

MINUTES

ORDINARY MEETING OF COUNCIL

TUESDAY, 30 JULY 2019

7.00PM

COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL
LITTLE MALOP STREET, GEELONG

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 Murrily (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 ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 30 JULY 2019
COMMENCING AT 7.00 PM**

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

Also present: M Cutter (Chief Executive Officer), B Luxford (Director Economy, Investment and Attraction), G Smith (Director Planning, Design and Development), G Wilson-Browne (Director City Services), M Dugina (Director Customer and Corporate Services), R Stevens (Director Community Life), K Phyland (Executive Manager People and Culture), R Leonard (Acting Director Governance, Strategy and Performance)

OPENING: The Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENT:

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

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

LEAVE OF ABSENCE:

Cr Mason moved, Cr Grzybek seconded -

That Leave of Absence be granted to Cr Sullivan from 2 August to 31 August 2019, inclusive.

Carried.

Cr Sullivan moved, Cr Murnane seconded -

That Leave of Absence be granted to Cr Nelson from 11 August to 24 August 2019, inclusive.

Carried.

CONFIRMATION OF MINUTES:

Cr Grzybek moved, Cr Kontelj seconded -

That the Minutes of the Ordinary Meeting held on 25 June 2019 be confirmed.

Carried.

Cr Sullivan moved, Cr Mason seconded -

That the Minutes of the Special Meeting held on 4 July 2019 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST:

Cr Kontelj declared a Conflict of Interest in Agenda Item 8 – Tender T1900042 – Additional Contractors for the Supply of Concrete and Concrete Works as several of the tender applicants are customers of a Company of which he is a Director.

PUBLIC QUESTION AND SUBMISSION TIME:

The following questions were asked in relation to Climate Change:

Judy MacDonald asked:

- 1) What are Council's plans to support accelerating adoption of solar and wind technologies? For example, would you support increasing research and development funds to advance renewable technologies?
- 2) Would you support tax credits to help businesses and consumers cover the costs of transitioning to solar and wind?
- 3) Would you strive to ensure that renewable technologies become the top priority of state/national energy policy?

Suzie Brown asked:

Will Council take this grave issue seriously by:

- 1) Declaring a climate emergency?
- 2) Tasking all its staff with acting on the climate crisis within their jobs, and not just leaving the issue to be handled by the Environment Department?
- 3) Supporting community members to know how to take action on climate in their own sphere of influence?

Sanja Van Huet asked:

- 1) When will Council require a mandatory 10 star energy rating for new housing and public building construction and compulsory energy harvesting infrastructure; and demand improved and targeted public transport services for its residents from PTV and local providers?
- 2) When will Council remove external carbon offsets and instead spend ratepayers' money in the re-establishment of carbon sinks within the City's boundaries and introduce more stringent regulation of areas cleared for construction?
- 3) When will the City of Greater Geelong declare and act on the climate emergency we are now facing?

Ian Yule asked will the Council of the Greater City of Geelong publicly acknowledge the climate emergency and seek to implement a municipality-wide climate emergency response, review the Council's strategic plan, create a foundation for climate emergency action and implement a climate emergency plan?

Caitlin Ramsay asked will Council declare a climate emergency in Geelong?

Caroline Danaher asked:

- 1) What specifically has Council in mind to address pollution and recycling?
- 2) How does Council work with the state parliament to address the broader issues of sustainability with expanding growth of large housing estates in unsustainable buildings unsuitable to the climate emergency that threatens our social order and inevitable extinction?

The Mayor provided the following response to the above questions:

Council is currently reviewing and updating its Environment Management Strategy and One Planet Living Action Plan, Waste and Resource Recovery Strategy and is about to commence the update of its Zero Carbon Emissions Strategy in 2020.

Council encourages the community to participate in the development of these important programs to ensure it continues to be a leader by considering environmental sustainability in our own operations and services to our community.

In April 2017, the City adopted the Zero Carbon Emissions Strategy. The Strategy set a 50% emissions reduction target for our operations by 2020. To achieve this, a range of energy efficiency and renewable projects have been completed or are underway. This Strategy is planned to be reviewed in 2020.

Council also endorsed the Community Zero Carbon Action Plan (CZCAP) in September 2017. The CZCAP was developed through a collaborative process amongst a stakeholder group with representation from the City, Geelong Sustainability, Barwon Heads Sustainability Group, Sustainability Victoria and Transition Streets Geelong. A key outcome of the CZCAP was the collaborative development of a list of five Flagship Actions. Several of these Flagship Actions have been successful in obtaining City of Greater Geelong community grant funding and are well underway.

