations set out below will improve the open space network in central Geelong over time as the population grows. The recommendations have been informed by the consultation, research and guiding principles.

The recommendations reflect the need to ensure a comprehensive and diverse open space network for the city. Recommendations have been made to increase the provision of open space, improve existing open space, consider partnerships with stakeholders and to use policy levers where appropriate.

The recommendations are focused on the following themes:

- > New parks
- > Park upgrades
- > Connections
- > Other open space improvements
- > Partnerships
- > Policy.

The recommendations provide direction to a range of stakeholders including state and local governments, the community sector and the private sector, particularly property owners and developers.

Priority for the implementation of recommendations is identified as ongoing, high, medium and low. The priority recommendations are relative and should be programmed into operational works as resources allow.

New Parks

Recommendation	Priority
<p>New Open Space South of Myers Street</p> <p>New open spaces in the south of the study area are critical for the emerging working and residential population.</p> <p>Identifying possible new open spaces includes both private and public opportunities. This may come from Council owned assets, surplus government or agency land, private development or acquisition from on-market offerings.</p> <p>While Council owned assets provide an opportunity to create new open space, there will be competing demands to meet other city infrastructure needs. At grade car parks are ideally located within the study area and improvements to open space should be an option explored in their land use and development potential.</p> <p>The Haymarket car park is a council asset gifted to the city for car parking that could provide new open space. The land has the capacity to achieve a 4,000sqm public park alongside a multi-level car park, as well as being able to integrate into the adjacent Basilica gardens.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Investigate public and private open space opportunities as they arise through development or property sale in the area bounded by Latrobe Terrace and McKillop, Yarra, Swanston, Malop and Ryrie Streets. 2. Include full or partial conversion of at grade car parks to open space in any strategic review of Council owned assets that would service the walkable catchment area bounded by Latrobe Terrace and McKillop, Yarra, Swanston, Malop and Ryrie Streets. 3. Identify a range of feasible options, drawing on the opportunities' outlined in this report, and determine potential costs to create new open space area bounded by Latrobe Terrace and McKillop, Yarra, Swanston, Malop and Ryrie Streets within the next 10 years. 	<p>High</p>
<p>Australian Defence Force (ADF) land (Cnr Bellarine and Little Myers Streets)</p> <p>The ADF land on the corner of Bellerine and Little Myers Street is commonwealth land that may be made available as surplus to government requirements. Much of the land is likely to be used for hospital functions. An open space within the design could be pursued for use by patients and visitors to the hospital as well as nearby residents.</p> <p>Any new open space here will be important to meeting the walkability standard in the southeast section of the study area.</p> <p>Action:</p> <ol style="list-style-type: none"> 4. Work with the hospital precinct master planners to achieve public open space in the design. The close proximity to the hospital leads to the opportunity to incorporate restorative, contemplation and quiet reflective spaces in the area including bringing back nature (landscaping, vegetation, water) to enhance the experience. 	

Park Upgrades

Recommendation	Priority
<p>Central Geelong Waterfront Masterplan 2011</p> <p>The Central Geelong Waterfront Masterplan is a long-term plan to develop the parks that, combined, comprise the Geelong Waterfront including multiple access points to Corio Bay.</p> <p>Actions:</p> <ol style="list-style-type: none"> Continue to implement the Central Geelong Waterfront Masterplan 2011 as resources allow. Review the Central Geelong Waterfront Masterplan to ensure consistency with the new Marine and Coastal Act 2018. 	<p>Medium</p> <p>Medium</p>
<p>Little Malop Street Plaza open space</p> <p>Consider how the Little Malop Street plaza area, and the spaces leading to it, can provide for a diverse range of people, offering safe social and passive recreation opportunities that can transition from day use to evening uses. Involve all stakeholders, including property owners, tenants, community groups and agencies in understanding the values and opportunities for the space.</p> <p>Action:</p> <ol style="list-style-type: none"> Develop a master plan for the area bounded by Moorabool Street, Yarra Street, Malop Street and Ryrie Street. 	<p>Low</p>
<p>Johnstone Park</p> <p>Johnstone Park is a heritage open space that is well used but has the potential for more intensive use. The land is also pivotal to the activation and success of the Arts and Cultural Precinct and the design and functionality of the Railway Station and Civic Precinct.</p> <p>Actions:</p> <ol style="list-style-type: none"> Prepare a master plan for Johnstone Park to ensure the appropriate long-term development of the park and to protect and enhance its heritage and community value. 	<p>Medium</p>
<p>Austin Park</p> <p>Austin Park is a valuable open space asset near to the waterfront and nearby residences. The park has the potential to host a number of activities that will support a growing population, including the potential for a dog off-leash area.</p> <p>The local community, through the consultative process for this project, have expressed a desire for a masterplan for the park. In light of community feedback the master plan should consider expanding the existing high-quality native planting area to include a community garden, additional picnic areas, pathways and a nature based play space.</p> <p>Actions:</p> <ol style="list-style-type: none"> Develop a master plan for Austin Park in consultation with local businesses, residents and key stakeholders. Consider the potential for the park to offer a dog off-leash environment. 	

Park Upgrades

Recommendation	Priority
<p>Transvaal Square</p> <p>Actions:</p> <p>11. Review then implement the master plan for Transvaal Square. Consider increasing the usable area of the park through terracing or platforms to make the embankments accessible and more usable for picnics, events, ceremonies, market stalls and other activations.</p>	<p>Medium</p>
<p>Kardinia Park</p> <p>Kardinia Park is a regional sport park, including GMHBA Stadium, home of the AFL team the Geelong Cats. The park also accommodates the city's major aquatics centre, netball courts, the Geelong Cricket Ground, the West Kardinia Oval and a large number of cricket practice nets (the David Kelly Training Centre). The park will be important for central Geelong residents for active recreation.</p> <p>Actions:</p> <p>12. In consultation with the Kardinia Park Stadium Trust, associated clubs and user groups develop a master plan for the community sports facilities at the park and aquatic centre. The masterplan should assess the need for an indoor swimming complex and indoor sports centre.</p>	<p>Medium</p>
<p>Pevensey Park</p> <p>Action:</p> <p>13. Upgrade the northern section of Pevensey Park, particularly the playground. The playground will be required over time to cater for the growing population of children living on the eastern edge of central Geelong.</p> <p>14. Maintain the Ron Robertson Rose Garden but consider improving the facilities to support weddings and ceremonies.</p>	<p>Low</p>
<p>Hopetoun Park (both sides of McKillop Street)</p> <p>Hopetoun Park is a local sport and recreation park with a private tennis club (no public access) on one side of the street and toddler and primary play on the other.</p> <p>Actions:</p> <p>15. Prepare a master plan for the park in consultation with local residents. Consider expanding the toddler and primary play space, and landscaping to a create nature play space.</p>	<p>Low</p>
<p>Eastern Park</p> <p>Eastern Park, with strengthened links to central Geelong via the Green Spine and other urban greening projects, will likely be a popular park for residents going about their day-to-day recreation, leisure and exercise routines as an alternative to the foreshore.</p> <p>Actions:</p> <p>16. The Eastern Park and Geelong Botanic Gardens Strategic Master Plan 2008 is over 10 years old. Update the master plan to cater for expected central Geelong population. Implement, over time and as required, the master plan when complete. Ensure that community views are incorporated into the planning process.</p>	<p>Medium</p>

Improving connections

Recommendation	Priority
<p>Urban Forest Strategy</p> <p>Footpaths and roads are active transport corridors for walking and cycling. They are critical to the success of central Geelong becoming an active transport hub and to support safe and enjoyable walking and cycling for visitors, workers and residents. Enabling people to safely and easily move around central Geelong is important for its future viability and liveability.</p> <p>Footpaths and roads also collect and disperse storm water. If this is designed effectively water can be gathered and stored and used for tree watering or gathered and cleaned before flowing into a waterway.</p> <p>Footpaths provide the greatest opportunity for cooling the urban environment, capturing and storing carbon, and providing shade and habitat on an effective scale.</p> <p>Action:</p> <p>17. Continue to implement the Urban Forest Strategy 2015-2025 projects as a way of improving active transport, pedestrian comfort, greening, road legibility, traffic flow, scenic amenity and storm water management.</p>	<p>High</p>



Other open space improvements

	Recommendation	Priority
Green Roofs	<p>Public Access to Green Roofs</p> <p>Action:</p> <p>18. Encourage green roofs in new developments for the benefit of residents or workers of the building. Where suitable, consider using developer incentives to provide public access to the space as well.</p>	Low
Plazas	<p>Customs House Plaza</p> <p>Customs House Plaza is a local civic plaza which could be upgraded to increase popularity for leisure, events and small activations. The water feature is already popular with families and children for play and for adults for visual amenity during resting and relaxing.</p> <p>Action:</p> <p>19. Prepare a master plan to further upgrade the Customs House Plaza area particularly the area around the embankment currently covered in mulch.</p> <p>20. Consider extending the steps to wrap around the trees along Moorabool Street to allow people to sit on the steps to eat lunch, gather, meet and relax.</p>	Medium Low
	<p>Ground Level Plazas</p> <p>Ground level plazas associated with new residential or office buildings should be made publicly accessible where possible. Opportunities where there are two or more adjacent developments should be seriously pursued.</p> <p>Action:</p> <p>21. Through planning interactions with developers influence the design process to encourage ground level public plazas and to create, where possible with two or more developments a single, larger space. Consider the design of the space to ensure that it is inviting with a mix of light and shade and protection from rain and wind.</p>	Medium/ Low
Pathways	<p>Malop Street Green Spine</p> <p>Planning has been undertaken for the signature green spine project along Malop Street eventually connecting Johnstone Park to Eastern Park. Funding has been allocated for one block between Moorabool and Bellarine Streets and work has commenced. Future stages should be in budgets of the Lead Agency.</p> <p>Action:</p> <p>22. Continue to design and seek funding for future stages of the Green Spine. Ensure the key stakeholders are well-informed throughout the process.</p>	High

	Recommendation	Priority
Pathways	<p>Link to Barwon River</p> <p>Action:</p> <p>23. Investigate and action priorities and solutions to safely link Corio Bay and central Geelong with the Barwon River trails network along Mooroolool Street for people either walking or cycling.</p>	<p>High</p>
Footpaths and Lanes	<p>Footparks and Outdoor Rooms</p> <p>Footparks can be created on existing public open spaces to provide space and places for socialising, coffee and fruit vans, pop up stalls, mobile outdoor office spaces, outdoor meeting spaces, mobile phone charging among others. There are multiple locations around central Geelong where footparks could be created. For example on streets that are wide, where the location needs activating due to inactive walls, and where the activity does not impact on driveways, front doors and other uses.</p> <p>Outdoor rooms could be created in much the same way as outdoor dining attached to restaurants, in this case, not connected with any commercial establishment. The rooms would allow for small group meetings. There would be some separation of groups by half-walls or small hedges. The rooms would have power outlets (for laptops and phone charging) and potentially Wi-Fi access.</p> <p>Action:</p> <p>24. Investigate locations where footparks could be created to increase activation of a space and increase the number of great outdoor spaces available in central Geelong for everyday living, recreation and business purposes. Develop a consultation process with key stakeholders to determine activity demand and design.</p>	<p>Medium</p>
	<p>Geelong Laneways</p> <p>There are still unrealised opportunities for new laneways across central Geelong. As the worker and residential population increased new laneways could be created and a wider distribution across central Geelong could be created.</p> <p>For example the following locations may meet the criteria for a future laneway project. These lanes appear to have low traffic flow; traffic could be redirected or reduced and there would be minimal impact on driveways and shop fronts. Priorities would be determined by a range of factors including future development in these and other locations.</p> <p>Potential locations include:</p> <ul style="list-style-type: none"> • Dennys Place to Malop Street • Ryrie Street to Market Street • Market Street to Little Myers Street • Aitchison Place Laneway <p>Action:</p> <p>25. Monitor the success of the newly developed laneways and continue to investigate new opportunities for laneways across central Geelong..</p>	<p>Ongoing</p>

Other open space improvements

	Recommendation	Priority
Temporary Installs	<p>Temporary Street closure</p> <p>Streets are great public places and make fantastic play and event spaces and can, temporarily, compensate for a lack of open space, particularly to hold larger community events. Some streets can be closed for a day to allow child and youth activities such as inflatable playground or mobile skate facilities. Community events and festivals are great on streets as they afford space and distance to hold large numbers of people and facilities.</p> <p>Action:</p> <p>25. Identify precincts in central Geelong for temporary closures that can be activated with events (e.g. Play Streets) and put in place arrangements and procedures that make closure a relatively simple process for the community and event organisers. For example the need for Traffic, Parking and Pedestrian Plans; Emergency and Evacuation Plans; street closure limits.</p>	<p>Low</p>



Partnerships

Recommendation	Priority
<h3>Western Beach and the Geelong Convention Centre</h3>	
<p>Western Beach is a regional recreation park and is recommended for active recreation and toddler, primary and secondary play. The Youth Activities Area provides facilities for skateboarding, scooters, BMX bikes, basketball, events and it has free WiFi. Poppy Kettle Playground is a neighbourhood playground for toddler and primary aged children.</p>	
<p>An area of Western Beach Foreshore Reserve will be impacted and possibly re-designed during the development of the convention centre.</p>	
<p>Action:</p>	
<p>27. Work with the planners for the Geelong Convention Centre to ensure any opportunities to link the Geelong Convention Centre with Western Beach are considered and designed so as to integrate the spaces as seamlessly as possible.</p>	<p>Medium</p>
<p>28. Return the former boatyard to public open space.</p>	<p>Low</p>
<h3>Church Grounds</h3>	
<p>Work in partnership with local churches that have open space in high demand areas to make the grounds formally available to the public as for quiet leisure spaces.</p>	
<p>Action:</p>	
<p>Often education institutions have surrounding land and recreation and leisure facilities that may be made available to the general public at certain times and under certain conditions. As the population of residents and workers increases in central Geelong these spaces may be needed to help meet open space shortfalls.</p>	
<p>29. Investigate partnerships and shared use agreements with central Geelong church communities to create shared spaces for the general community (perhaps formalising a level of existing public use) to meet open space shortfalls in central Geelong.</p>	
<p>30. In partnership with the church communities upgrade these spaces with landscaping and seating for lunching and quiet contemplative leisure.</p>	<p>Medium</p>
<h3>School and Tertiary Institutions grounds</h3>	
<p>Often education institutions have surrounding land and recreation and leisure facilities that may be made available to the general public at certain times and under certain conditions. As the population of residents and workers increases in central Geelong these spaces may be needed to help meet open space shortfalls.</p>	
<p>Action:</p>	
<p>31. When demand requires access to these areas, work in partnership with schools and tertiary institutions in and close to central Geelong to provide access to grounds and play equipment when not being used by the asset owners. Develop shared use agreements to help activate the spaces and meet key stakeholder requirements.</p>	<p>Low</p>

Policy

Recommendation	Priority
<h3>Development Conditions and Approvals</h3> <p>Take every opportunity to request land, roof tops, green walls or facilities that support leisure, recreation, sport, active transport, biodiversity and ecological sustainability opportunities from developers through discussion and development conditions. The Planning Scheme will need to be amended to support this approach.</p> <p>Action:</p> <p>32. Through urban design guidelines develop a central Geelong specific open space policy and adopt a design guideline to encourage inner city developers to contribute through design to the desired outcomes of the Revitalising Central Geelong Action Plan 2016/2017.</p>	High
<h3>Electricity Wires</h3> <p>Opportunities will exist to underground power lines with new developments being proposed and precincts being designed. At present there is no policy position on this matter. A policy position should be considered and elaborated.</p> <p>Action:</p> <p>33. Establish a multi-agency taskforce to examine how the overhead electricity network can be placed underground and develop a policy position in that regard.</p>	Low



Implementation

Delivery Partners

Successful development and implementation will require support and participation from a broad cross-section of stakeholder groups, including the community, government and private sector.

City of Greater Geelong

The City of Greater Geelong's role in the delivery of open space involves both planning and provision and is dependent on the type of open space involved. The various roles of the City in the delivery of community infrastructure are:

- » As a responsible regulator, the City can require the provision of open space contributions through the Greater Geelong Planning Scheme.
- » As a land and building owner, the City has the potential to develop or use its holdings for open space particularly at-grade car parks.
- » The City is a community service provider delivering programs and initiatives for residents and workers, children, young people and older people.
- » The City can also be an advocate by actively approaching other levels of government to deliver facilities and services required by the community.
- » Finally, as a facilitator/active partner, the City can create enabling environments for partnership and collaboration, and coordinate integrated delivery of facilities and services across the community

Revitalising Central Geelong Partnership

The Revitalising Central Geelong Partnership Team comprises officers from state departments and agencies and the City of Greater Geelong and has been established to implement the Revitalising Central Geelong Action Plan. The team will play a critical role in driving the outcomes of this report.

Private Sector

The private sector, particularly the property development sector, needs to be encouraged to look at providing publicly accessible open space such as plazas and green roofs as part of their developments. Encouragement through the development approval process may be required to maximise the opportunities.



Institutions

Institutions such as schools often have open space such as sports fields and playgrounds that are not used out of school hours

Hospitals and government office accommodations can have open space that could be made available for greater use by the community while not detracting from the function of the facility.

Churches often have large landscaped grounds that are underutilised. In Central Geelong many of these are in the south portion of the City area where open space is most in need.

Discussions need to be had with these organisations where opportunities exist to improve the open space outcomes for nearby residents or workers.

Community

The community, usually through community organisations, is responsible for envisaging and delivering the events that make for a great community life—for a liveable city.

The people behind these events are quite often volunteers. Agencies that control open spaces or issue permits need to make the process as easy as possible so as not to stifle the enthusiasm of the sector.

Strategic Levers

Although funding and delivery of open space has historically been the domain of State and Local Government, there is an increasing trend across Australia to encouraging the private sector to participate.

There are several funding mechanisms available to deliver the range of facilities required for the communities within Central Geelong including:

- » **State and Local Government taxes, rates and charges.** These can be used to provide essential or desired open space and open space infrastructure that are considered necessary in meeting the open space Vision in Central Geelong.
- » **Federal and State Government grants.** Federal and State Government grants are categorised in a range of areas, which are made available to communities and local governments as well as a number of private sector organisations to assist in providing and/or delivering infrastructure on open space areas.
- » **Public Private Partnerships or Joint Ventures.** PPPs or JVs in the community infrastructure provision area generally involve a commercial partner gaining rights to develop government owned land in return for the construction of social or other infrastructure, sometimes associated with a cash payment.
- » **Utilisation of Government Owned Assets.** Leverage or rationalisation of government owned assets (e.g. under-performing or excess assets) can be a cost effective option to achieving new open space areas

particularly excess state-owned land that can often be acquired at reduced rates if the outcomes are deemed beneficial by the asset owner.

- » **Incentives for private development.** These incentives can encourage developers to deliver items or facilities that are in the public interest.
- » **Developer contributions.** In regional Victoria, local government has a number of legal mechanisms (or tools) for obtaining open space contributions as part of the development process. These tools include the Subdivision Act 1988, sections 18-20; Schedule to Clause 52.01 of the Victorian Planning Provisions; and Development Contributions Overlay.
- » **Voluntary infrastructure agreements.** These types of agreements can be utilised to provide land, facilities and/or costs associated with the provision of infrastructure. These agreements are voluntary between amenable parties, and can include the requirement for the provision of land, facilities and/or cash contributions.

To ensure optimum levels of provision of open space a range of funding mechanisms are required. Some funding components will be more or less applicable in each case.

A wide-angle photograph of a modern public park. In the foreground, there are concrete benches and a paved walkway. The middle ground features a skatepark with ramps and a person riding a skateboard. Large, dark wooden arches are scattered throughout the park. In the background, a harbor with many sailboats is visible under a cloudy sky. The top left corner has a white geometric line pattern.

Review and Monitoring

The Central Geelong Public Open Space Network Report should be reviewed every three years to monitor outcomes and to adjust priorities or add new projects as appropriate in the context of a changing policy and planning environment.



Revitalising Central Geelong

The Revitalising Central Geelong Action Plan sets out the Victorian Government's 10 year plan to drive change in Central Geelong. Led by the Minister for Planning, the City of Greater Geelong and the Victorian Government are working together to deliver the plan. Implementation of the Action Plan is overseen by the Revitalising Central Geelong Partnership Team.

For more information, please visit
www.revitalisingcentralgeelong.vic.gov.au

Contact Details

Revitalising Central Geelong Partnership Team
The Workshop, 100 Moorabool St, Geelong 3220
www.revitalisingcentralgeelong.vic.gov.au

3. BA-GURRK GENDER EQUITY FRAMEWORK

Source: Community Life
Director: Robyn Stevens
Portfolio: An Inclusive and Diverse Community

Purpose

1. To present the Ba-Gurrk Gender Equity Framework to Council for endorsement.

Background

2. Gender equity is the process of being fair to women and men in providing fair and just access in the distribution of opportunities and responsibilities to enable equal outcomes.
3. Achieving gender equity has emerged as a community priority as awareness of the contribution gender equality makes to achieving a civil, safe and healthy society has increased. International evidence demonstrates that countries with higher levels of gender equity have lower levels of violence against women and children.
4. Gender equity recognises that women and men have different life experiences, levels of power and access to decision-making, therefore different approaches are needed to provide equitable outcomes for all.
5. To ensure fairness, strategies and measures must often be available to compensate for women's historical and social disadvantages that prevent women and men from otherwise operating on a 'level playing field'.
6. The development of the Ba-Gurrk Gender Equity Framework (**framework**) (**Attachment 2**) builds on the work and recommendations of the Women in Community Life Advisory Committee and the City of Greater Geelong's Family Violence Action Group. The Framework will guide the City's community-based activities and responses, as well as the City's internal policies and procedures.

Key Matters

7. The framework is based on consultation with community members, government and non-government organisations along with Council staff.
8. The draft plan was endorsed by Council at 10 July 2018 meeting. As a result, public feedback was sought between 12 July 2018 and 13 August 2018. The final document has been advised and updated based on the feedback received. Additionally, the framework has considered the "Best Practice Guide for Gender Equality in Local Government" and the proposed priorities of the Gender Equality Bill to be presented to the Victorian Parliament in March 2019.
9. The framework identifies principles and key themes that focus on community, leadership and organisational policies and procedures.
10. The framework provides the context from which an action plan will be developed.
11. The action plan will incorporate the requirement for all policies, plans, services and programs with an organisational-wide and community-wide impact to commit to gender equity principles to achieve a fair and inclusive community.

Cr Mansfield moved, Cr Aitken seconded -

- 12. That Council endorse the Ba-Gurrk Gender Equity Framework at Attachment 2 of this report.**

Carried.

Attachment 1

Financial Implications

1. The framework will be delivered within existing budget and resources. Grant applications will be submitted when funding opportunities arise.

Community Engagement

2. The draft framework was available for community feedback via the Have Your Say web page from 12 July 2018 to 13 August 2018. Comments were also provided by Women in Community Life Advisory Committee members at their regular meetings in October and December 2018.

Social Equity Considerations

3. The framework will contribute to addressing all the adopted Social Equity principles. The focus on addressing inequality, inequity and social exclusion for women is key to achieving social equity in Geelong.

Policy/Legal/Statutory Implications

4. The framework's contribution to addressing family violence is a requirement of the Municipal Public Health and Wellbeing Plan 2018-21. Additionally, the Victorian Government Gender Equality Strategy 2016 identifies a strategic outcome of 50:50 by 2025 for women in elected positions. Actions directly aimed at achieving gender equity are within the remit of the Human Rights Charter. In March 2019, it is anticipated the Victorian Government will present the Gender Equality Bill to Parliament. The Bill proposes new obligations on the Victorian public sector, including local government, to plan and report on gender equality.

Alignment to Council Plan

5. The achievement of gender equality within the City will positively contribute to and underpin all ten of the Council Plan strategic priorities. In particular improved health and safety of our community; informed social infrastructure and planning; a more inclusive and diverse community; vibrant arts and culture; a thriving and sustainable economy; and organisational leadership, strategy and governance. A City focussed on gender equity positively supports and complements all aspects of the Clever and Creative Future vision, in particular the achievement of an inclusive, diverse, healthy and socially-connected community; a community where people feel safe; and a prosperous economy that supports jobs and education opportunities. An internal working group will be established to develop the action plan and monitor its progress.

Conflict of Interest

6. No conflict of interest was identified in the development of this report.

Risk Assessment

7. There is an increased risk to Council's reputation by not actively addressing gender equity.

Environmental Implications

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

THE CITY OF
GREATER GEELONG

BA-GURRK



A GENDER EQUITY FRAMEWORK FOR
THE GREATER GEELONG REGION
JANUARY 2019

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

BA-GURRK is Woman in Wadawurrung language.

Naming this framework in the language of the First Nation of the Greater Geelong region pays homage to Wadawurrung Traditional Owners.

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Message from the Mayor



It gives me great pleasure to present the City's inaugural *Gender Equity Framework*, which confirms our continued commitment to gender equity. It sets out how we, as the local government for the Greater Geelong region, will move towards gender equality.

It is everyone's responsibility to advocate and influence for change in our society; change that will see our great region benefit from the full and free participation of women and girls in every aspect of community life.

Only by working together, with women and men alike collaborating and partnering, will we see a shift in gender equitable conversation and action.

The Ba-gurrk Gender Equity Framework aims to further eliminate barriers, and continue to acknowledge and celebrate the crucial role that women and girls play in our economy and our community.

This framework acknowledges the advocacy and influence of many people across our region to improve women's economic status, to increase opportunities for women's leadership and participation, and to improve the safety and wellbeing of women.

As the Mayor of Greater Geelong, I look forward to a time when we can celebrate the equal representation of women on our Council, in line with the state government's 50/50 by 2025 goal.

CR BRUCE HARWOOD

Mayor, City of Greater Geelong

Message from the CEO

Gender inequality is a key driver of violence against women.

The City is determined to stop men's violence against women and this begins with recognising and addressing gender inequality.

The City strives to become an organisation that is better equipped for the future in line with the Clever and Creative¹ goals. This requires a heightened awareness and understanding of our people and communities, including an emphasis on equitable access and participation for all and in all.

The Ba-gurrk Gender Equity Framework lays the foundation and provides directions needed to create the response for change necessary for a truly gender equitable culture and society.

The City of Greater Geelong seeks to reflect the diversity of our community and create a place where all people, regardless of gender, are treated equitably, inclusively and with respect.



MARTIN CUTTER

Chief Executive Officer, City of Greater Geelong

¹ (City of Greater Geelong, 2018)

“We need to dismantle the stereotypes and relationships which limit the social and professional realities of girls and boys (and ultimately men and women) if we’re to achieve genuine and lasting change²”

Elizabeth Broderick, Sex Discrimination Commissioner, Australia 2010

“Local government plays an important role in creating and supporting environments that enable community to achieve optimal health and wellbeing. Reducing inequity for women is a key strategy in achieving this goal, as it allows for a more just, inclusive and fair society for both women and men³”

Why Gender Matters - Gender Equity in Local Government Partnership, 2012

“All Victorians live in a safe and equal society, have access to equal power, resources and opportunities, and are treated with dignity, respect and fairness. All Victorians recognise that gender equality is essential to economic prosperity and that gender inequality has significant economic cost. Victoria leads the way in gender equality with sustained, enduring and measurable action⁴”

State Government Vision 2016

² (New Men New Women New Economy, 2015)

³ (Why Gender Matters; Ten ways local government can advance gender equity , 2012)

⁴ (State of Victoria, 2016)

Executive summary

The City of Greater Geelong values and celebrates diversity.

It is the role of the City to provide governance and leadership for the local community through advocacy, decision making and action⁵. Through the development of the *Ba-gurrk Gender Equity Framework*, the City has identified relevant current research, policy and community expectations to achieve gender equality. It addresses gender equity as a governance, community and organisational issue and will provide a guide to develop, implement and monitor actions.

The City acknowledges that this framework does not seek to address all forms of gender inequality, however, the framework primarily focusses on the inequalities that exist between women and men, including people who identify as women and men. It is also acknowledged that other inequalities exist that relate to Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex (LGBTI) communities and affirms the right to equality and fairness for LGBTI people and communities.⁶

*Safe and Strong, A Victorian Gender Equality Strategy: Preventing Violence Against Women Through Gender Equality*⁷ notes that building a culture of respect and equality requires the involvement of individuals, families, communities, work places, businesses, sporting associations, the media and the arts.

A key part of the framework's development was the process of engagement with key stakeholders and the Geelong community. This engagement provided a rich source of information as well as encouraging both internal and external stakeholders to be part of the journey to apply the principles and actions in the framework into their communities, organisations and networks over the long term.

In 2018, the City developed a set of Social Equity Principles that are to be applied to all aspects of service and infrastructure planning, resource allocation and delivery. All organisation activities must address these principles.

To provide context and ensure a consistent approach to the development of this Framework and the action

plan, the following guiding principles have been adopted:

- gender is an inclusive concept;
- understand the journey from gender equity to gender equality;
- recognise appropriate language and communication;
- address workforce gender gaps; and
- acknowledge the gendered nature of family violence.

The City has implemented a range of gender equity activities, such as endorsing the Victorian Local Government Women's Charter, unconscious bias training, its involvement with the Women in Local Democracy (WiLD) group since 2012, and the creation of the Women in Community Life Advisory Committee (2013) to name a few.

In addition, the *Workplace Gender Equality Agency toolkit*⁸ provides a strategic structure for the City to develop and implement an informed action plan as well as set the way to measure progress and change. This will be achieved through ongoing engagement with key stakeholders and the Geelong community.

The following three spheres will form the basis of the City's Gender Equity action plan:

1. **Leadership:** The City, as a leader, is committed to working towards a gendered balanced organisation.
2. **Organisational Policies and Procedures:** The City will set benchmarks for workplace change and move towards gender equality.
3. **Community:** The City will promote gender equity and the prevention of violence against women through a whole-of-community approach.

⁵ (Parliament of Victoria, 1989)

⁶ (Department of Health and Human Services, August, 2018)

⁷ (State of Victoria, 2016)

⁸ (Workplace Gender Equality Agency)

Definitions

Gender equity recognises that people of different genders have different life experiences, levels of power and access to decision-making, therefore different approaches are needed to provide equitable outcomes for all. To ensure fairness, strategies and measures are needed to compensate for historical and social disadvantages that prevent women and men from otherwise operating on a 'level playing field.' Equity needs to occur before we can enjoy equality.

Gender equity entails the provision of fairness and justice in the distribution of benefits and responsibilities on the basis of gender. The concept recognises that people may have different needs and power related to their gender and that these differences should be identified and addressed in a manner that rectifies gender related imbalances.

Gender equality is the equal rights, responsibilities and opportunities of women, men and trans and gender diverse people. Equality does not mean that women, men and trans and gender diverse people will become the same, rather their rights, responsibilities and opportunities will not depend on their gender.

“No one individual, community, organisation or government can prevent violence against women alone. However, through a shared, consistent and mutually reinforcing approach, we can all contribute to creating a safer Australia built upon respect and equality”

Our WATCh, 2015

Presenting the Case for Gender Equity

In recent decades, women in Australia have made significant strides towards equality with men. At universities, in workplaces, in boardrooms and in government, a growing number of women have taken on leadership roles, forging pathways for other women and girls to follow. Despite this progress, women and girls continue to experience inequality and discrimination in many important parts of their lives, which can limit the choices and opportunities available to them.

Current research shows:

- The Australian workforce is highly segregated by gender and female-dominated industries - such as aged care, child care and health and community services - have been historically undervalued.
- Australian women are over-represented as part-time workers in low-paid industries and in insecure work and continue to be underrepresented in leadership roles in the private and public sectors.
- In 2015-2016 the average Australian woman was reaching retirement with an average of \$113,660 less superannuation than the average male. As a result, women are more likely to experience poverty in their retirement years and be far more reliant on the Age Pension.
- More than one in three Australian women has experienced physical or sexual violence in her lifetime and one in two experiences sexual harassment.
- It is estimated that violence against women and their children cost the Australian economy \$22 billion in 2015-16.

The City's Women in Community Life Advisory Committee has continued to advocate for and progress gender equity as a key priority. In 2016, the Victorian Royal Commission into Family Violence affirmed this and concluded that if we are serious about ending violence against women, "then we must begin by addressing gender inequality in our homes, workplaces, schools and on our sporting fields."

In early 2017, the City established a Family Violence Action Leadership Group which identified the need to progress this important work through the development of a Gender Equity Framework that acknowledged a two layered approach for the City with both the community and the organisation.

Gender Equality



In 2015-2016, average superannuation balances for women aged 60-64 were **just over half (58%)** those of men.²



Australian women account for:
 ▶ 68% of primary carers
 ▶ 70% of primary unpaid carers for children
 ▶ 58% of primary unpaid carers for the elderly and people with disability or long-term health condition⁶



Australia ranks 48th in the world in terms of female political empowerment (the representation of women in politics). This is down from 32nd in 2006⁸.

BUSINESS REASONS

In 2017, the *Filling the Bay Report*, conducted by the Committee for Geelong Leaders for Geelong program, provided a snapshot of gender equality in the region to understand Geelong's gender equality landscape and raise awareness of gender equality and its benefits. According to the report, gender equality can generate strategic competitive advantage giving organisations, both private and public, an edge when competing for the same talent pool and driving innovation and progress. To ensure we capitalise on the region's growth, particularly in areas of agriculture, horticulture, aquaculture, tourism, education, research, health and service sectors, organisations need to support liveable and inclusive communities, create a culture of high performing workplaces, become economically competitive and ensure all people are valued and respected through their contribution.

The Workforce Gender Equality Agency (WGEA) has outlined the advantages of why we should be pursuing gender equality in the workplace:

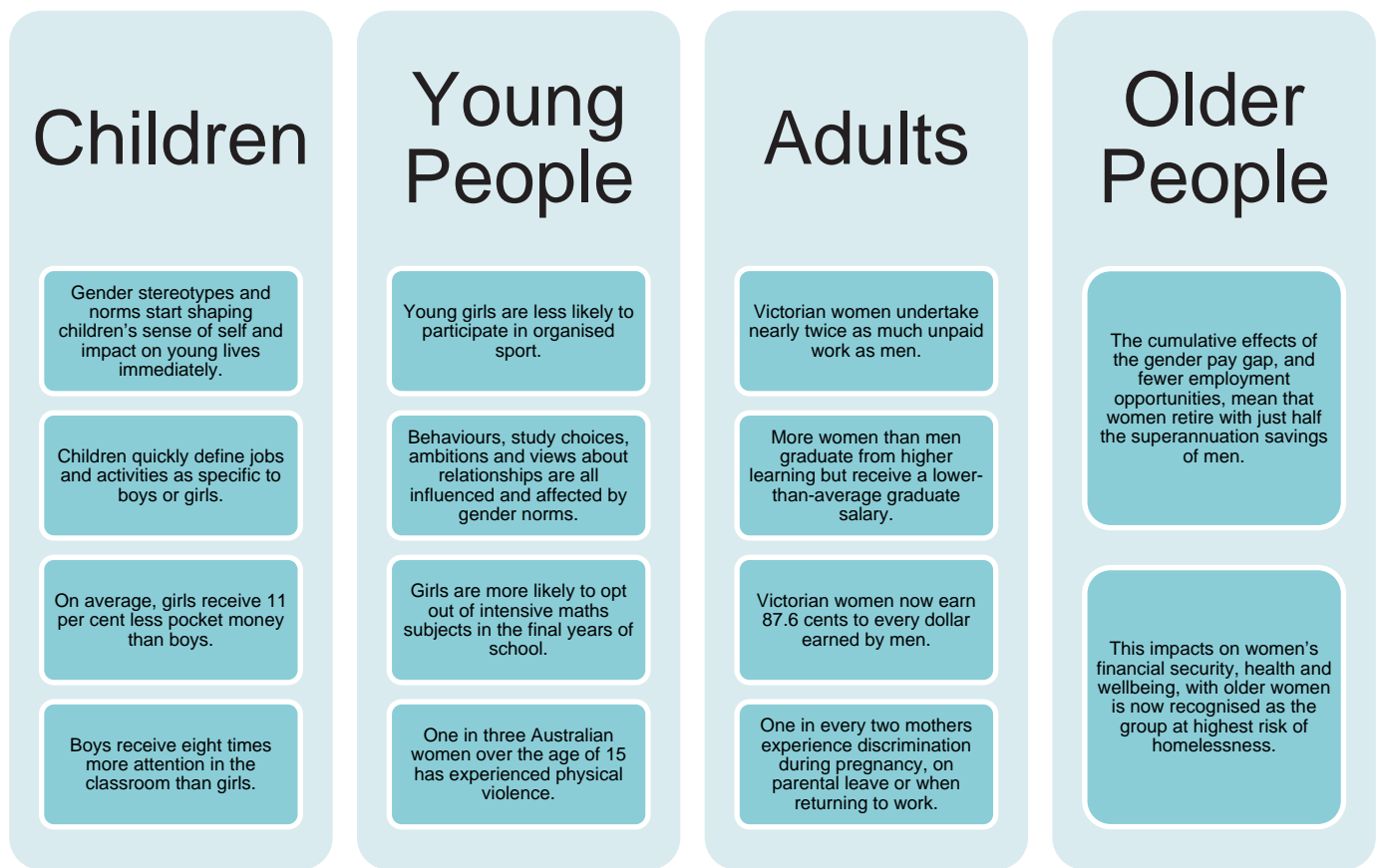
- it helps to attract the best employees;
- it reduces staff turnover and the cost of staff turnover;
- it enhances organisational performance;
- it improves access to target markets;
- it minimises legal risks;
- it enhances market reputation; and
- it encourages men with families.