In 2015 the City of Greater Geelong became the third local government in Australia to achieve recognition as a One Planet Living Council.

One Planet Living is an internationally recognised framework, based on ten guiding principles (see diagram below), which aims to make it easy and attractive for all of us to lead happy healthy lives within the environmental limits of our planet.

The City is now working to update the Environment Management Strategy and develop a new One Planet Living Action Plan to further embed sustainability in the region. The initial community consultation has seen strong community feedback for Council to support a climate emergency. Council will be considering new actions to reduce carbon emissions and risks to climate impacts through the adoption of the Environment Management Strategy and the One Planet Living Action Plan.

Our Coast project is a partnership with community, all levels of government and coastal management agencies to respond to the challenges of coastal climate change.

Environmentally Sustainable Design (ESD) in the Planning Scheme

An ESD policy in the planning scheme will ensure that future development achieves best practice in environmental sustainability, from the design stage through to construction and operation.

The policy specifies objectives, relating to the following seven ESD principles:

- *Energy performance*
- *Water resources*
- *Indoor environment quality*
- *Stormwater management*
- *Transport*
- *Waste management*
- *Urban ecology*

In December 2018 an amendment was placed on public exhibition that introduces a Local Planning Policy to the Greater Geelong Planning Scheme. The Policy will apply to multi- unit, commercial and mixed use developments. It is anticipated that the planning scheme will be updated by mid-late 2019.

Waste and Resource Recovery Strategy 2018-23

The development of the Waste and Resource Recovery Strategy will guide our resource recovery programs in the future. Extensive community consultation is being undertaken as part of the process to develop the Strategy.

It's proposed the Strategy will include three key objectives:

- *Council leadership: take the lead to avoid and reduce waste generated in the City's operations and services, and increase resource recovery;*
- *Sustainable community: encourage and support waste management initiatives by the community and industry; advocate and facilitate circular economy within the municipality and region; and*
- *Collaboration: work in partnership with adjoining councils, governments and organisations to move towards a zero-waste city and region.*

The proposed vision for the strategy is, 'To achieve zero waste to landfill from all of Council's operations and services, and to support the community to achieve the same.'

Council has also recently established a new Green Organics Processing Centre that will process 35,000 tonnes of garden organics into compost for use on local farms.

Jennifer Bantow addressed Council as follows:

On 11 June Geelong and Region Branch National Trust lodged a submission to Council about the future ownership and adaptive re-use of the former Geelong Post Office. That submission was supported with letters from five organisations: *James Harrison Museum Group; Geelong Historical Society; Geelong Museum Association; Studio of the Lost Arts and Geelong Children's Museum.* The submission, in all, represented at least 1,000 people.

- 1) How can Council provide for their many constituents who are part of a quiet movement expressing the need for support for their diverse cultural interests?
- 2) Could retaining the former Geelong Post Office as a cultural centre, as the Geelong Design Showcase and Collections Education Discovery Centre, be part of the answer?

The Mayor responded, yes – but is a matter of how that may eventuate. Considerable work has been done in recent times to address some of your comments tonight. The future of the former Geelong Post Office is ongoing and not known at this time.

Victor Gestautas asked with respect to the diminished planning role of Council due to planning amendment 52.22, allowing the Haven development in Highton to proceed as a Commercial building in a residential area. Compare Highton with Haven's 20 unit development opened this year in Frankston. Frankston's Haven development area is zoned Commercial 1, to provide increased housing density. This zoning is completely different to Highton's GRZ2 Residential. With respect to the use of 52.22:

- 1) My understanding is that the Haven Foundation has been able to, in secret, for a period of several months from January 2019 or earlier, use the services of the Council planning and building regulatory departments to arrive at a compliant design that would allow the construction of a commercial 16 unit apartment building on a residential site zoned GRZ2 at 327 Roslyn Road, Highton. Is this true?
- 2) Is the Council content to see their planning role diminished through this planning amendment as in Haven Highton's development?
- 3) Has Council considered if there is any action it can take to protest the removal of its planning role due to this planning amendment?
- 4) Is Council considering action to protest the removal of its planning role and if so, what action?
- 5) Does Council believe that with its issue to Haven of a certificate of compliance, this ends its role as a regulator of the design proposal and moves the Council to a role of building compliance regulator?