"The world will never realize 100 per cent of its goals if 50 per cent of its people cannot realize their full potential. When we unleash the power of women, we can secure the future for all."

- Ban Ki-moon, UN Secretary-General 2015

GENDER INEQUITY THROUGH LIFE

Safe and Strong: A Victorian Gender Equality Strategy provides a snapshot of key data showing the prevalent nature of gender inequality across our life cycle. The following diagram illustrates how gender inequity plays out for girls and women at different life stages.



COMPOUNDING INEQUITY IN DIVERSE GROUPS

Addressing gender inequity is one part of how we need to look at supporting all people in our society to have an equal chance to participate. Through the journey of understanding the impact of inequality, there must also be a recognition of the compounding nature of disadvantage and discrimination on a range of people.

Aboriginal women

Consultation with Aboriginal Victorians emphasised the connection between gender inequality and the connection to land; and the importance of recognition and respect for culture and healing for Aboriginal people. Practices of forced removal of children from their families by successive governments were explored and the connection between racism, sexism and colonialism exposed.

Consultations also brought out the need to support and promote Aboriginal self-determination. Aboriginal women have been identified as the most legally disadvantaged group in Australia.

Women from culturally diverse communities

Alongside barriers to education and employment women and men from culturally diverse backgrounds face additional challenges:

- language barriers, racism and discrimination;
- complex health needs including mental health issues such as PTSD;
- social, familial and cultural isolation;
- lack of culturally responsive services and access to information about their rights;
- separation from family and other support networks;
- insecure visa status; and
- migrants and refugees are over-represented in casual and low-paid work.

Women with a disability

Women with Disabilities Victoria released a paper titled *Voices against Violence* and the executive summary tells us that:

- gender-based and disability-based discrimination intersects and increases the risk of violence for women with disabilities;
- women with disabilities are less likely to be in paid employment and are paid comparatively less than men with a disability or women without a disability;
- experience high levels of family and sexual violence; and
- experience the same kinds of violence experienced by other women but also 'disability-based violence'.

Trans and gender diverse people

Trans and gender diverse people may feel forced or compelled to hide their gender identity when accessing services, when in the workplace and in social settings for fear of discrimination, non-acceptance, harassment and abuse. Trans and gender diverse people are more likely to experience verbal abuse, physical abuse, as well as cyberbullying and social exclusion, on the basis of their gender identity. These experiences of discrimination and abuse, and the ability to be oneself, may have negative and psychological impacts.

According to the Tranznation report: most participants (87.4 per cent) had experienced at least one form of stigma or discrimination on the basis of gender. Social forms of stigma such as verbal abuse, social exclusion and having rumours spread about them were reported by half the participants. A third of them had been threaten with violence while 19 per cent physically attacked. Many participants generally kept their gender identity to themselves, or to only express it in private, and in safe spaces. Discrimination from family members and in the workplace were commonly discussed.

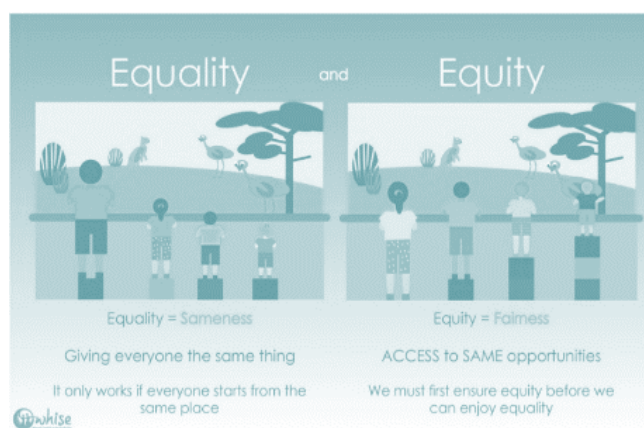
Rural and regional women

It is estimated that one third of Australian women live in rural and regional communities.

Regional women worldwide play a key role in supporting their households and communities in achieving food and nutrition security, generating income, and improving rural livelihoods and overall well-being. They contribute to agriculture and rural enterprises and fuel local and global economies.

However, due to geographic isolation, limited telecommunications and lack of connection to public services, rural and regional women are at risk of poorer

health outcomes and have greater vulnerability to family violence. Gender equality is the outcome reached through gender equity, that is, giving everyone access to the same opportunities.



PREVENTION OF VIOLENCE AGAINST WOMEN AND GIRLS

The evidence indicates that gender equality aids in the prevention of violence against women and girls. International evidence shows the following expressions of gender inequality are most consistently associated with higher levels of violence against women.

- condoning of violence against women;
- men's control of decision-making and limits to women's independence;
- rigid gender roles and identities; and
- male peer relations that emphasise aggression and disrespect towards women.⁹

The United Nations defines violence against women as: "Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life"¹⁰

The *Strategic Plan: Preventing and Addressing Violence Against Women and Children in the G21 Region: 2016-2020* was launched in December 2016. This plan was developed as a partnership between the

⁹ (Our WatCH, 2015)

¹⁰ (United Nations, 1993)

Barwon Area Integrated Family Violence Committee (BAIFVC), the City of Greater Geelong, G21 Regional Alliance (G21) and Women's Health and Wellbeing Barwon South West. It takes a direct approach based on the fundamental premise that violence against women and children is unacceptable. It articulates a commitment to strategic and collaborative action across the continuum to:

- prevent violence against women and children from ever occurring (primary prevention);
- intervene early to identify and support women and children who are at risk of violence (early intervention); and
- respond to violence by holding perpetrators to account, ensure connected services are available for women and their children (response).

“Talking about diversity and gender needs to be explained as a pathway to make us all stronger and that it gives us a competitive edge. Let’s be greater and better and that only comes from being inclusive. Diversity in the organisation needs to be business as usual, not the exceptional effort”.

Interviewee Ba-gurrrk consultation

Policy Context

ALIGNMENT WITH LEGISLATION, POLICIES AND OTHER COUNCIL DOCUMENTS

Commonwealth and Victorian laws aim to deter and redress discrimination, vilification and other forms of inequality and inequity. These attributes include, but are not limited to: gender, age, race, ethnicity, sexual orientation, identity and disability.

The state government has undertaken research, consultation and a Royal Commission which have resulted in a number of key strategies, policies and targets to guide the achievement of gender equality and address violence against women.

The City upholds human rights principles in developing and implementing policies, action plans and the delivery of services to address violence against women and achieve gender equality. The following are some of the key documents that inform our thinking and practice.

Key Local Documents

- *Council Diversity Policy 2010*
- *Geelong Local Safety Committee Strategic Plan 2013 - 2016*
- *Karreenga Aboriginal Action Plan 2014 - 2017*
- *Multicultural Action Plan 2018-2022*
- *Disability Action Plan 2014 - 2017*
- *Gender Equity Report 2016 - 2017*
- *Strategic Plan: Preventing and Addressing Violence Against Women and Children in the G21 region 2016 - 2020*
- *City of Greater Geelong: A Clever and Creative Future 2017*
- *Municipal Public Health and Wellbeing Plan 2018 - 2021*
- *City of Greater Geelong Council Plan 2018 - 2022*

Gender Equity Resources, Guidelines and Strategies

- Victorian Local Government Women's Charter (1997)
- National Framework for Women in Local Government (2007)
- Why Gender Matters: Ten ways local government can advance gender equity (2012)

- Victorian Local Government Association (VLGA) and Municipal Association of Victoria (MAV): A Gender Agenda (2015)
- Our WATCh, Change the Story Framework, research and practice expertise (2015)
- Victorian Royal Commission into Family Violence (2016)
- Safe and Strong: A Victorian Gender Equality Strategy (2016)
- Free From Violence: Victoria's strategy to prevent family violence and all forms of violence against women (2017)
- Local Government of Victoria: Best Practice Guide for Gender equality in Local Government (2018)
- The Business Case for Gender Equality, Workplace Gender Equality Agency (2018)

State and Commonwealth Legislation

- Sex Discrimination Act (Commonwealth 1984)
- Human Rights Commission Act (Commonwealth 1986)
- Local Government Act (Victoria 1989)
- Equal Opportunity for Women in the Workplace Act (Commonwealth 1999)
- Charter of Human Rights and Responsibilities Act (Victoria 2006)
- Public Health and Wellbeing Act (Victoria 2008)
- Workplace Gender Equality Act (Commonwealth 2012)

International

- United Nation Commission on human Rights – UN Charter of equal rights of men and women (1945)
- Universal Declaration of Human Rights (1948)
- International Covenant on Economic, Social and Cultural Rights (1976)
- United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979)
- Australia signed CEDAW (1983)
- *Equality Means Business* Women's Empowerment Principles (2004) a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact (UNGC)

Guiding Principles

“It’s really important to understand that gender equity isn’t just about counting the number of women in leadership positions or crunching the numbers on pay equity. It’s about how it feels at work. Do I feel valued? Am I wanted in that meeting? It’s not enough to be invited to the table, you want to feel accepted as an equal.”

Interviewee Ba-gurrk consultation

The following guiding principles will underpin the decision making process in the development and implementation of the *City of Greater Geelong Gender Equity Action Plan*.

GENDER IS AN INCLUSIVE CONCEPT

We should be seeking to develop a culture which is inclusive of all people. Gender is known to change over time and between cultures, and is not biologically determined. Gender may be referred to as a binary concept which we recognise may make some people feel excluded.

UNDERSTAND THE JOURNEY FROM GENDER EQUITY TO GENDER EQUALITY

The social and economic benefits of gender equality should be accepted, promoted and celebrated. The City will move towards maintaining greater equality between women and men and promote positive community life experience, including increased social cohesion, connectivity and greater health and wellbeing.

RECOGNISE APPROPRIATE LANGUAGE AND COMMUNICATION

Gender bias and sexism are imbedded in the structure of most languages therefore tend to be accepted as the norm¹¹. However, open expression of bias against women is no longer socially acceptable. Yet the impact of unconscious bias affecting decisions remains prominent in our community. We are clear that while having unconscious bias is not the problem, we must address change in our language and beliefs.

ADDRESS WORKFORCE GENDER GAPS

Victoria’s labour markets remain divided along gender lines. Victoria’s gender gap in workforce participation sits at 14 per cent. We will work to address the variables to access flexible working conditions, pay equity, paid parental leave, child care options, traditional role expectations and workplace discrimination for women and men and trans and gender diverse workforce.

ACKNOWLEDGE THE GENDERED NATURE OF FAMILY VIOLENCE

According to Our WATCh, “The latest international evidence shows there are certain factors that consistently predict - or drive - higher levels of violence against women. These include beliefs and behaviours reflecting disrespect for women, low support for gender equality and adherence to rigid or stereotypical gender roles, relations and identities.”¹² Our decisions will consider the intersection between family violence and the imbalance of gender.

¹¹ (Ng, 2007)

¹² (Our WatCH, 2015)

Framework

Informed by the extensive consultation the *Gender Equity Framework and Action Plan* will focus on the following three spheres.

LEADERSHIP

The state government Equality Strategy set a target for 50 per cent women councillors and mayors by 2025. To achieve these targets actions must continue to be taken to recognise, support and accept women in leadership¹³. The City as a leader, is committed to working towards a gendered balanced organisation.

Councillors and the Mayor objectives will include:

- training program to incorporate gender equity, respectful relationships, unconscious bias and bystander training;
- leadership mentoring and coaching program for both men and women;
- gender balance representation across portfolios; and
- encourage women to stand for council, through a reach out and support program.

Management objectives will include:

- training program to incorporate gender equity, respectful relationships, unconscious bias and bystander training across the organisation;
- leadership mentoring and coaching program for both women and men;
- recruitment and succession planning to address gender imbalance across the organisation'
- identification of people to become champions of change to influence and lead internal and external behaviour change initiatives; and
- encourage women to seek opportunities to participate on boards, executive and management positions.

ORGANISATIONAL POLICIES AND PROCEDURES

The City is in a position to set benchmarks for workplace change and move towards gender equality. "Workforce flexibility is not just a gender issue. It is ultimately about productivity. That said, the strategy is also about promoting gender equality and ensuring our culture and practices are non-discriminatory. Change will require not just new policy approaches, but committed and accountable leadership."¹⁴

Councillors and the Mayor are community leaders and have an opportunity to create an inclusive and diverse culture in our community through:

- cyclic review of policies, procedures and code of conducts to ensure they address inequalities;
- application of an inclusive and 'gender lens' when undertaking responsibilities such as recruitment including committee members, budgeting, setting fees or place-naming; and
- role model the values and behaviours of the organisation both internal and in the community.

As a local government administration, the City's management team are responsible for emulating a culture of inclusiveness and diversity. This is achieved by:

- cyclic review of policies, procedures and code of conducts to ensure they address inequalities;
- application of an inclusive and 'gender lens' when undertaking responsibilities such as recruitment, budgeting, procurement, development and planning activities as well as the delivery of services and program; and
- role model the values and behaviours of the organisation both internal and in the community.

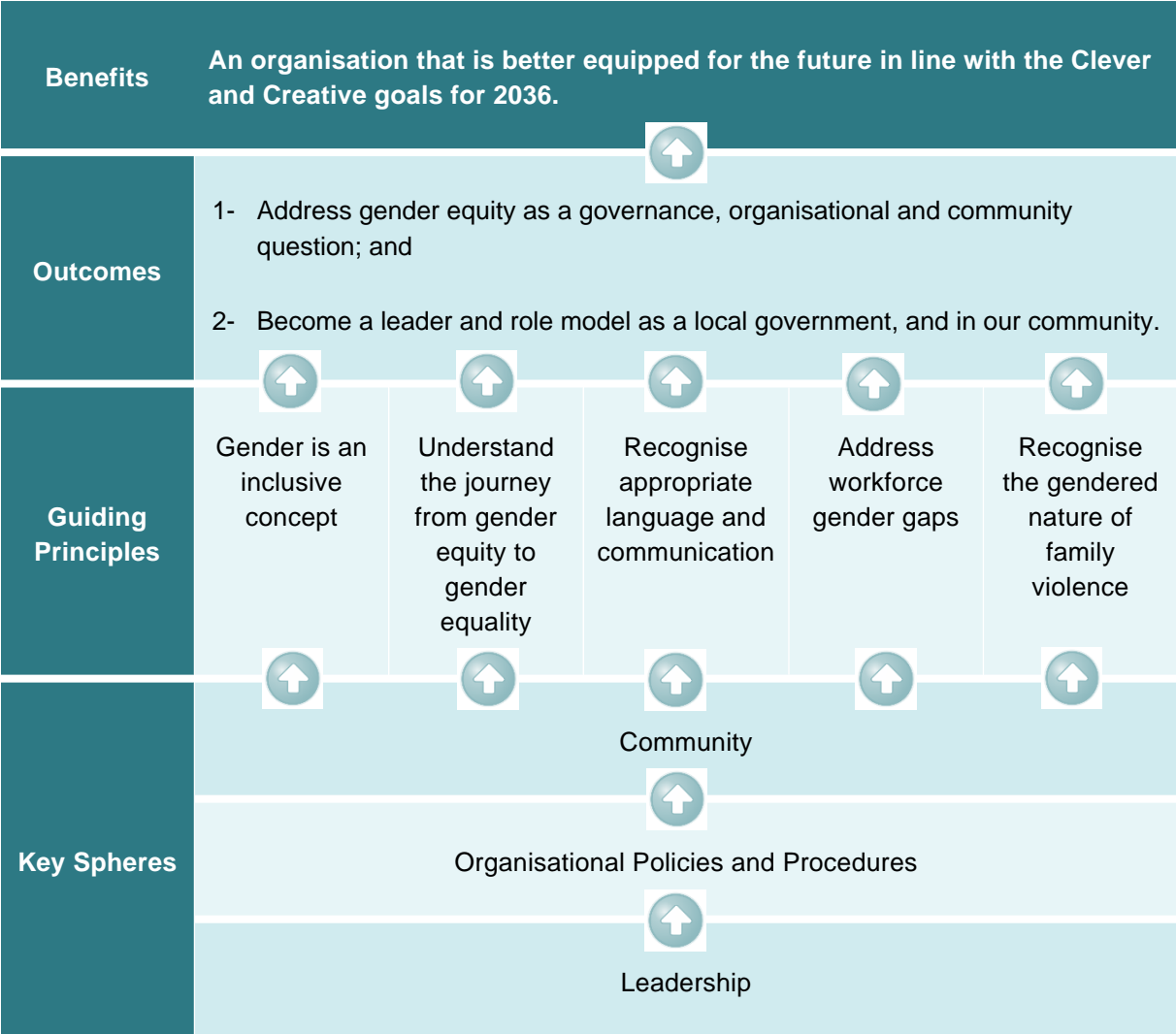
COMMUNITY

The City promotes gender equity and the prevention of violence against women through a whole-of-community approach. This is occurs by:

- the celebration of women, past and present, in leadership;
- support of all diversities irrespective of stages of life, gender, disability, cultural diversity or aboriginal identity;
- plan and design community infrastructure to reflect the needs of all people, considering use and potential use; and
- raise awareness in the community.

¹³ (Department of Environment, Land, Water and Planning, 2018)

¹⁴ (Department of Foreign Affairs and Trad, 2015)



Next Steps

“Local governments can integrate prevention of violence work in schools with other activities across the community such as in sporting clubs, and broker relationships between schools and community organisations at the local level¹⁵”

Safe and Strong: A Victorian Gender Equality Strategy

Following Council endorsement of the *Ba-gurrk Gender Equity Framework*, the action plan will be developed in collaboration with key internal and community stakeholders to ensure there are measurable activities relating to the three spheres of Leadership, Culture and Policies, and Community.

The *Best Practice Guide for Gender Equity in Local Government (July 2018)* and the tools available through the Workplace Gender Equality Agency (federal government) will inform the development of the action plan. We will use a range of tested metrics to systematically monitor and report our progress. When referring to the *Workplace Gender Equality Agency toolkit*¹⁶, this framework provides a strategic structure for the City to move forward to develop and implement an informed action plan as well as set the way to measure progress and change in a deliberate manner. This can only be achieved through ongoing efforts and consultation with key stakeholders.

Progress reports will be developed and presented to Council at least on an annual basis, and monitoring systems will form part of the council’s advisory committees such as the Women in Community Life Advisory Committee.

¹⁵ (Our WatCH, 2015)

¹⁶ (Workplace Gender Equality Agency)

Acknowledgements

The City would like to acknowledge:

- Deakin University and tandemVox Pty Ltd in 2017, for the desktop research and community consultation undertaken by the findings in which have provided vital input to the development of this framework; and
- the many women and men who were part of the community, government and non-government organisations and council staff who shared their journeys and experiences during the development of the framework.

This process of stakeholder engagement provided a rich source of information. It encouraged participation in the Framework's development and created value and ownership in the development of the principles and concepts which will transfer into communities, organisations and networks for the long term. A number of resulting actions have been initiated as a result.

*“Many local organisations don’t see it (*gender inequality*). (*it takes*) a brave bloke to take on (*challenging*) sexist jokes. There’s a real lack of real leadership - we need to be brave. Staying silent is (*a sign of*) consent....”*

Interviewee Ba-gurrk consultation

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4. STATUS RESOLUTION SUPPORT SERVICES (SRSS) JOINT STATEMENT

Source: Community Life – Healthy Communities
Acting Director: Robyn Stevens
Portfolio: Community Health and Safety

Purpose

1. To present a Joint Statement Response to federal government changes to asylum seeker Status Resolution Support Services and seek endorsement to become a signatory to the statement.

Background

2. Since 1993, the Australian Government has financially supported individuals waiting for their asylum claims to be considered. The program, called the Status Resolution Support Service (SRSS), provides a basic living allowance (approximately \$35 a day), casework support and specific counselling access. In 2017, the Department of Home Affairs cut funding for the program and changed the eligibility criteria. In July 2018, the City of Greater Dandenong invited Victorian Councils to a Mayoral roundtable, and presented for discussion a joint statement in response to the SRSS changes. The Joint Statement Response (**Attachment 2**) advocates for the Australian Government to reverse the changes and provide funding and support to individuals seeking asylum. To date, 22 Victorian Councils have become signatories to the Joint Statement Response.

Key Matters

3. Many asylum seekers rely solely on the SRSS as a means of support while awaiting a decision on their claim.
4. These changes will negatively impact on asylum seekers' health and wellbeing, contributing to housing and food insecurity, as well as affecting the educational, social, mental and physical health outcomes for individuals. This will in turn exacerbate the challenges faced seeking employment.
5. People seeking asylum are requesting emergency assistance in increasing volumes from local not for profit agencies, charities and churches. The federal government's changes will add increased pressure on already stretched services.
6. The City is not a service provider in this area, but works with and supports agencies funded to undertake this work, such as Diversitat.
7. The Local Government Mayoral Taskforce Supporting People Seeking Asylum has three levels of membership. These are Executive Members, General Members and Observer status members.
8. While recognising the significant impact on Geelong residents seeking asylum, the City of Greater Geelong is home to a relatively small number (1.5 per cent) of the Victorian population. As a result, the recommendation is that Council endorse the Joint Statement and join as an Observer member, as this is felt to be the appropriate level of advocacy for the City.

Cr Mansfield moved, Cr Mason seconded -

- 9. That Council endorse the Joint Statement and become a signatory to the collaborative response initiated by the City of Greater Dandenong and remain as Observer status.**

Carried.

Attachment 1

Financial Implications

1. Since the initial release of the Joint Statement Response, a Local Government Mayoral Taskforce Supporting People Seeking Asylum has been developed by the same group, as a national coalition of concerned Councils to advocate against federal government changes to income support for people seeking asylum.
2. Membership of the Taskforce is not linked to a financial contribution, however both the Executive and General Membership categories include a membership fee and commitment of officer time.
3. As an Observer member, there are no financial implications.

Community Engagement

4. There is no community engagement required to action this report.

Social Equity Considerations

5. There are currently over 100 individuals in the City of Greater Geelong waiting on a decision on their application for asylum. It is estimated the majority of these residents will be significantly affected by the changes to SRSS funding, and will face even greater challenges to daily life. Loss of income and individual case management support will intensify the sense of uncertainty in Australia, leading to social and perhaps psychological health implications. Furthermore, language and cultural barriers will be negatively affected, while health issues from any effects of torture and trauma may become exacerbated. These complex detriments, coupled with potential homelessness and mental health risks, will erode the social cohesion Council has committed to in various strategic plans and initiatives.

Policy/Legal/Statutory Implications

6. There are no direct impacts to policy, legal or statutory requirements associated with this report.
7. Australia has obligations under the International Covenant on Economic, Social and Cultural Rights to protect the economic, social and cultural rights of people in Australia. This includes; the right to social security (Article 9), the right to an adequate standard of living (Article 11) and the right to physical and mental health (Article 12).
8. Should Council endorse the Joint Statement Response, officers will notify the City of Greater Dandenong and the City of Greater Geelong will be added to the Statement signatory list in any public statements and be added to the mailing list for updates on advocacy for SRSS funding.

Alignment to Council Plan

9. The report aligns to two key priorities of the *Council Plan 2012-2022*; Focus 1, Improved health and safety of our community, and Focus 3, A more inclusive and diverse community. A collaborative effort, by various Councils advocating to reverse the funding cuts, sends a strong message of leadership on the health, equality and respect of all of our community members. Council's support for this initiative highlights a commitment to addressing home and food insecurity issues, improving the health and well-being of communities, and supporting equality for all Geelong residents.

This initiative supports our creative vision to be an inclusive, diverse, healthy and socially connected community. This initiative will also shape how the City develops its framework to support social and charitable groups (Focus 3 aim for 2018-2019).

10. This report aligns to the *Municipal Public Health and Wellbeing Plan 2018-2021*, specifically goals to support social connection and improve access to safe and healthy environments, services and food. Moreover, this report aligns to Council's Access and Inclusion Plan 2018-2022, in particular our commitment to upholding human rights.

Conflict of Interest

11. There are no conflicts of interest to note.

Risk Assessment

12. The reduction of funding and support to people seeking asylum has the potential to impact on the local community, including the City, as people seek alternate material aid and personal support.
13. Committing to Observer status rather than the Executive or General Membership category poses no risk to Council. Council will continue to receive all notifications and updates regarding the status of the joint statement and associated actions.

Environmental Implications

14. There are no environmental implications to note.

ATTACHMENT 2 – JOINT STATEMENT RESPONSE

Joint Statement against changes to the Status Resolution Support Services (SRSS) for People Seeking Asylum

We the undersigned representatives of local governments in Victoria issue the following statement:

We want the Australian Government to provide adequate resources to meet the needs of people seeking asylum who live in the community.

Over 4,000 children nationally could be affected by the changes and we call upon the Australian Government to adhere to its national and international obligations in accordance with the Charter of Human Rights.

We strongly believe more effective collaboration and coordination is essential between Commonwealth, State and Local Governments and we seek the following commitments from the Australian Government:

Commitment One: We want the Australian Government to reverse the recent assessment changes to the Status Resolution Support Services (SRSS) program and provide adequate income and case management support for people seeking asylum while they seek sustainable employment.

Commitment Two: We strongly call on the Australian Government to provide funding to enable accurate initial job readiness assessment by trained employment consultants who understand the unique and significant barriers that people seeking asylum face.

Commitment Three: We want the Australian Government to provide additional funding to enable asylum seekers to be registered as Stream B and C job seekers within the jobactive network of agencies to facilitate ongoing job readiness assessment and skilled employment consultant support.

Commitment Four: The Australian Government needs to improve local area coordination in cooperation with local government areas. We call on the Australian Government to work with local municipalities in exploring the feasibility of local coordination points to better respond to local area need.

Commitment Five: We strongly call on the Australian Government to provide greater resourcing to reinforce the capacity of community service and voluntary organisations to assist people seeking asylum to live safely in local communities and receive emergency relief and material aid support until such time as they receive a substantive visa or are deported.

Accountability

Additional resourcing will bring with it an obligation to ensure that Local Government allocates resources appropriately and resource areas of identified need.

We commit to ensure efficiency and effectiveness.

We commit to evaluate the application of resources in people seeking asylum support programs by measuring service delivery against agreed objectives and targets. The evaluation process will include annual program reports and Inter-Governmental consultations to review program effectiveness and refine objectives and activities.

5. COUNCIL PLAN QUARTERLY REPORT – DECEMBER 2018

Source: Finance & Strategy – Strategy & Program Delivery
Director: Michael Dugina
Portfolio: Strategy and Communications

Purpose

1. To present the Council Plan Quarterly Report – December 2018 for consideration and endorsement by Council.

Background

2. Council adopted the 2018–22 Council Plan at the Council Meeting on 26 June 2018. The Council Plan identified the objective and priorities of Council. This quarterly report tracks the progress against Council Plan's 11 strategic priorities and the one year aims.

Key Matters

3. There are 84 key priorities and 56 aims. At the end of December 2018, the majority of these were on track year to date with:
 - 3.1 Four 'completed':
 - *Renew the Multicultural Action Plan*, which is part of our key priority to improve our engagement with our culturally diverse population;
 - *Renew the Municipal Early Years Plan*, which is part of our priority to further develop programs that support older people and young people in our community;
 - *Continue to invest in the community Environment and Sustainability grants program*, which is part of our priority to further develop programs that support older people and young people in our community;
 - *Constructing a green organics facility*, which is a key priority.
 - 3.2 Two 'not started'.
 - 3.3 Five 'needs improvement'.
 - 3.4 One 'off track'.

Cr Mason moved, Cr Sullivan seconded -

4. **That Council endorses the Council Plan Quarterly Report – December 2018, which will be made available to the community on the Council website.**

Carried.

Attachment 1

Financial Implications

1. Actions outlined in the Council Plan are delivered through the 2018/19 budget.

Community Engagement

2. The Council Plan Quarterly Report has been prepared in consultation with Managers, Coordinators and Officers from across the organisation. The report will be made available to the community online through Council's website (www.geelongaustralia.com.au) after the Community Focus Council Meeting, four times a year.

Social Equity Considerations

3. The Council Plan Quarterly Report documents the work Council is undertaking in relation to improving access and inclusion for all.

Policy/Legal/Statutory Implications

4. The City's activities are guided by its Council Plan 2018–22, which was adopted in accordance with the *Local Government Act 1989*. The implementation of the Council Plan is monitored via the quarterly report.

Alignment to Council Plan

5. The Quarterly Council Plan Report has been developed to meet our commitment to transparently report, including progress on Council Plan key priorities and aims.

Conflict of Interest

6. There have been no direct or indirect interests declared.

Risk Assessment

7. There are no identified risks arising from this report.

Environmental Implications

8. There are no identified environmental implications arising from this report.



THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22 QUARTERLY REPORT

DECEMBER 2018

CELEBRATING FAMILY FUN DAY AT THE POTATO SHED

The Potato Shed's free Family Fun Day celebrated it's 10th Anniversary on 21 October.





ABOUT THE PLAN

***Council Plan 2018–22 – Putting Our Community First* outlines how the City is working towards making Greater Geelong a clever and creative city-region. It guides how we allocate resources so we can deliver infrastructure, services and programs to the community in a sustainable way.**

The 11 strategic priorities we are focusing on until 2022 are:

- **Improved health and safety of our community**
- **Informed social infrastructure and planning**
- **A more inclusive and diverse community**
- **Planned sustainable development**
- **Effective environmental management**
- **Vibrant arts and culture**
- **Integrated transport connections**
- **A thriving and sustainable economy**
- **Growing our tourism and events**
- **Innovative finances and technology**
- **Organisational leadership, strategy and governance**

This quarterly report has been developed to meet our commitment to transparent performance reporting, including progress updates on our key priorities and aims.

Links to the vision

Greater Geelong: A Clever and Creative Future is the 30-year community vision for the region. *Council Plan 2018–22* outlines how we will work towards making Greater Geelong a clever and creative city-region.

December status update

There are 84 key priorities and 56 aims. At the end of December 2018, the majority of these were on track with:

- 4 'completed' year to date, 3 of these in the last quarter
 - *Renew the Multicultural Action Plan*
 - *Renew the Municipal Early Years Plan*
 - *Continue to invest in the community Environment and Sustainability grants program.*
- 2 'not started'
- 5 'needs improvement' and
- 1 'off track'.

IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

The health and safety of our community is vital. We will address family violence, homelessness, food shortages and public safety.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54%	57%	-	Reported every two years.	△
Increase in percentage of adults rating their health as very good, or excellent.	Every two years	59%	60%	-	Reported every two years.	△
Increase in percentage of adults who are sufficiently physically active.	Every two years	41%	43%	-	Reported every two years.	△
Increase in percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46%	75%	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Showing leadership in gender equity, diversity and family violence prevention.		The draft <i>Ba-gurrk Gender Equity Framework and Action Plan</i> is to be endorsed on 29 January 2019. Ongoing support is also being provided for the Women in Community Life Committee, International Women's Day and Barwon Month of Action Against Family Violence activities.	■
Supporting local organisations that address homelessness, family violence and food shortages.		We are assisting the <i>Towards Home Plus, Geelong</i> program, a joint initiative led by Neami National, which will commence in February 2019. We are working with stakeholders to find a suitable solution and land options to progress the food relief centre. Progress is expected in the coming months.	■
Develop a housing policy to provide a range of social and affordable housing options.		We have appointed a consultant to complete a Social Housing Strategy by late 2019.	■
Improving safety in our community.	<i>Consult with the community on safety issues that are impacting them.</i>	We will continue to support local safety committees in Geelong and on the Bellarine to give the community a voice in developing local community safety priorities and aspirations. Victoria Police has used findings from the Our Future consultation to inform a major community consultation project around safety priorities across Geelong. Results are being used by a working group made up of representatives of the Bellarine and Geelong Safety Committees to identify a project that will be funded by the Department of Justice and Regulation.	■
Providing safer public spaces.	<i>Improve safety of, and user satisfaction with, community infrastructure.</i>	We have secured funding for safety upgrades to the Waurm Ponds Skate Park, through the Department of Justice and Regulation's Public Safety Infrastructure Fund. This includes new lighting, park furniture, closed circuit television (CCTV) cameras and landscaping improvements, expected for completion in early 2020.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Improve public safety on the Geelong Waterfront and in Central Geelong.</i>	We facilitate a Central Geelong Mall Subcommittee, chaired by Victoria Police and supported by the Department of Justice and Regulation. The collaborative approach is used to address perceived issues in and around the Little Malop Street Mall area. CCTV camera footage of the Central Mall precinct is monitored by both Victoria Police and our officers. The CCTV system is undergoing review and upgrade to provide improved quality and analysis of imagery.	■
Working with stakeholders to prevent crime.		We continue to be involved with the G21 Regional Justice Reference Group, which connects organisations across the G21 area and focuses on identified priorities across state departments, police and local government.	■
Encouraging responsible pet ownership.		Council has now adopted the <i>Dog Controls in Public Places Policy</i> , which identifies a mix of on-leash, off-leash and dog prohibited areas. Work is continuing on the development of the <i>Fenced Dog Parks – Siting, Design and Management Guidelines</i> . Feedback from recent engagement will be considered for the final guidelines, to be presented to Council early in 2019.	■
Promoting healthy eating and supporting active living.		The <i>Municipal Public Health and Wellbeing Plan 2018–2021</i> was endorsed by Council in October 2018. The plan outlines the goals and strategies we will use to maximise community health and wellbeing until 2021.	■
	<i>Consult with the community to create more health and fitness options.</i>	Quarterly leisure centre member health workshops have been conducted across our four indoor leisure centres. Motivate30 small group training sessions continue to expand in popularity across the facilities. We are also introducing Virtual Fitness programs, with Leisurelink being used as a pilot site.	■
Creating healthy environments in children’s settings.		We continue to actively monitor and promote immunisation for all children utilising early childhood services. The most recent national immunisation data shows that immunisation rates in Greater Geelong are higher than the national average for young children.	■
Working towards having the safest roads in Victoria.		Central Geelong pedestrian improvement works, which include upgrades to pedestrian crossing points and intersections, have been completed in Myers Street, Bellerine Street and at Eastern Beach. The <i>Geelong Road Safety Strategy</i> review is underway, with the final document and community engagement due in 2019.	■

LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE
WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

We will strive for social equity in the infrastructure and services we deliver for our community.

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites)	2,147.6 ha	-	Reported annually.	△
Percent of plans for key community infrastructure projects completed.	Annual	-	100%	-	37 key community infrastructure projects have been identified for delivery in 2018–19.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Providing more quality spaces that support active lifestyles.		The delayed construction of two new sporting ovals, netball courts and a community pavilion at Armstrong Creek East Precinct is nearing completion. The construction of a new softball and baseball pavilion at Stead Park is also nearing completion.	◆
Supporting the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities, and upgrade existing ones.</i>	New or upgraded facilities are being delivered at over twenty sport and recreation reserves in the municipality - from construction works for club rooms and amenities, to reserve infrastructure and sports lights. Some of these include: <ul style="list-style-type: none"> change facilities at Bell Park Sports Club and East Geelong Football Netball Club court update at Ocean Grove Tennis Club floodlighting at King Lloyd Reserve, Newtown. In November 2018, Council endorsed master plans for both West Oval and Herne Hill Reserve. The Armstrong Creek East Sport Pavilion and new sporting reserve is nearing completion and is due to open in February 2019.	■
Delivering accessible and attractive community infrastructure, based on community need.	<i>Complete planning and design of the Northern ARC Health and Wellbeing Hub.</i>	We have released the latest concept drawings for Northern ARC. Feedback on the initial design was overwhelmingly positive, although some minor changes were made to address community feedback about accessibility and functionality of the space. The schematic design phase is now well underway and due to be completed in February 2019. We will continue to actively lobby both state and federal government for funding.	■
	<i>Complete planning to upgrade existing children's centres, and provide new ones.</i>	Four new children's centres are in construction, with: <ul style="list-style-type: none"> Armstrong Creek and Highton to be operational within 2019 Drysdale and Purnell Road (Corio) scheduled to be open in 2020. Planning commenced for the Armstrong Creek West Children's Centre. 	■
	<i>Acquire land for new community infrastructure.</i>	We reached an agreement with VicRoads to purchase surplus land. This will be used for social infrastructure that can support the new and developing Fyansford community. We are currently awaiting contract of sale documentation from VicRoads.	■
	<i>Upgrade community facilities and make them safer.</i>	Three toilet blocks have been replaced to improve accessibility and will be open in January 2019 (pending approval). They are located at the Collendina Foreshore, Harvey Park, St Leonards, and Windmill Reserve, Newtown. Two other replacement blocks will be completed by March 2019, and a final block is scheduled for completion in May 2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Upgrade streets, roads, footpaths and drains.</i>	<p>The 2018–19 renewal programs for the upgrade of roads, footpath, kerb and channel, drainage and bridges is underway. Some of the programs the City is currently undertaking include:</p> <ul style="list-style-type: none"> • relining a major drain outfall in Clifton Springs • completing flood protection works at Ascot Street and Upper Skene Street, Newtown • constructing and resealing the Stations Street group of roads in Drysdale • footpaths at Thompson Road, Bell Park. 	■
Advocating and planning for a range of social and affordable housing options.		Planning policies to encourage housing diversity in established areas and key locations in greenfield areas are in place and development of a social housing policy is currently underway.	■
Maintaining our public open space.	<i>Provide more accessible public urban space.</i>	The <i>Open Space Needs Study</i> is currently being finalised and should be completed in March 2019, in time for the planned release of the draft <i>Social Infrastructure Plan</i> . In addition, officers have been working alongside the Geelong Authority to develop the draft <i>Central Geelong Open Space Study</i> . This will identify the specific needs for open space in the changing and growing Central Geelong area.	■