The Mayor responded that under the statewide provision of Victorian Planning Schemes, Community Care Accommodation does not require a Planning Permit subject to meeting certain criteria of Clause 52.22 of the Planning Scheme. Based on these provisions Council's statutory planning department reviewed the submitted proposal to ensure it was compliant with the Planning Scheme. Subsequently a Certificate of Compliance was issued and Council will take no further planning role in the development. With regard to Building Regulations, a building permit is required and the applicants also have the ability to use a private building surveyor.

There is an item of Urgent Business on the agenda this evening relating to Clause 52.22 of the Planning Scheme.

James Hayes asked the following question in relation to Amendment 52.22:

- 1) What does Council intend doing in so far as restoring its role, along with returning to residents an avenue to have a say in what is developed in their residential precinct?

The Mayor responded it does not have a voice in national planning decisions, but what Council is able to do is lobby the government. An Urgent Business item regarding this issue will be presented for discussion later this evening

Peter Chandler asked about community safety in Roslyn Road, Highton:

- 1) What is Council's responsibility over the safety of residents?

The Mayor responded that the comments are valid and community safety is taken seriously by Council.

Richard Koris asked his question around the purchase of property at 327-329 Roslyn Road, then demolishing the property to make way for a commercially run Mental Health Facility of 16 units:

- 1) Was Council aware of this transition in this residentially zoned area prior to the purchase and if so, did Council work with Haven Foundation on any due diligence prior to the siting of this commercially run Mental Health Facility?
- 2) Does Council not feel the need to add an amendment prior to any future sale in Geelong to ensure compliance with previous planning law, before a land grab begins and planning amendment 52.22 over-rides any democratic right of objection from the local residents?

The Mayor responded that he understood the frustration and Council is also frustrated by this process of decision making by the Minister, but are bound by that decision. Council can, however, still lobby the government on behalf of the community.

Raye Pearson asked:

- 1) What is Council doing to assist and support asylum seekers in the Geelong region?
- 2) Do they provide any facilities, financial assistance, personnel, goods, etc to help these people?

Robyn Stevens responded that Council's Multicultural Action Plan (MAP) is inclusive of refugees/asylum seekers, and we do not separate them from the rest of the "multicultural" population. Council, as per the MAP 2018-2022, plan to update our website with specific information relating to cultural diversity, including refugees and asylum seekers. The following link provides further information in relation to the above:
<https://www.geelongaustralia.com.au/multicultural/article/item/8d296990b7fda43.aspx>

Charles Cameron asked:

In relation to the former Geelong Post Office:

We have the National Wool Museum – why not also have a National Postal Museum?

In relation to Rippleside Park:

The park area immediately uphill and to the west of the Café experiences run off and erosion each time it rains. This results in a very messy car park and is not helpful to the mature trees there. Has Council considered this issue?

The Mayor thanked Mr Cameron for his comments regarding the former Geelong Post Office and suggested he would forward concerns regarding Rippleside Park to Council's Parks and Gardens for consideration.

Fred Timmers asked if Council will increase funding for Pako Festa to enable it to grow?

The Mayor thanked Mr Timmers for his comments and added Council provides very strong support for the event and remains so today.

Cr Grzybek added there would be further funding discussions around Pako Festa when the item is discussed later this evening.

Emma Bottomley asked the following in relation to Pako Festa:

On behalf of the Geelong Ethnic Communities Council we hereby request an application to increase the financial support for Pako Festa (one of the largest Multicultural Festivals in Australia). The attendance for the Festival increases every year so therefore the risks and public liability also increases. Staff and volunteers of Pako Festa need extra support from Council.

The Mayor thanked Ms Bottomley for her comments and referred her to further discussion regarding Pako Festa funding later this evening.

Lex Chalmers asked about the Clever and Creative Strategy 2017, the Council Plan 2018-2022 and the Draft Social Equity Policy:

All of them emphasise the importance of listening to your community, and the importance of careful investment in social infrastructure. Gender equity is now well catered for in the recreational fields, but not so much in cultural interest areas, and Geelong's developing population needs a space for people with varied interests beyond those already catered for. There are many retirees with high level technical and administrative skills looking for places to contribute to the community.

The Social Equity Draft Attachment *Community Places and Spaces Engagement (P.9)*, states: 55+ Places and Spaces:

There was a specific request for places and spaces for the 55+ age cohort as this group do not feel they fit the traditional facilities provided and are not considered 'senior citizens', rather they are wanting to 'age well' and this means staying active and connected to one another. More flexible and welcoming spaces to cater for the growth in this cohort would be welcomed.