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT





A MORE INCLUSIVE AND DIVERSE COMMUNITY

We want to recognise all members of the Geelong community and not leave anyone behind.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4%	60%	-	Reported every four years.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2%	75%	-	Reported every four years.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5%	80%	-	Reported every four years.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	TBD	-	Increase	-	Two gender neutral / accessible (combined) toilets opened at the Leopold Community Hub in December 2018.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Advocating for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Renew the Karreenga Aboriginal Action Plan</i>	An Aboriginal consultant has been appointed to work with the Aboriginal Advisory Committee to redevelop the <i>Karreenga Aboriginal Action Plan</i> and develop the City's first Reconciliation Action Plan. We have engaged Wadawurrung Traditional Owners to work on the historical and contextual part of the plan.	■
Improving our engagement with our culturally diverse population.	<i>Renew the Multicultural Action Plan</i>	Council endorsed the <i>Multicultural Action Plan 2018–22</i> in October 2018. The Multicultural Action Plan Advisory Committee will launch the plan in early 2019.	✓
Supporting activities that improve social connections in our community.	<i>Create a framework to support social and charitable groups</i>	A second round of Healthy and Connected Communities Grants opened in December 2018, to expend allocated funding.	■
		We facilitated and delivered a number of projects to foster social connections, including: Armstrong Creek network; Knowing Your Place Walks; Norlane Digital Festival; Digital Drop-In in Whittington; and International Day for People with Disability – Out of the Box Exhibition.	■
Promoting gender equity and diversity in our sporting and leisure facilities, and programs.		New gender neutral change rooms have been: <ul style="list-style-type: none"> constructed at Winter Reserve, Belmont planned as part of the West Oval Pavilion development nearing completion in the Lara United Football Club. 	■
Facilitating employment programs for the communities that need it most, including young people.		The Whittington Works demand-led employment project, funded by Jobs Victoria, continues to support job seeking residents in Whittington, in partnership with Bethany Community Support.	■
		We ran first aid and food safety training in the September school holidays and have also provided individual support to young people keen to secure local employment.	■
Improving access to facilities and programs for people of all abilities.	<i>Provide a grants scheme to fund community groups and initiatives that promote inclusion and accessibility.</i>	We are considering introducing annual themes, such as access and inclusion, to our Healthy and Connected Communities Grants program.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
		Our <i>Access and Inclusion Plan (2018–2022)</i> was endorsed by Council in November 2018. Plans to make additional accessibility resources for event organisers available are well underway with the delivery of a Marveloo (portable self-contained adult change facility) scheduled for January 2019.	
Recognising our returned service men and women.		We are supporting and facilitating a range of projects including: <ul style="list-style-type: none"> • installing Bluestone Pavers with Victoria Cross recipient names and relocating the Spirit of ANZAC statue within Johnston Park • developing Armistice Day Stories of Peace for Anzac day projections on City Hall in 2019 • installing Honour Walls at the Ocean Grove War Memorial for Anzac Day • developing a Connecting Memory Anzac Digital Story Trail for Armstrong Creek • an Armistice Living Tribute for Johnstone Park, recognising the 100-year anniversary of the signing of the Armistice on 11 November 1918 • adding to the Veterans of the Boer War collection through a partnership between the Lara RSL with the National Wool Museum. 	
Further developing programs that support older people and young people in our community.	<i>Renew the Municipal Early Years Plan</i>	Council endorsed the <i>Municipal Early Years Plan 2018–22</i> in November 2018. As well as being a plan of action to help us improve the health and wellbeing of the region’s children (aged 0-8) and their families, it is also intended as a guide for early years providers and services within the municipality.	✓
		We have started working on a positive and active ageing discussion paper to use during the consultation phase of our planned positive ageing strategy.	
Advocating for inclusive, multicultural activities and respect for cultural diversity.		Council adopted the <i>Multicultural Action Plan 2018–2022</i> in October. The plan builds on the work of the previous one, with specific action areas contributing to greater social cohesion and a more inclusive, connected and vibrant Greater Geelong.	

LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE

PLANNED SUSTAINABLE DEVELOPMENT

We will use sustainable principles to guide development of growth areas and help protect our townships.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares*	Increase	898.712 hectares	*December 2018 data will be used as baseline data.	△
15 years of residential land supply.	Annual	14+ years	Maintain		Reported annually.	■
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8%	50%	–	Reported annually.	△
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	–	Reported annually.	△
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	–	Reported annually.	△
Mandatory sustainable design assessment of all new developments.	n/a	n/a	Planning controls in place	–	The City has completed a public exhibition of a planning scheme amendment to include environmentally sustainable design local policy in the Greater Geelong Planning Scheme. The policy will require multi-dwelling developments to include an Environmentally Sustainable Development assessment as part of the planning permit process. It is expected the policy will be adopted and operating by mid-2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Making sure housing supply, diversity and affordability can meet the needs of our growing community.	<i>Complete the Settlement Strategy, to guide growth, boundaries and development in townships and urban areas.</i>	The <i>Settlement Strategy</i> was adopted by Council in October 2018. Planning scheme amendments required by the strategy will commence in 2019, following adoption of the <i>Northern and Western Geelong Growth Areas Framework Plan</i> .	■
Facilitating opportunities for infill residential development.		The <i>West Fyans Structure Plan</i> , <i>Pakington Street Urban Design Framework</i> and <i>South Geelong Urban Design Framework</i> are underway. Work underway includes community consultation and identification of types and scale of new infill development for these areas.	■
Continuing to develop urban growth areas across the region.		The framework plan for Northern and Western Geelong Growth Areas is progressing and will be considered by Council in early 2019. More than 30 active estates in Greater Geelong are providing a diversity of lot types and housing products. Infrastructure construction and planning is underway in our growth areas to meet the needs of new residents.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Managing the impact of development on the unique character of our townships.		Work with Department of Environment, Land, Water and Planning is underway to investigate designating parts of Geelong as distinctive landscape areas. Design controls to guide new development in Barwon Heads are being implemented through the <i>Barwon Heads Structure Plan</i> . The final amendment will be considered by Council in early 2019.	■
Improving the environmental performance of new developments, using planning controls.		We have completed the public exhibition period for a planning scheme amendment designed to include environmentally sustainable design local policy in the Greater Geelong Planning Scheme. It is expected the policy will be adopted and operating by mid-2019.	■
Delivering biodiversity conservation programs.		Our pest plant and animal control and revegetation works are ongoing. We have engaged an environmental ranger to assist with community education. A coastal Hooded Plover protection program is underway, in partnership with BirdLife Australia and community volunteers.	■
Preserving nature reserves, rural and coastal environments.	<i>Manage the delivery of nature reserves in new developments</i>	Our pest plant and animal control and revegetation works are ongoing. The City is supporting local community groups, including environmental education, and via the engagement of specialist environmental contractors, to assist with weed control works.	■
	<i>Establish Sparrovale Wetlands, to enhance the area and its biodiversity.</i>	The Sparrovale Masterplan is underway, although it is in its preliminary stages.	■
	<i>Continue a coordinated approach to drainage and water sensitive urban design.</i>	Council approved the Barwon Region Strategic Directions Statement for Integrated Water Management in October 2018, and it was signed off by the minister in December 2018. We also received a Victorian Planning Authority grant in December 2018 to prepare a stormwater services strategy.	■
	<i>Review of existing land for community facilities, with new land acquired where needed.</i>	We reached an agreement with VicRoads to purchase surplus land. This will be used for social infrastructure that can support the new and developing Fyansford community. We are currently awaiting contract of sale documentation from VicRoads.	■
	<i>Introduce a rural and peri-urban advisory body to build relationships and foster best practice.</i>	The Peri Urban Advisory Committee is currently working on a number of environmental initiatives. The committee has identified four priority areas for further work including: biosecurity; livestock exchange; information exchange and truck-wash facilities.	■

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

EFFECTIVE ENVIRONMENTAL MANAGEMENT

We will show leadership to address waste, climate change and environmental challenges.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increase in garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Every three months	56.32%	60%	56.7%	Green waste is reduced due to the extended dry period, but has a peak in Spring. Recycling is increasing due to the summer holiday period on the Bellarine Peninsula. Overall, recycling weight per capita is slowly reducing due to a reduction in newspaper circulation and conversion of glass containers to plastic.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 ¹	50%	-	Reported annually.	△
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually	Increase	-	Reported annually.	△
Increased suburban tree canopy.	Every two years	14%	16%	-	Reported every two years.	△
Increased number of street trees planted per annum.	Every three months		>1,850 per annum	902	Street tree planting mainly occurs during late Autumn and Winter as this is the best time of year for planting.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Continue to improve environmental management services.</i>	We have undertaken the following work at City owned facilities: <ul style="list-style-type: none"> • rooftop solar systems installed, with 21 systems to be in operation by the end of 2019 • upgraded inefficient lighting across multiple sites • heating, ventilation and cooling upgrades and building management systems installed to more efficiently heat and cool our facilities. 	■
	<i>Continue to embed One Planet Living principles across the organisation.</i>	We are training our employees in One Planet Living, including presentations at employee induction sessions.	■
Educating and assisting our community to act on climate change, by reducing waste, emissions and water usage.	<i>Identify 'waste-to-energy' options for our region.</i>	We will continue to meet with other local governments, energy providers, waste-to-energy companies and other stakeholders to explore options for alternative waste treatment.	■
	<i>Trial a hard waste collection service.</i>	A contractor has been appointed, a booking system is currently being developed and a community information plan has also been developed.	■

¹ Target and baseline to achieve emissions reduction from Council's buildings and vehicle fleet from 2014-15 levels as per the City's Zero Carbon Emissions Strategy.

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Renew the Environment Management Strategy.</i>	We have appointed a consultant to assist with the review. They will start an internal engagement in the coming months.	■
	<i>Continue to invest in the community Environment and Sustainability grants program.</i>	We allocated all \$50,000 of our 2018–19 Environment and Sustainability Grants Program funds in December 2018.	✓
	<i>Investigate options to achieve zero waste to landfill and support the community to do likewise.</i>	We are exploring options to achieve zero landfill waste through discussions with other local governments, businesses and state government agencies. Findings will be presented in our Waste Strategy, which is currently under development.	■
Using sustainable materials to construct and renew roads, footpaths and street furniture.		We are using recycled crushed concrete in sub-base construction for footpaths. We are also investigating the possibility of using recycled plastic in asphalt pavements by speaking to suppliers and other local Governments.	■
Progressively changing standard street lights to LED lights, to help reduce carbon emissions.		We have developed a business plan, including financial modelling, for the replacement of our existing 20,000+ streetlights with LED lighting.	■
Commencing Drysdale landfill rehabilitation.		We have engaged a consultant and community consultation about the development of the <i>Drysdale Landfill Landscape Plan</i> is scheduled to begin in the next two months.	■
Constructing a green organics facility.		We have opened the new Geelong Garden Organics Composting Facility and received a site licence from the Environmental Protection Authority in late December 2018. The first load of green organic material is expected in mid-January 2019.	✓
Planting more trees to green and cool our urban areas.		Between July and December 2018, we planted 1,132 new advanced trees in streets and parks as part of the <i>Urban Forest Strategy</i> and we are currently using additional resources over summer to water street and park trees. Preparation and planning for the 2019 planting season has begun.	■
Reducing single-use plastic across the region.		We will develop and implement a Plastic Wise program to reduce single-use plastics at all our events, functions, activities and offices by December 2019.	■
Managing pest plants and animals more effectively.		Rabbit control efforts have been hindered by new limits on the use of poisons imposed by the Department of Environment, Land, Water and Planning. We are currently developing a new rabbit action plan to help control rabbit populations.	■
	<i>Protect and rehabilitate our beaches, waterways and conservation reserves.</i>	Our pest plant and animal and revegetation programs are ongoing and a coastal Hooded Plover program is also underway.	■

LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND
IMPLEMENTATION OF
SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

VIBRANT ARTS AND CULTURE

We treasure Geelong's culture and heritage and will help our creative community to grow.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325	Increase	-	Reported annually.	△
Increased access to cultural collections through on-line engagement.	Annual	49,093	Increase	-	Reported annually.	△
Increase in the percentage of active library members in the municipality.	Annual	19.28%	20%	-	Reported annually.	△
Increased employment in creative occupations.	Every five years	4.75%	Increase	-	Data available from 2021 Census.	△
Maintained visitation to our key cultural facilities: National Wool Museum, Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre.	Annual	National Wool Museum 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934	Maintain	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Incorporating arts and cultural initiatives into infrastructure development, to enhance our sense of place.		Our implementation of the <i>Public Art Strategy</i> continues, with a range of projects including: <ul style="list-style-type: none"> • launch of Leopold Community Hub sculpture commission in December 2018 and • the Underwater Sculpture Park at Clifton Springs (now titled the Sunken Gallery). We are also contributing to the heritage interpretation of the Sale Yards.	■
Recognising and sharing our heritage through storytelling.		We have been working on the following storytelling projects: <ul style="list-style-type: none"> • five stories completed for the Connecting Memory project • an interpretative trail commemorating our Anzac heritage • Bronze Stories, a Central Geelong installation. • exhibitions and public programmes at the National Wool Museum, which include a national project featuring the stories of regional women working on the land • the National Wool Museum's 30th anniversary. 	■
Recognising and celebrating Geelong's Aboriginal culture and history.		We are about to start planning for the 2019 Reconciliation Projection Program. We have also completed a DVD of the 2018 program which will be distributed. <p>Other projects we have been working on include:</p> <ul style="list-style-type: none"> • the Armstrong Creek Connecting Memory project, featuring stories of the First People 	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
		<ul style="list-style-type: none"> working with Wadawurrung to preserve a scar tree, with the aim of placing it at the National Wool Museum Renaming a major park in Armstrong Creek Bunjil's Nest, in honour of Bunjil, the creator spirit of the Wadawurrung and Kulin nation. 	
Working with galleries and museums to improve our public art and heritage offering.	<i>Develop a cultural strategy that advances our museums and galleries.</i>	We have done a lot of research to inform the upcoming cultural strategy and heritage asset strategic plan, and the framework for engagement has commenced. The <i>Public Art Strategy</i> will also be refreshed as part of this process.	■
	<i>Attract more national art exhibitions to the region.</i>	Major national and international exhibitions programed for 2018–19 at the Geelong Gallery and National Wool Museum include: <ul style="list-style-type: none"> the Archibald Prize the Marion Hall Best exhibition London's Natural History Museum Wildlife Photographer Awards and Sidney Nolan's Ned Kelly series. 	■
Attracting new, and supporting existing, creative industries.		Renew Geelong, a project we fund in partnership with Creative Victoria, has been successfully launched to allow local creatives to use vacant shops and spaces in Central Geelong on a rent-free basis, via a 30-day rolling license. The Creative Geelong project, also cofounded with Creative Victoria, has been ongoing, staging a number of workshops.	■
Delivering UNESCO City of Design creative outcomes, including: National Wool Museum Master Plan; Geelong Gallery redevelopment; Mountain to Mouth; Geelong After Dark; cultural trails.		Major projects, featured as UNESCO City of Design, are in the scoping and planning stages and creative partnerships are being developed, in particular for Geelong After Dark, Mountain to Mouth and Pivot Summit. Geelong is also partnering with Melbourne City of Design for the first time in 2019.	■
Working with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		The Geelong Regional Library Corporation continues to deliver a range of program and services, including the Word for Word Festival at the Geelong Library and Heritage Centre in November 2018.	■
	<i>Support music and performing arts programs.</i>	The next iteration of Connecting Song, a three-part mentorship of experienced songwriters with young emerging musicians, is underway, with mentors and mentees working together in preparation for Geelong After Dark.	■
	<i>Commence Osborne House remediation.</i>	We are undertaking a precinct master plan, which incorporates the land within the boundaries of Swinburne Street, Mackey Street, Princes Highway and the foreshore, including St Helens. This will include options for future use of Osborne House. Community engagement is currently underway and the plan should be finalised by April 2019. The building works are continuing, with the house emptied and artefacts being cleaned and protected. The house itself has been tested and mould levels have reduced.	■
	<i>Put heritage and conservation plans in place for significant infrastructure.</i>	The <i>Municipal Heritage Strategy</i> was adopted in August 2017. Conversation management plans are a critical tool for the ongoing protection of our heritage buildings and they are being prepared and implemented for many City owned sites.	■

LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS





INTEGRATED TRANSPORT CONNECTIONS

Our focus will be on improving our public and active transport, and better connecting our networks.

■ On track
 ◆ Needs improvement
 ⬢ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths	Increase	-	Reported annually.	■
Increased community satisfaction rating with sealed local roads.	Annual	49	60	-	Reported annually.	△
Renewal gap for road management reduced.	Annual	\$4.5 M	Reduce	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Supporting projects in the G21 Region Road Transport Plan.	<i>Establish a traffic management plan for the northern growth corridor (including Lara).</i>	We have collected data and completed an engagement survey for the Lara Traffic Study. We will now prepare an action plan and confirm it with the working group, VicRoads and the Transport Group prior to rollout.	■
	<i>Work with VicRoads to deliver truck restrictions in Central Geelong.</i>	A <i>Central Geelong Freight Movement Plan</i> has been prepared by Transport for Victoria, with recommendations pending funding and finalisation of the <i>Transport Network Operating Plan</i> .	■
Working with VicRoads to deliver the Network Operating Plan, to improve bus services.		Transport for Victoria has held three workshops with industry stakeholders and prepared a draft <i>Network Plans for Transport and Bus Access in Central Geelong</i> . Community engagement is scheduled for February 2019.	■
Improving our road management and engagement program.		The <i>Road Management Plan</i> was updated and adopted in 2018. Our <i>Roads to Success</i> promotion has had a lot of online interest and increased customer understanding of 'pot-hole' repairs. We are also progressing the <i>Paths to Success</i> lean improvement project, which aims at reducing outstanding defects in footpaths and kerb and channels.	■
Delivering better-connected walking, cycling and trail paths across our region.	<i>Upgrade existing roads, streets and footpaths.</i>	Funding to prepare a shared trails master plan was allocated in 2018–19. We issued a consultant's brief, and a draft base plan is due in the first quarter of 2019. This will be followed by community engagement.	■
Advocating to improve rail, road and sea connections for our region.		The <i>Fast Rail to Melbourne</i> report was adopted by Council in December 2018. The report, presented to the Victorian Government, advocates for a faster rail service linking Geelong and Melbourne. The report was also presented to the G21 Transport Pillar in December 2018.	■
Working with government to improve freight connections to the Geelong Port.		Recent works at McLeod Street in North Geelong have improved access to the port. Regular meetings have been scheduled to inform future infrastructure projects.	■
Advocating and planning for a second container port at Bay West.		We provide support to the G21 Transport Pillar on this issue as required. The group has responded to the Victorian Government call for submissions and we are awaiting further opportunities for input or a decision.	Not started

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Supporting further international flights at Avalon.		<p>Tourism Greater Geelong and The Bellarine continues to work closely with both Avalon Airport and Air Asia to promote the new Avalon services in the following ways:</p> <ul style="list-style-type: none"> • media and travel trade familiarisations of the region • volunteers providing visitor information services at Avalon • training programs for ambassadors who work with and support departing and arriving passengers. <p>Avalon Airport is now a Tourism Greater Geelong and the Bellarine platinum partner.</p> <p>Efforts continue to attract additional airlines, new routes and destinations to Avalon, with further flight announcements anticipated in mid-2019.</p> <p>Research will commence in the first quarter of 2019 to better understand the travel patterns of Air Asia inbound passengers. Work will also commence on promoting Air Asia to the student market in Geelong, with the aim of boosting visits from family and friends.</p>	
Supporting the redevelopment of the rail station precinct, including a modern bus terminal.		Development Victoria has completed their peer review of the master plan and prepared a suite of recommendations, including a staging plan for consideration by the Victorian Government.	
Delivering the Better Bike Connections project.		<p>Community engagement on the Moorabool Street section of the Building Better Bike Connections Project is scheduled for February 2019.</p> <p>High Street survey results were released in December 2018. The tender for the Geelong West route closed in December 2018. Tender evaluation is underway for delivery of works in the first quarter of 2019.</p>	
	<i>Investigate and develop parking solutions in Central Geelong.</i>	The Revitalising Central Geelong partnership have initiated a consultation period for the Central Geelong Car Parking Discussion Paper. This will allow members of the community, as well as holidaymakers and visitors to the region, to provide their feedback on transport and parking options. The feedback will influence a Central Geelong Parking Strategy, to be developed in 2019.	

LINKS TO THE CLEVER CREATIVE VISION



A FAST, RELIABLE AND
CONNECTED TRANSPORT
NETWORK

A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses	Increase	-	Reported annually.	△
15 years of industrial land supply planned.	Annual	21 years	Maintain	-	Reported annually.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Continuing to work with government to deliver projects that revitalise Central Geelong.		The Revitalising Central Geelong partnership, jointly funded with the Victorian Government, is continuing to deliver on the <i>Revitalising Central Geelong Action Plan</i> . Recent activity includes: <ul style="list-style-type: none"> • Malop Street Green Spine Block 1 design • NDIA frontage work and planning for Blocks 3 to 6 • consultation on Central Geelong Parking • commencement of the Activity Centre Zone review and • progressing the Transport Network Operating Plan and Bus Service Review. 	■
Working with government to deliver City Deal projects.	<i>Work with government and local stakeholders to scope City Deal projects.</i>	City Deal project negotiations are ongoing. Discussions ceased during the caretaker period for the state election (November 2018) and recommenced post-election. The timing for signing City Deal is yet to be finalised, with both the state and federal governments yet to agree on the final projects to be included.	■
Using Geelong's UNESCO City of Design award to secure economic development projects.		The following work has been developing over the last quarter: <ul style="list-style-type: none"> • Geelong, in partnership with the National Gallery Victoria, will host a program of 27 events in March 2019 as part of Melbourne Design Week. A major stakeholder event will be delivered in March to coincide with this. • We attended the City of Design sub-network meeting, as part of our obligation to the UNESCO network. We have also met with representatives from Adelaide (City of Music), Melbourne (City of Literature) and Singapore (City of Design). • The Geelong City of Design logo has been trademarked, a style guide finalised and a new brochure has been completed. • We have signed up to the Creative Cities Network website. • A funding application to the Building Better Regions Fund has been completed and submitted. • We have also secured the international Pecha Kucha license, which will support activating the design sector in Geelong. 	■
Attracting new investments to the region.		We received over 200 business enquiries in 2018, including 50 new investment opportunities. We have supported Cross Laminated Offsite Solutions, Vestas Renewable Energy Hub, and Eco Kit Homes in establishing in Geelong. We have played a major role in developing the Better Approvals Process, streamlining the business approvals process, and will act as the concierge for the process.	■
Helping to renew industrial precincts.		Work to implement the <i>West Fyans Structure Plan</i> and the <i>Pakington Street Urban Design Framework</i> is underway. These projects will help transition older industrial areas to a mix of contemporary employment and residential uses.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Supporting and promoting local businesses, markets and products.		<p>We are providing a number of programs designed to support small business in the region. These include:</p> <ul style="list-style-type: none"> • Business Victoria workshops • Australian Taxation Office workshops • Free business mentoring through Business Victoria’s mobile business centre. • partner and support programs delivered by ManuFutures, Runway, Geelong Manufacturing Council and the Chamber of Commerce. 	■
	<i>Make land available to attract new industry.</i>	We completed industrial land supply monitoring in 2018. There has been a significant increase in demand in recent years, but sufficient supply remains for at least 20 years.	■

LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES




GROWING OUR TOURISM AND EVENTS

Our tourism and events offering is strong, but we aim to grow it further.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Annual increase in the percentage of visitors.	Annual	5.1 million (Apr 17-Mar 18)	2.1 per cent per annum	-	Reported annually.	△
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17-Mar 18)	3.8 per cent per annum	-	Reported annually.	△
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17-Mar 18)	4.9 per cent per annum	-	Reported annually.	△
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17-Mar 18)	1.9 per cent per annum	-	Reported annually.	△
Annual increase in tourism employment.	Annual	Estimated 5,906	1.6 per cent per annum	-	Reported annually.	△
Return on investment of Geelong major events to the municipality.	Annual	46:1	30:1	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Working with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		Changes within the state and federal governments has delayed the finalisation of the City Deal. Tourism Greater Geelong and The Bellarine continues to lobby for the Convention and Exhibition Centre.	■
Delivering the Visitor Economy Strategy 2017–21 and the Tourism Development Plan.	<i>Complete preliminary work for the establishment of the Mineral Springs Spa.</i>	The funding agreement Regional Development Victoria to undertake bore integrity testing is still to be finalised. This is a critical prerequisite prior to the commencement of an expression of interest/tender process. As a result, the site assessment has not yet been completed and work continues with state government to reissue funding that better aligns with site assessment and new timing anticipated. The project timing has been deferred to the 2019–20 budget. Once the site assessment and expression of interest are completed in 2019–20 financial year the project scope, timing and planning will be determined.	Not started
	<i>Continue to attract cruise ships.</i>	Our region will host the Australian Cruise Association in Geelong for their annual conference in September 2019. Further work is underway with the owners of Cunningham Pier to refine the consultant’s report into using the pier to host expedition and small-to-medium cruise ships. Three cruise ships will visit Geelong in 2018–19, disembarking over 2,500 passengers. They will be greeted by Tourism Greater Geelong and The Bellarine’s meet-and-greet welcome service. Two cruise ships have confirmed plans to visit Geelong in 2019-20 season. Lack of permanent pier structures and the subsequent use of swing moorings will continue to restrict the number of ships visiting Geelong waters.	■
	<i>Support the Geelong Waterfront Safe Harbour Precinct Project.</i>	A preliminary consultation has been undertaken on the precinct concepts, which will inform the master plan currently being developed.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Help to upgrade visitor facilities, experiences and accommodation.</i>	A tourism development plan for the region is under development, with consultants undertaking an industry and partner consultation.	
	<i>Commence construction of an artificial reef and underwater sculpture park.</i>	Consultants have been engaged to oversee stage 1 of 'The Sunken Gallery' project. This includes: <ul style="list-style-type: none"> • formalising in principle support for the project by external stakeholders • developing a marketing and communications plan, including consultation • identifying project partners and funding opportunities. Expression of interest documentation has been developed to engage artists with a local artist selected to install a work first commissioned for Mountain to Mouth, as a land based marker for the Sunken Gallery.	
Building on the current events program and increasing cross-promotional opportunities.	<i>Continue to support high-quality events across the region.</i>	Tourism Greater Geelong and The Bellarine continues to work in partnership with both event organisers and Visit Victoria to promote the region's major events including the Victorian Golf Open, Cadel Evans Great Ocean Ride and the International Airshow at Avalon. This has been done in the following ways: <ul style="list-style-type: none"> • packages and information kits provided to the crews of all boats participating in the Festival of Sails • Tourism Greater Geelong and The Bellarine's digital platforms, visitor guides and visitor information services • a pop-up service to welcome and support of visitors going to events in Geelong and Melbourne. 	

LINKS TO THE CLEVER CREATIVE VISION



A DESTINATION THAT
ATTRACTS LOCAL AND
INTERNATIONAL VISITORS



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES

INNOVATIVE FINANCES AND TECHNOLOGY

Clever and sustainable financial management, matched with digital growth, will advance our future.

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the city 11 council facilities with free community Wi-Fi	Increase	-	Reported annually.	△
More online transactions with our customers.	Every three months	Payments – 114,257 Forms – 17,517 Requests for Service – 24, 074	Increase	-	Reported annually.	△
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	-	Reported annually.	△
Increased revenue streams.	Annual	-	Increase	-	Reported annually.	△

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Delivering smart technology solutions to areas such as street lighting, parking, waste management and children’s services.		We are currently installing a LoRaWAN low powered sensor network across the municipality to enable the use of smart sensors. This is an important piece of infrastructure for services such as parking management, environmental monitoring, movement and people counting, waste management, asset usage and management.	■
Delivering Smart Cities infrastructure using electronic data collection to better manage assets and resources.		We are currently installing two data platforms to improve the collection, management, sharing and visualisation of data and open data sets. An internal data register is set to be launched in March 2019, to improve identification and collaboration of data sharing between our departments. In March, we will also launch a new open data platform to the public, enabling greater access to council data. This tool is an important element in developing a Geelong data exchange for the City.	■
Increasing free Wi-Fi in public spaces and community facilities.		A \$1.8M grant from the state government has been approved and project planning has begun. Community engagement is scheduled to begin in February-March 2019.	■
	<i>Improve digital access for the Geelong community.</i>	Around 50 members of the community attended the Norlane Digital Expo held in October. The expo, supported by the City and delivered by students from St Thomas Aquinas, gave community members the opportunity to engage with digital technologies and experiences. The City is also facilitating a Whittington Digital Inclusion working group to plan and implement projects through 2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Developing digital tools and technologies to improve service delivery and our customer experience.	<i>Drive digital transformation in the organisation.</i>	Delays have been encountered with recruitment which has impacted on the initiation of this project. The City will complete a two stage procurement process – a request for information, followed by a request for tender. We anticipate contracts to be awarded in April 2020.	◆
Establishing sustainable financial and infrastructure management systems for our future.			
Attracting more technology-focused businesses to our region.		We are working with various stakeholders in the region to support the tech industry and the start-up and entrepreneurial sector. In partnership with Deakin, Geelong hosted the StartCon conference in October. This international 'pitch-fest' attracts businesses keen to win a place in the StartCon Final "Pitch for a \$1 million" held in Sydney.	■
Examining our budget to fund future initiatives.	<i>Review the efficiency of our service delivery.</i>	We are currently scoping out initiatives for 2019–20, as part of the 2019–20 budget process.	■

LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND
ADOPTING TECHNOLOGY



A PROSPEROUS ECONOMY
THAT SUPPORTS JOBS AND
EDUCATION OPPORTUNITIES










ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE



We will be the 'leading voice' of the community by delivering confident governance and strategic planning.

■ On track
 ◆ Needs improvement
 ■ Off track
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Dec 2018	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54	>70	-	Reported annually.	△
Increased community satisfaction with customer service.	Annual	70	>80	-	Reported annually.	△
Increased community satisfaction in decision-making.	Annual	53	>60	-	Reported annually.	△
Increased community satisfaction with community consultation (engagement).	Annual	50	>60	-	Reported annually.	△
Increased community satisfaction with overall council direction.	Annual	54	>70	-	Reported annually.	△
Reduction in Lost Time Injury Frequency Rate.	Every three months	14.9	Reduce	21.7	Due to the change in reporting methods, to align with industry standards, there is likely to be an increase in Lost Time Injury (LTI) numbers. The City is actively working to reduce the number and frequency of LTIs.	■
Increased employee engagement.	Annual	54%	70%	-	Reported annually.	△
Increased employee satisfaction.	Annual	62%	80%	-	Reported annually.	△
Increased positive media coverage.	Every three months	55%	Increase	62.3%	Media coverage is reported as the average for the first six months of the financial year.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Proactively managing our assets, including land holdings.		The Asset Management Transformation Project is progressing, with: <ul style="list-style-type: none"> the final draft policy ready for approval by the Asset Management Steering Committee the framework and strategy progressing well creation of asset management plan templates for each category type. These components will all be completed by February 2019. Recruitment of key roles will be finalised in late January 2019, providing much needed expertise to deliver this major change project.	◆
Consolidating the City of Greater Geelong offices.	<i>Plan for consolidating Council offices.</i>	Council has approved recommendations for consolidating our offices into one central location. Stage 2, which involves sorting proposals from developers and their design teams, has closed and we are looking to appoint a developer by the end of March 2019.	■

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
Communicating and engaging more effectively with the community, in areas of need.		<p>We have commenced community engagement to identify needs in the following priority areas:</p> <ul style="list-style-type: none"> • access and inclusion • lifelong learning and jobs • digital inclusion • community resourcing. <p>In partnership with local schools and organisations, we have developed a Youth Leadership Program, which offers 20 young people the opportunity to influence the City's decision-making. The City also continues to run core youth programs in areas of high need including Whittington, Lara and Corio.</p>	
Continuing to transform our workplace culture.	<i>Implement the actions in the annual employee opinion survey.</i>	<p>Executive action planning for Investment in Our People has commenced.</p> <p>Employee opinion forums are being conducted across the organisation between December 2018 and February 2019.</p>	
Using data and analytics to make better decisions.		<p>We are continuing to refine ways of using data to report on organisational performance.</p> <p>We have also commenced work on the development of a performance monitoring framework, which will give a holistic view of performance across the organisation.</p>	
Making our processes more effective and efficient.		<p>Just over 400 staff have participated in Introduction to Lean Thinking training while a further 16 staff have progressed through to Lean Basics training.</p> <p>There are 19 Business Improvement projects currently happening across the organisation that are focussed on better customer outcomes and reducing lead times on products and services.</p> <p>As demand for support outweighs our capacity to deliver, there has been a delay in the development of the Lean Basics and Lean Leader training programs.</p>	
Increasing state and federal funding for the region.		<p>We are continuing to advocate for regional priorities, in partnership with G21 and the Committee for Geelong.</p> <p>Our Chief Executive Officer and Mayor attended delegations to Canberra to advocate for the Northern ARC Health & Wellbeing Hub and fast rail to Geelong projects.</p> <p>We successfully applied for Regional Roads Victoria funding for Elcho Road, Lara.</p>	
Developing, promoting and improving the City's brand.		<p>We have advanced or completed a number of specific projects to enhance the City's brand, including:</p> <ul style="list-style-type: none"> • new in-house writing programs for officers, based on our writing standard • redesign of signage on animal management vehicles • a range of City-branded collateral (including brochures, print and online advertisements) • support for our annual Christmas program. 	
Leading major local organisations in collaborative projects.		<p>We will continue to bring together key regional stakeholders, via our Vision Partner Group. Membership will be expanded and the group will meet in the first quarter of 2019.</p>	
Using better communication to strengthen our strategic priorities.	<i>Strengthen strategic, governance and communication frameworks.</i>	<p>We are now enacting our <i>Corporate Communications and Marketing Strategy</i> to support the clever and creative 30-year vision, the Council Plan 2018–22, and all other high-level communications and engagement activities both internally and externally.</p> <p>Other work that has been completed includes:</p> <ul style="list-style-type: none"> • graphic design support for the City's new Operating Framework • completed the first year trial of an education program about local government operations, targeted at schools. 	
	<i>Convene a Junior Council, with input into decision making, to improve engagement with young people.</i>	<p>We received a total of 55 nominations for the Youth Council. All wards were represented (a minimum of 8 per ward). The majority (80 per cent) of applicants identified as female. Voting by Youth Advisory Group members is to take place in late December/early January.</p>	

Four year priorities Council Plan 2018–22	2018–19 major aims	Progress comment	Status
	<i>Begin five-year service planning.</i>	Our five-year service planning process is well underway, with all designated services due to complete plans by 30 June 2019. Delivery of these plans will set the foundations for service delivery over the coming years, and allow the organisation leaders and councillors to make informed, comparative decisions about investment in service delivery for the future.	
	<i>Strengthen relationships with neighbouring councils, including G21 region councils and the City of Wyndham.</i>	Our Mayor and Chief Executive Officer are both on the board of G21 - Geelong Region Alliance. The Executive Leadership Team have met with City of Wyndham's executive to strengthen ties and discuss common projects.	



LEOPOLD COMMUNITY HUB

Leopold's eagerly-anticipated community hub and library is now complete. The library officially opened to the public on 3 December and youth and senior programs will commence in early 2019.



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CUSTOMER SERVICE CENTRE

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The *Council Plan 2018–22* is supported by the *Strategic Resource Plan 2018–22*.

The *Annual Action Plan and Budget* outlines the major initiatives to be funded each year in order to deliver the plan.

For a copy of the current documents go to www.geelongaustralia.com.au or call 5272 5272.

6. FINANCIAL MANAGEMENT REPORT – DECEMBER 2018

Source: Finance & Strategy – Financial Services
Director: Michael Dugina
Portfolio: Finance

Purpose

1. To present to Council the Financial Performance information to 31 December 2018.

Background

2. On 26 June 2018 the Final Budget was adopted with a recurrent deficit of (\$8.0m) and higher opening cash balance of \$81.6m. This recognised the early receipt in 2017-18 of expected 2018-19 Commonwealth Government Grants Commission funding (50% of allocation). On 28 August 2018 Council approved the carryover of capital and non-capital project funding into 2018-19.
3. This change known as 2018-19 projection was in response to funding allocated in 2017-18 for projects not completed, resulting in higher than expected opening cash balance of \$102.6m. The 2018-19 recurrent projection is an operating deficit of (\$17.3m) and non-recurrent surplus of \$78.8m. The 2018-19 full year projected net result is a surplus of \$61.5m.
4. The financial statements and commentary is for the period July – December 2018, which compares the budget projection with actual revenue and expense.

Key Matters

5. The key issues are noted below:
 - 5.1 The recurrent operating result for the six month period is a surplus of \$3.2m. The projected position was a deficit of (\$7.9m) so our result represents a better than anticipated outcome of \$11.1m. It is expected however that in the full year this surplus will reduce to our projected position of (\$17.3m) deficit with perhaps a small favourable saving of \$0.7m. A summary of the half year variances are provided in **Attachment 2** of this report.
 - 5.2 Capital expenditure year to date is \$53.9m against a projection of \$58.2m. It is anticipated that there will be a carryover figure of \$26.5m (as budgeted) for works not completed by the end of the financial year. This figure will be reviewed during the third quarter of 2018-19. A summary of capital expenditure variances is provided on **Attachment 2** of this report.
 - 5.3 The cash and investment balance of \$54.0m is \$13.1m higher than expected at this stage of the year mainly due to unbudgeted land sales and capital spend behind schedule. A summary of the cash and investments is provided on **Attachment 2** of this report.
 - 5.4 The non-recurrent result (e.g. gifted assets from development, sale of properties, developer cash contributions to infrastructure etc.) for the half year period was a surplus of \$54.5m. This was \$21.7m favourable to the anticipated position. At the end of the year it is expected that the position will be \$6.2m better than anticipated. A summary of the non-recurrent variances is provided on **Attachment 2** of this report.
 - 5.5 There were no environmental upgrade agreements entered into for the quarter. The existing agreement is valued at \$115k.