Will Council pay attention to its own research above, and to its own policies for equity, diversity, creativity and strategic investment in social infrastructure in its deliberations on selling the former Post Office?

The Mayor responded that discussions in relation to the former Post Office are continuing.

Tina Thornburn asked if Council is willing to step up and help save all of us – the first step of which is to declare a Climate Emergency?

The Mayor thanked Ms Thornburn for her comments and reiterated it is a topic Council will be discussing later in the evening.

Lesley James asked about the Haven Development in Highton:

Will Council and its officers accept liability for:

- 1) The inevitable fall in surrounding property values;
- 2) Any injury sustained by a resident that is inflicted by a Haven resident or visitor;
- 3) Any damage to or loss of resident's property resulting from criminal activity by Haven residents;
- 4) Any injury sustained by a medicated Haven resident, visitor or staff member whilst entering, exiting or crossing Roslyn Road;
- 5) Could a safe injecting room be established in our area, as a Community Health Care Development?

The Mayor responded the decision was not that of Councils, however further discussion will take place later this evening in relation to lobbying the issue on behalf of residents.

Lou Baker addressed Council in relation to poker machines:

Pokers machines cause much harm to people in our community. The Geelong community loses \$110m on these machines each year; this is bad for people and legitimate businesses. I know that the Council is aware of this, and ask:

- 1) Would Council write to other local government Councils and the State Government supporting a change to the current legislation in the lowering of poker machine availability in this community?

The Mayor responded this Council has been fighting very hard against poker machines in our community and recognize the issues they present. The issue is a difficult one as Council has limited powers, but can certainly lobby the government around their policies in relation to poker machines on behalf of the community.

PETITIONS: Nil.

1. YOUTH COUNCIL REPORT SECOND QUARTER 2019

Source: Community Life – Connected Communities
Director: Robyn Stevens
Portfolio: Leadership and Governance

Purpose

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

Background

2. Twelve local young people have been elected to the new Greater Geelong City Council Youth Council Advisory Committee (Committee), and during their 12 month term will serve as the region's official 'youth voice'.
3. Aged between 12 and 16, the Youth Councillors represent a wide spread of local towns and suburbs, with three representatives from each of the four Council wards - Bellarine, Brownbill, Kardinia and Windermere.
4. The Committee meets once a month at City Hall. The Junior Mayor presents the group's findings and recommendations to Council on a quarterly basis.
5. The Committee will also be responsible for organising an annual youth summit.

Key Matters

6. Junior Mayor, Josie Horne, will present the second of her four Youth Council presentations during 2019 about the Committee's findings and recommendations as set out in the annual plan. Refer presentation (**Attachment 2**).
7. The focus of the Junior Mayor's second presentation is to highlight Youth Council achievements since May, to provide further information about the Youth Councillors and their portfolio directions, and outline specific goals for the next two months.
8. A 2019 Councillor Connect Mentoring Program has been developed to provide a structured program for Youth Council members to connect with their respective Ward Councillors. The mentoring program aims to support the Youth Councillors to develop skills in civic leadership, community participation and engagement.

Cr Harwood moved, Cr Grzybek seconded -

9. **That Council notes the second report to Council from the Youth Council Advisory Committee.**

Carried.

Attachment 1

Financial Implications

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

Community Engagement

2. The Youth Council members attended and presented at the 2019 Youth Awards, which was a highly successful event. The Youth councillors will be attending a number of Youth Drop In groups around Geelong to gain essential feedback from young people. The key engagement will be the Youth Summit in October 2019.

Social Equity Considerations

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

Policy/Legal/Statutory Implications

4. The activities of the Youth Council comply with the Committee's terms of reference.

Alignment to Council Plan

5. The key priorities outlined in the annual plan align with council plan priorities of:
 - 5.1 Improved health and safety of our community – consult with the community on safety issues that are impacting them;
 - 5.2 A more inclusive and diverse community – further developing programs that support young people in our community;
 - 5.3 Effective environmental management – educating and assisting our community; and
 - 5.4 Organisational leadership, strategy and governance – communicating and engaging with the community.

Conflict of Interest

6. No City 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. The Committee will provide advice to Council on specific issues relating to young people in our community.