Cr Murnane moved, Cr Sullivan seconded -

6. That Council endorse the Financial Report to 31 December 2018.

Carried.

Attachment 1

Financial Implications

1. Any financial implication is addressed within the body of the report.

Community Engagement

2. Project managers have been consulted and provided the latest project updates which have been factored into this report.

Social Equity Considerations

3. There are no social equity implications arising from the subject of this report.

Policy/Legal/Statutory Implications

4. The report is provided in accordance with requirements under the Local Government Act 1989.

Alignment to Council Plan

5. This report is aligned to the Council Plan Strategic Objective 'Organisational Leadership, Strategy and Governance'.

Conflict of Interest

6. No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

7. There are no high or extreme risks arising from the subject of this report.

Environmental Implications

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

Attachment 2

Discussion

1. The 2018-19 full year projected net result is a surplus of \$61.5m.

Refer following Table:

	Expenditure \$'000	Income \$'000	Surplus/ (Deficit) \$'000	Opening Cash Balance
Council Draft 2018-19 Budget - Recurrent Surplus/(Deficit)	354,553	356,831	2,278	\$63.7m
Grants Commission 2018-19 - 50% received in 2017-18		(10,271)	(10,271)	
Council adopted 2018-19 Budget - Recurrent Surplus/(Deficit)	354,553	346,560	(7,993)	\$81.6m
2017-18 Non Capital Carryover Requests	9,360	79	(9,281)	
2018-19 Recurrent Projection	363,913	346,639	(17,274)	\$102.6m
Non Recurrent Surplus/(Deficit)	6,190	84,989	78,799	
Net Result Surplus/(Deficit)	370,103	431,628	61,525	

2. The December management reports are provided in the following table to report year-to-date performance and full-year forecast performance versus projection.

Summary						
	YTD Actual \$m	YTD Projection \$m	YTD Var Fav/ (UnFav) \$m	FY Projection \$m	FY Forecast \$m	FY Var Fav/ (UnFav) \$m
Recurrent Surplus/(Deficit)	3.19	(7.92)	11.11	(17.27)	(16.55)	0.72
Non-Recurrent Surplus/(Deficit)	54.47	32.76	21.71	78.80	85.09	6.29
Net Surplus/(Deficit)	57.66	24.84	32.82	61.53	68.54	7.01
Capital Expenditure	53.92	58.23	4.31	127.22	128.48	(1.26)
Closing Net Cash Positive/(Neg)	53.98	40.93	13.05	87.67		

Recurrent Variance Commentary						
	YTD Actual \$m	YTD Projection \$m	YTD Var Fav/ (UnFav) \$m	FY Projection \$m	FY Forecast \$m	FY Var Fav/ (UnFav) \$m
Recurrent Income	180.31	175.04	5.27	346.64	347.89	1.25
Recurrent Expenditure	177.12	182.96	5.84	363.91	364.45	(0.54)
Recurrent Surplus/(Deficit)	3.19	(7.92)	11.11	(17.27)	(16.55)	0.72
YTD Variance - \$11.11m Favourable						

3. The following major variances contributed to this result:

Recurrent Income

	Actual YTD \$m	Variance Fav/(UnFav) \$m
General Rates and Charges – Favourable rates	114.95	1.05
<p>generation and supplementary rates YTD, expected to be partly offset by objections in full year.</p>		
Government Grants	22.74	0.71
<p>Main favourable variances consist of:</p> <ul style="list-style-type: none"> • Federal recurrent \$573k favourable – Community Care \$580k (<i>Home Care Packages \$551k, offset by increased expenditure</i>). • State specific purpose \$501k favourable – Family Services \$61k (<i>ICC's and Child Care</i>), phasing variances in emergency management \$60k and planning strategy \$50k. Unbudgeted grants received – <i>Storm water Service Strategy \$100k, SHIP Housing Strategy \$100k, Geelong Regional Bowls Facility \$65k and Agribusiness Strategy \$75k</i>. • State recurrent \$438k favourable – Family Services \$87k (<i>Community Child Health</i>). <i>Unbudgeted grant received – Vic Roads School Grant – School Crossing Supervisor Subsidy \$304k</i>. <p>Offset by:</p> <ul style="list-style-type: none"> • Federal child care assistance (\$687k) unfavourable – Family Services (\$697k) (<i>Whittington LDC \$442k & Family Day Care \$169k</i>). • Federal – Other (\$130k) unfavourable – Grants Commission funding unfavourable. 		
User Charges	29.55	1.59
<p>Main favourable variances consist of:</p> <ul style="list-style-type: none"> ▪ Waste disposal – Commercial \$1,026k favourable – <i>Drysdale Landfill Operations \$485k, North Geelong transfer station \$476k and Commercial Collection Services \$64k</i>. ▪ Design & Supervision Fees \$714k favourable – <i>Subdivision application fees</i>. <p>Offset by:</p> <ul style="list-style-type: none"> ▪ Private works income (\$223k) unfavourable – City Works (\$259k) (<i>SZ Reinstatements</i>) 		

	Actual YTD \$m	Variance Fav/(UnFav) \$m
Other Fees & Charges	8.23	1.48
Favourable mainly due to:		
<ul style="list-style-type: none"> ▪ Fines and Costs \$746k favourable – General cost overrun \$600k, offset by expenditure) and Council Election penalties \$110k. ▪ Planning and building permit applications \$870k favourable. 		
Sundry Income	3.91	0.50
<ul style="list-style-type: none"> ▪ Unbudgeted miscellaneous income received. 		
Interest on Investments	0.89	(0.06)
 Recurrent Income Sub-total	\$180.31m	\$5.27m

Recurrent Expenditure

	Actual YTD \$m	Variance Fav/(UnFav) \$m
Employee related expenditure – Favourable salary related costs \$4,181k mainly relating to unfilled vacancies. Offset by unfavourable supplementary labour costs (\$3,819k) (see external services).	72.09	4.22
General Works:	59.38	(0.27)
<i>Materials</i> \$497k favourable with the main variances being		
Road making materials \$832k and cleaning \$104k (<i>both phasing only</i>), offset by consumable materials (\$447k) unfavourable (<i>Home Care Packages</i>).		
<i>Plant / Equip / Vehicle Costs</i> \$426k favourable with the main variances being External plant & equipment hire \$241k and Minor Plant & Equipment \$108k (<i>both phasing only</i>).		
<i>External Services</i> is (\$1,195k) unfavourable mainly due to:		

	Actual YTD \$m	Variance Fav/(Unfav) \$m
<ul style="list-style-type: none"> Contractors \$3,226k favourable - Phasing variances in discretionary projects \$1,466k (incl \$831k unbudgeted for General Cost overrun (partly offset in income) and in recurrent projects \$1,761k. Contributions \$224k favourable - phasing variances mainly in Events Services \$745k, partly offset by Arts & Culture (\$325k), Capital Projects (\$58k), Waste Services (\$53k). Levies & Contributions \$297k favourable – Waste Services - EPA Levy \$360k fav (due to diversion of waste to Wyndham, partly offset by increased Commercial Waste disposal). <p>Offset by:</p> <ul style="list-style-type: none"> Supplementary labour (\$3,819k) unfavourable – mainly, Community Care (\$1,404k), City Works (\$645k), City Development (\$407k), Engineering (\$388k), Parks & Gardens (\$352k), Waste (\$139k), Health & Local Laws (\$136k) and Property & Procurement (\$118k). Waste Disposal & Recycling (\$919k) unfavourable - Garbage Service (\$1,333k), North Geelong Transfer Station (\$689k), Litter Service (\$83k) and Commercial Collection (\$82k) (due to diversion of waste to Wyndham), partly offset by Green Waste Service \$643k fav (low tonnages in winter) and Recycling Service \$611k fav. 		
<p>Administration costs (\$234k) unfavourable mainly due to :</p> <ul style="list-style-type: none"> Doubtful Debts (\$375k) unfavourable (<i>Local Laws - Infringements</i>) and Computer Software (\$251k), partly offset by favourable Training & Development \$262k, Corporate costs \$79k and Printing \$71k. 	6.76	(0.23)
<p>Professional Services costs \$427k favourable mainly due to:</p> <ul style="list-style-type: none"> Favourable phasing variances in consultants \$708k, partly offset by Legal expenses (\$393k) unfavourable. 	3.17	0.43
<p>Utility costs are \$895k favourable mainly due to electricity \$648k, communications \$140k and gas \$117k (phasing and timing of invoices).</p>	5.06	0.89
<p>Depreciation costs \$630k favourable (timing of capitalisations).</p>	30.82	0.63
<p>(Gain)/Loss on Sale of Plant and Equipment \$168k</p> <p>favourable.</p>	(0.16)	0.17

	Actual YTD \$m	Variance Fav/(Unfav) \$m
Recurrent Expenditure Sub-total	\$117.12m	\$5.84m

Full Year Forecast

4. The 2018-19 full year recurrent forecast has improved by \$0.72m including:
- Subdivision design & supervision fees \$400k
 - Planning & Building permit income \$330k
 - VicRoads School Grant – higher than budget \$304k
 - Transfer to Capital for Irrigation Upgrades \$156k
 - Council Election Fines – unbudgeted \$110k fav
 - Grants Commission reduction (\$260k)
 - Leopold Library Book Collection – transfer from Capital (\$186k)
 - Rippleside catchment flood study – unbudgeted (\$150k)

Non Recurrent Variance Commentary						
	YTD Actual \$m	YTD Projection \$m	YTD Var Fav/ (UnFav) \$m	FY Projection \$m	FY Forecast \$m	FY Var Fav/ (UnFav) \$m
Non-Recurrent Surplus/(Deficit)	54.47	32.76	21.71	78.80	85.09	6.29
YTD Variance – \$21.71m favourable						

5. The following variances contributed to this result:

	Actual YTD \$m	Variance Fav/(Unfav) \$m
Subdivision gifted assets \$19.94m favourable	42.44	19.94
Capital grants & income (\$1.03m) unfavourable	10.04	(1.03)
Developer contributions \$1.03m favourable	3.31	1.02
Gain/(Loss) on sale of property (\$0.07m) unfavourable	(0.07)	(0.07)
Loss on disposal of infrastructure \$2.11m favourable	(0.99)	2.11
Prior Year Adjustments (\$0.26m) unfavourable	(0.26)	(0.26)
	\$54.47	\$21.71

Full Year Forecast

6. The 2018-19 full year non recurrent forecast has improved by \$6.29m including:

- Capital income \$4,178k favourable – Community Sports Infrastructure Fund unbudgeted grants: St Mary’s Social Room Extension \$1,165k, Ocean Grove Tennis Club \$860k and South Barwon FNC Netball Change-rooms \$500k. Also Vic Roads blackspot program funding increased from budgeted \$500k to \$2,166k.
- Gain on Sale of Property \$1,880k favourable – mainly relating to unbudgeted sales of 702 Grubb Rd, Drysdale and the Geelong Ring Road Employment Precinct.

7. The full year net operating forecast is \$68.5m, an increase of \$7.0m.

	Annual Projection \$'000	Annual Forecast \$'000	Movement \$'000
Recurrent Income	346,639	347,893	1,254
Recurrent Expenses	363,913	364,449	(536)
Recurrent Surplus/(Deficit)	(17,274)	(16,556)	718
Non Recurrent Surplus/(Deficit)	78,799	85,092	6,293
Net Surplus/(Deficit)	61,525	68,536	7,011

Capital Expenditure Variance Commentary						
	YTD Actual \$m	YTD Projection \$m	YTD Var Fav/ (UnFav) \$m	FY Projection \$m	FY Forecast \$m	FY Var Fav/ (UnFav) \$m
Capital Expenditure	53.92	58.23	4.12	127.22	128.48	(1.26)
YTD Variance – \$4.12m favourable						

8. The capital program is \$4.12m underspent, with the major project variances as follows:

	\$m
• Fleet Replacement	2.22
• Building renewal works	0.87
• Rosewall Community Hub	0.72
• Beach house landlord works	0.50
• Leopold Community Hub Stage 2	0.42
• Drysdale Integrated Children’s & Family Centre	0.41
• Osborne House Remedial Works	0.40
• ACEP – NAC community complex	(1.63)
• Other	0.21
	\$ 4.12m

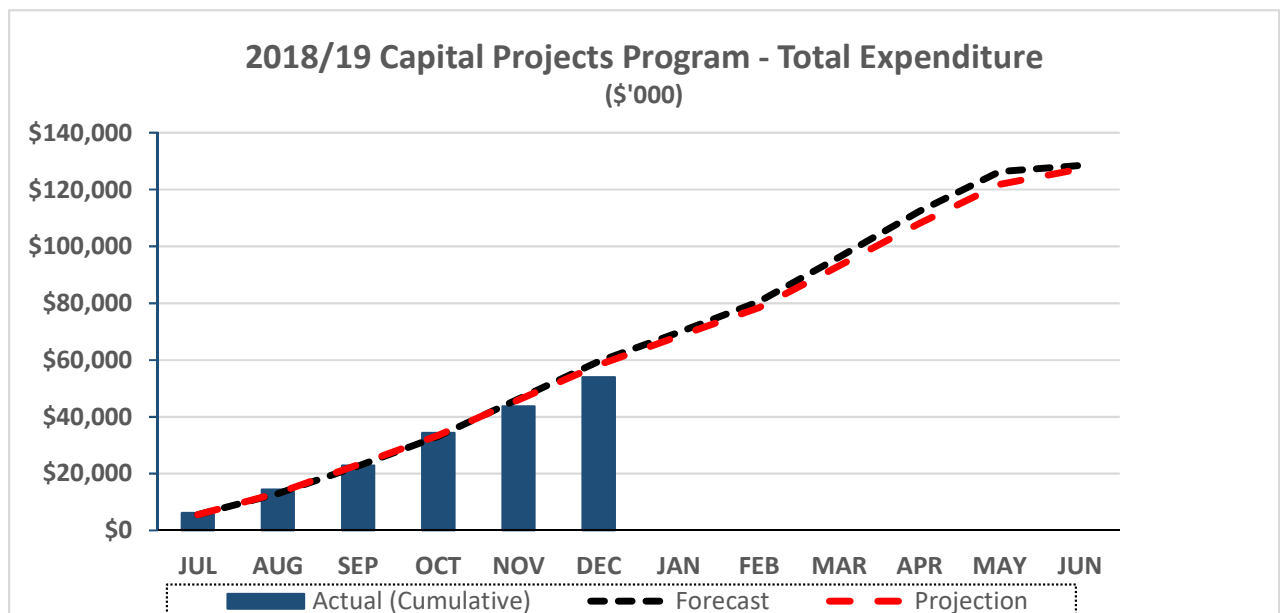
9. Forecast changes to capital projects at 31 December 2018, recommended by the Capital Works Project Group and approved by the CEO.

Project ID	Name	Transfer Amount	From	Date CWPG Recommended
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C19404	Lara Soccer Pavilion	\$165,000	Fund from \$250k savings on Flinders Peak (C16807)	28/08/2018
C19424	Griggs Creek	\$100,000	To take from overall capital program savings	28/08/2018
C15812	Western Beach Park	\$120,000	Transfer from saving on C18422 Eastern Beach footpath	25/09/2018
C13857	Corio Landfill Rehabilitation	\$100,000	Savings as per CPWG	14/11/2018
C15841	Leopold Community Hub Stage 2	\$540,000	Savings as per CPWG	14/11/2018
C17201	Drysdale Landfill Cell 5	\$650,000	Savings as per CPWG	14/11/2018
C68051	ACEP NAC Community Complex	\$700,000	Savings as per CPWG	14/11/2018
C68204	DCP- Barwon Heads Rd to Harriot Rd land Acquisition	\$1,684,661	Savings as per CPWG (Harriot Rd Drainage Project funded in 2019-20 at \$1.25m)	14/11/2018
C19201	Waterworld Canopy	\$240,000	Savings as per CPWG	14/11/2018

10. Carryover of expenditure to 2019-20 on incomplete projects as at 30 June 2019 is projected to be as budgeted \$26.5m and this will be further reviewed and updated for the March quarter report.

The graph below summarises total capital gross expenditure to date compared to budget and projection.



Environmental Upgrade Agreements

11. An environmental upgrade agreement was entered into for Lot 2 on Plan Subdivision 041455, Volume 08704 Folio 526.

Council only has one environmental upgrade agreement in place.

The total charge for this agreement is \$115k and all payments that have fallen due have been remitted.

The total value of payments that are yet to fall due is \$98k.

DETAILED OPERATING STATEMENT
As at 31 December 2018

Adopted Budget \$000s		Month	Month	YTD	YTD	YTD	Full Yr	Forecast	Full Yr
		Actual \$000s	Projection \$000s	Actual \$000s	Projection \$000s	Variance \$000s	Projection \$000s	Actual \$000s	Variance \$000s
	RECURRENT INCOME								
227,286	Rates and Charges	18,866	18,841	114,953	113,901	1,053	227,286	227,286	0
43,135	Government Grants	2,647	2,510	22,738	22,029	709	43,214	43,546	332
55,005	User Charges	4,858	4,467	29,547	27,957	1,590	55,005	55,411	406
13,434	Other Fees and Charges	1,266	933	8,228	6,751	1,477	13,434	13,874	440
5,799	Sundry Income	464	404	3,951	3,450	501	5,799	5,875	76
1,901	Interest Investments	134	158	891	951	(60)	1,901	1,901	0
346,560	TOTAL RECURRENT INCOME	28,234	27,313	180,307	175,039	5,269	346,639	347,893	1,254
	RECURRENT EXPENDITURE								
	<i>Employee Related</i>								
148,872	Salaries	11,757	12,135	70,919	75,100	4,181	149,197	149,176	21
2,407	Workcover	188	196	1,172	1,214	42	2,412	2,411	1
	<i>Goods and Services</i>								
9,614	General Works - Materials	738	923	4,552	5,049	497	9,690	9,698	(8)
7,757	General Works - Plant/Equipment/Vehicle Costs	624	634	3,646	4,071	426	7,798	7,805	(7)
93,593	General Works - External Services	8,435	7,727	51,182	49,987	(1,195)	99,650	100,350	(700)
12,150	Administration	945	755	6,762	6,528	(234)	12,465	12,385	80
5,272	Professional Services	585	737	3,174	3,602	427	7,813	7,726	87
11,988	Utilities	1,032	996	5,054	5,950	895	11,988	11,998	(10)
62,893	Depreciation	5,226	5,241	30,817	31,447	630	62,893	62,893	0
(7)	Gain/(Loss) on Sale of Plant & Equipment	1	(2)	162	(6)	168	(7)	(7)	0
354,554	TOTAL RECURRENT EXPENDITURE	29,529	29,347	177,119	182,955	5,836	363,913	364,449	(536)
(7,993)	RECURRENT SURPLUS/(DEFICIT)	1,294	2,034	3,189	(7,916)	11,105	(17,274)	(16,556)	718
	NON-RECURRENT INCOME								
45,000	Subdivision Gifted Assets	5,900	3,750	42,443	22,500	19,943	45,000	45,000	0
31,320	Capital Grants and Income	1,673	2,457	10,035	11,068	(1,034)	32,274	36,452	4,178
4,570	Developer Contributions	1,338	381	3,311	2,285	1,026	4,570	4,805	235
0	Insurance Recovery	0	0	0	0	0	0	0	0
3,145	Gain/(Loss) on Sale of Property	(1,581)	0	(71)	0	(71)	3,145	5,025	1,880
84,035	TOTAL NON-RECURRENT INCOME	7,330	6,588	55,718	35,853	19,864	84,989	91,282	6,293
	NON-RECURRENT EXPENDITURE								
6,190	Loss on Disposal of Infrastructure	88	516	985	3,095	2,110	6,190	6,190	0
0	Disbursements	0	0	0	0	0	0	0	0
0	Prior Year Adjustments	0	0	264	0	(264)	0	0	0
0	Non Council Assets	0	0	0	0	0	0	0	0
0	Asset Demolition	0	0	0	0	0	0	0	0
6,190	TOTAL NON-RECURRENT EXPENDITURE	88	516	1,249	3,095	1,846	6,190	6,190	0
77,845	NON-RECURRENT SURPLUS/(DEFICIT)	7,242	6,072	54,469	32,758	21,711	78,799	85,092	6,293
69,851	NET SURPLUS/(DEFICIT)	5,948	4,038	57,658	24,842	32,816	61,525	68,536	7,011

STATEMENT OF FINANCIAL POSITION
As at 31 December 2018

	<i>YTD Act Current Yr \$000s</i>	<i>YTD Act Previous Yr \$000s</i>	<i>Prior Year FY Actual \$000s</i>
CURRENT ASSETS			
Cash and Cash Equivalents	53,977	58,501	102,558
Trade and Other Receivables	173,393	163,121	12,439
Prepayments	1,080	3,192	180
Inventories	1,277	1,143	1,101
TOTAL CURRENT ASSETS	229,726	225,955	116,278
CURRENT LIABILITIES			
Trade and Other Payables	34,680	33,997	29,609
Unearned Income	117,766	110,002	3,841
Loans	7,723	10,079	9,868
Refundable Deposits	5,392	3,565	4,929
Employee Benefits	33,506	33,513	30,967
Landfill Provision	447	8,933	447
TOTAL CURRENT LIABILITIES	199,514	200,089	79,661
NET CURRENT ASSETS	30,212	25,867	36,617
NON-CURRENT ASSETS			
Land and Buildings	947,465	874,498	948,137
Plant and Equipment	26,366	26,836	27,285
Infrastructure	1,293,941	1,142,059	1,270,748
Intangible Assets	551	0	689
Work In Progress	121,068	94,513	83,171
Investments	10,694	10,665	10,694
Receivables	2,394	1,866	2,394
TOTAL NON-CURRENT ASSETS	2,402,480	2,150,437	2,343,118
NON-CURRENT LIABILITIES			
Developer Contributions Liability	172	37	37
Loans	35,879	30,970	38,810
Employee Benefits	1,118	1,036	2,886
Landfill Provision	13,039	0	13,177
Carbon Tax Future Liability	0	1,135	0
TOTAL NON-CURRENT LIABILITIES	50,208	33,177	54,910
NET ASSETS	2,382,483	2,143,126	2,324,825
Represented by:			
RATEPAYER EQUITY			
Surplus Year to Date	57,658	24,845	65,040
Accumulated Surplus	1,281,953	1,176,287	1,216,912
Asset Revaluation Reserve	990,542	849,039	990,542
Reserves	52,330	92,955	52,330
TOTAL RATEPAYER EQUITY	2,382,483	2,143,126	2,324,825

STATEMENT OF CASH FLOWS

As at 31 December 2018

	December Actual \$000s	December Budget \$000s
Cash Flows from Operating Activities		
<i>Payments</i>		
Employee Costs	(72,402)	(77,760)
General Works / Utilities / Disbursements	(84,523)	(80,503)
Administration / Professional Services	(9,779)	(9,294)
Interest Expense	(1,013)	(1,025)
	(167,717)	(168,582)
<i>Receipts</i>		
General Rates	85,056	85,928
Fire Services Levy	89	0
Fees and Charges	41,850	40,290
Investment Income	890	971
GST Recoveries on Operating Transactions	9,118	6,490
Government Grants	22,775	21,300
	159,778	154,979
Net Cash Inflow/(Outflow) from Operating Activities before Capital Income	(7,939)	(13,603)
Cash Flows from Investing Activities		
Payments for Land & Buildings, Plant & Equipment and Infrastructure Assets	(53,918)	(58,231)
Payments for Investment in Associates	0	0
Capital Income	10,034	11,068
Proceeds from Sale of Land & Buildings	4,234	0
Proceeds from Sale of Plant & Equipment	654	1,162
Developer Cash Contribution	3,428	2,280
Net Cash Outflow from Investing Activities	(35,568)	(43,721)
Cash Flows from Financing Activities		
Repayment of Borrowings	(5,074)	(4,307)
Proceeds from New Loans	0	0
Net Cash Outflow from Financial Activities	(5,074)	(4,307)
Net Increase (Decrease) in Cash Held	(48,581)	(61,631)
Cash at the Beginning of the Financial Year	102,558	102,558
Cash at the End of Current Period	53,977	40,927
Loans	43,603	44,371
Closing Net Debt	10,374	(3,444)

Cash and Investments						
	YTD Actual \$m	YTD Projection \$m	YTD Var Fav/ (UnFav) \$m	FY Projection \$m	FY Forecast \$m	FY Var Fav/ (UnFav) \$m
Closing Net Cash Positive/(Neg)	53.98	40.93	13.05	87.67		
YTD Variance – \$13.05m favourable						

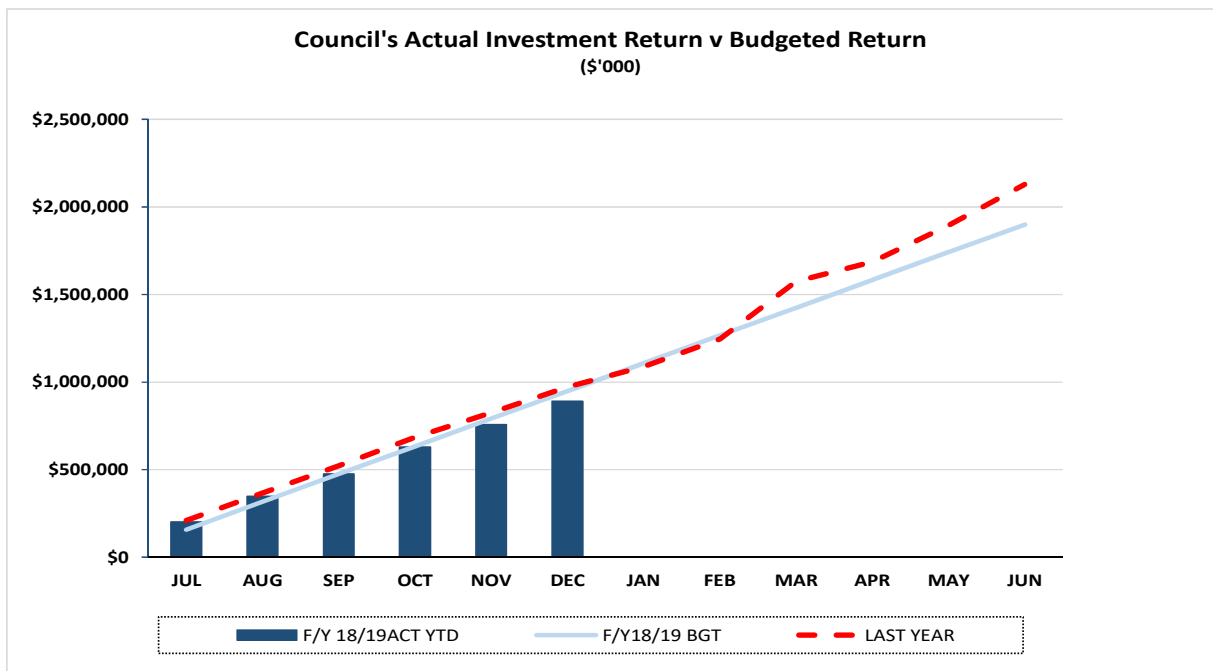
12. The month end cash and investments balance was \$53.98m. This was (\$13.05m) favourable, mainly due to unbudgeted land sales and capital spend behind schedule.

Council has future commitments for \$35.3m, which are fully cashed back:

Long Service Leave	\$22.1m
Statutory Reserves	\$ 3.6m
Refundable Deposits	\$ 5.4m
Income in Advance	\$ 3.7m
Asset Development	\$ 0.5m
Total	<u>\$35.3m</u>

The Landfill Provision balance is currently \$13.0m.

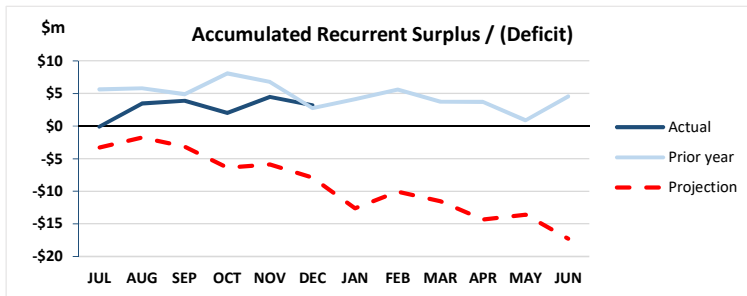
13. Working capital funds are invested in short term deposits and investment returns are as follows.



Investment returns are currently \$60k below budget and \$81k down compared to the same time last year.

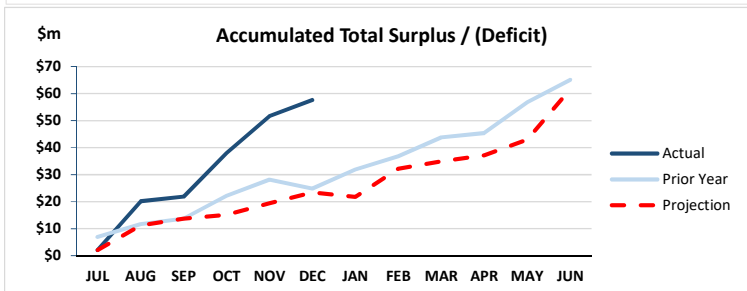
Financial Performance Indicators

As at 31 December 2018

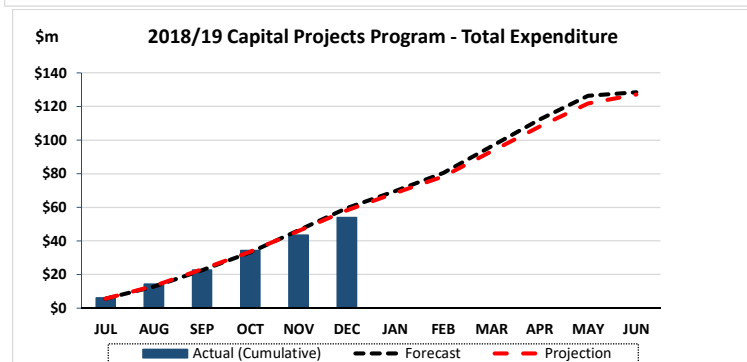


YTD surplus higher than projection due to favourable income and lower contractor costs.

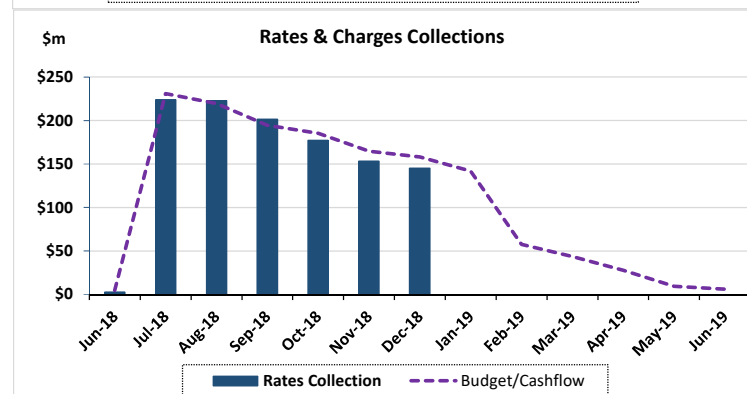
2018-19 projection lower than prior year actuals due to early receipt of \$10m from Grants Commission in 2017-18, however relates to the 2018-19 year.



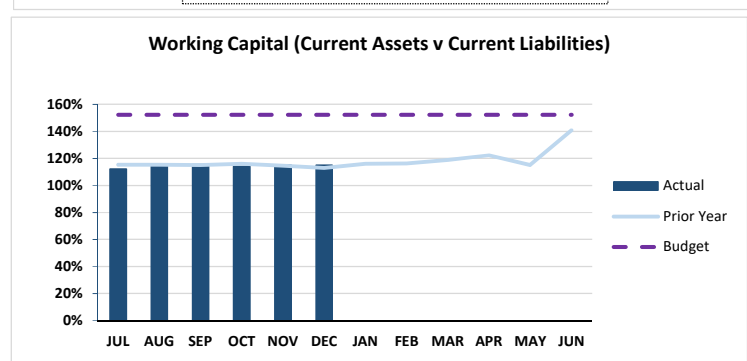
Favourable YTD mostly due to higher Subdivision Gifted Assets.



Slight favourability v projection YTD mostly due to plan phasing/timing of projects.



Tracking in line with budget



Working Capital ratio tracking in line with prior year, however is lower than budget YTD, mostly due to higher unearned income \$118k YTD, which is expected to reduce at year end.

URGENT BUSINESS – Cr Kontelj

Note: Introduction of Urgent Business requires two-thirds majority of Councillors present.

Cr Kontelj proposes to raise the following item as Urgent Business:

Cr Kontelj moved, Cr Aitken seconded -

That Council considers as Urgent Business a motion concerning the Malop Street Traffic Issues.

Carried.

MALOP STREET TRAFFIC ISSUES

Stage one of the Malop Street Green Spine (Green Spine), the block between Moorabool and Yarra Streets is now complete.

The Green Spine was highlighted as a 'catalyst project' in the Vision 2 work and became a project in Council's 2013 Central Geelong Action Plan. The project supported the desire to develop green spines that makes the city more liveable and encourages people to connect.

The design of the Green Spine included the removal of turning lanes on the east approach to the intersection of Moorabool / Malop Streets and the west approach to the intersection of Yarra / Malop Streets to allow space for the non-car dependent uses.

Since the changes there appears to have been a slowing of traffic with increased travel times through Malop Street, increased vehicle queuing by vehicles and blocking of intersections and pedestrian crossings by vehicles.

The Green Spine's traffic issues need to be fully investigated and addressed promptly. The City should work with VicRoads and VicPol to investigate signalling improvements and management of traffic congestions across intersections. In addition, the City needs to consider what impact the recent changes, including the installation of the bike lanes, may have had on traffic flow and movement and what actions potentially need to be taken.

To strategically understand traffic implications, including travel times, vehicle queuing and volumes, a post evaluation traffic study should be completed and reviewed to inform action on possible improvement opportunities.

Cr Kontelj moved, Cr Aitken seconded -

That Council:

- 1) Note the traffic flow issues that are currently experienced in the Green Spine;**
- 2) In order to significantly improve vehicle traffic flow and movement through the Green Spine, work with VicRoads to investigate all possible improvement opportunities taking into consideration what impact the recent changes, including the installation of the bike lanes, may have had on traffic flow and movement;**
- 3) Work with VicPol to ensure safety aspects of traffic congestion are managed appropriately in the Green Spine;**
- 4) Undertake a detailed post-evaluation of traffic for the Green Spine project; and**
- 5) Report back to Council with all findings and recommendations by no later than 18 June 2019.**

Carried Unanimously.

NOTICE OF MOTION – Cr Harwood

NEW SPIRIT OF PROGRESS – REGIONAL FAST RAIL ALLIANCE

As outlined in a Council Report on 11 December 2018, improved rail travel time from Geelong to Melbourne has long been seen as a key to enhancing the connections between Victoria's two largest cities. With the continued population growth in the Geelong region and the increasing opportunities for employment, the need for a fast rail service has never been stronger.

To be in a position to better understand the options and to be able to prosecute an informed position, the City commissioned a report on the economic, planning and finance merits of a Regional Fast Rail service between Melbourne and Geelong.

To be an informed advocate, the City needed to understand the opportunities and issues with any fast rail proposal. The City also needs to be the local voice to ensure that the Victorian Government understands the local issues and the City can work in partnership with the Victorian Government on the delivery of this key piece of infrastructure.

The development of the City led "New Spirit of Progress Committee" (NSOP) has begun to bring together key stakeholders. A meeting was held on 5 February 2019 that brought together the key stakeholders that will form the NSOP committee. The meeting outlined the history of the project, membership, structure and roles and next steps in the advocacy approach. Each stakeholder group has been asked to nominate their representative for the committee.

NSOP will comprise representatives from Local Government in the key regional centres of Geelong, Ballarat, Bendigo, Shepparton, Colac Otway and Latrobe and is complemented with other key representatives from Deakin University, Avalon Airport, Federation University, The Gordon, Committee for Geelong, G21, the Australian Rail Futures Institute, Committee for Ballarat, and Committee for Shepparton.

The next step for the City and the partnership is the development of a Melbourne – Geelong Fast Rail for Geelong Strategy Document. It will be a key advocacy document for the partnership and for the State and Federal Governments and broader market.

The Strategy Document will not be a business case, but set out a clear vision for regional fast rail and how the communities intend to achieve it and what that will mean for broader economic and social policy.

The cost for the development of the Strategy Document is estimated to be \$50,000 (ex GST).

NSOP stakeholders have been informed that they will be formally asked to financially contribute to working capital to ensure the project maintains momentum, develops a strategic advocacy plan and allows the partnership to capitalise on opportunities as they arise. As a member of the NSOP partnership, the City will be expected to financially contribute for the working capital.

Cr Harwood moved, Cr Murnane seconded -

That Council:

- 1) Allocate \$50,000 ex GST from the existing 2018-19 Budget to the development of the Strategy Document; and**
- 2) Consider an allocation of a further \$50,000 to the City of Greater Geelong led 'New Spirit of Progress' from the City of Greater Geelong in the 2019-20 Budget to support the on-going operations of this partnership.**

Carried.

CLOSE OF MEETING

As there was no further business the meeting closed at 9.43pm. Tuesday, 12 February 2019.

Signed: _____
Cr Bruce Harwood (Mayor)

Date of Confirmation: _____.