Environmental Implications

8. There are no environmental implications.

THE CITY OF
GREATER GEELONG

**YOUTH COUNCIL
PRESENTATION TO COUNCIL**

Tuesday 30 July 2019



JUNIOR MAYOR – JOSIE HORNE

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Junior Mayor's Message

INTRODUCTION

Before I begin, I would like to acknowledge the Wadawurrung people, the traditional owners of this land, and pay my respects to Elders past, present and emerging, as well as acknowledging all Aboriginal and Torres Strait Islander people present this evening. Good evening Mayor Bruce Harwood, Greater Geelong Councillors and directors, Youth Councillors and the gallery.

PURPOSE

As always, the purpose of tonight's presentation is to highlight what the Youth Council has achieved since my last presentation on 28 May. I will explain our attendance at the Youth Awards and Drop In groups around Geelong, as well as some further information about my fellow Youth Councillors, many of whom are present this evening. Finally, I will outline our goals for the next two months and the date of my next presentation to council.

WHAT WE HAVE ACHIEVED IN THE PAST TWO MONTHS

- Youth Awards: voting and presentation

We were privileged to be given the difficult task of judging the Geelong Youth Awards, which were held on Friday the 7th of June. There were seven awards categories, emphasising the many ways in which young people contribute to our community, and how they all need to be celebrated for their admirable efforts. It was such a hard task for us all because of the selflessness and huge impact each of the nominees gave to both their immediate and wider communities. The stories of hope and kindness from all nominees inspired us to make them proud and to make the most of the influence we have.

Furthermore, members from the Youth Council were present at the Youth Awards night. We all talked with many of the applicants, got involved with some filming and helped present the certificates to all nominees. Unsurprisingly, it was a great night of laughter and celebration of the city's young people. Everyone so supportive, especially our very own Youth Councillor Logan who cheered for every single nominee, regardless of whether they were present or not.

I know that all Youth Councillors were so grateful to be in that room with likeminded youth, who weren't only determined to make a difference but have already made that positive change. From the many discussions that took place, we are still in awe of our peers' achievements, humility and graciousness, and we will use their spirit as kindling for the progress we are excited to make.

- Each individual member

Furthermore, I would love to take this opportunity to allude to you what my fellow Youth Councillors want to achieve in their roles and a little bit about themselves.

Although I may be the person presenting to council, I would like to emphasise the massive amount of work each and every member of the Youth Council does to make everything we do happen. By introducing each member, I hope that the community will be more aware of the dedication they constantly display, because they all deserve it.

If all Youth Councillors present tonight could stand up as I quote them and face councillors, then the gallery.

Windermere Ward: Logan Chandler, Carmen MacLeod, Erin Robertson

Logan is "an aspiring leader" who "plans to change the ways people view mental health" through encouraging his "peers to make their own adaptations to their life". He wants "to see the Youth of Geelong become more active in the areas they care about", and "being a Youth Councillor gives Logan the encouragement to transform into who he aspires to be".

From the same ward, Carmen is dedicated to combating the issue of youth mental health by working to reduce the stigma and create pathways for young people to seek services easily. She is a strong and passionate leader who constantly advocates for the needs of those around her.

Erin is a respectful and kind leader to all her peers and is looking forward to collaborating with other young people to make change. Erin is part of the Environment portfolio, and aims to work with young people around Geelong to make them aware of easy changes they can make to lessen their carbon footprint.

Kardinia Ward: Amelia Charleson, Georgia Delaney, Lainey Karlich

Amelia's goal is "to constructively work with her fellow councillors to host and run a beneficial, fun and interactive Youth Summit" as well as making sure "young people feel comfortable and safe in our city." She hopes to work alongside "youth from around Geelong and work to develop a more safe, healthy and sustainable city for the future!"

Georgia is "open-minded and optimistic about change" and is part of the Youth Summit portfolio. She hopes "to host an engaging and meaningful event that is inclusive to all" and an event that "provides people with new skills and opportunities".

Lainey "wants to create change and...to be a representation of all people, in particular Geelong's youth. As a youth councillor, Lainey wants to see a positive change, especially within her portfolio area of community safety and homelessness."

Brownbill Ward: Jesse Pappalardo, Matty Pitotsky, Lulu Joske

Jesse is concerned with young people's vulnerability to mental health issues, due to cyber bullying and the stigma that still surrounds some illnesses. As a Youth Councillor, he is kind and looks forward to combating these issues to make a positive difference.

Matty is an open-minded leader who is always respectful of others' opinions, even if they differ from his own. He is excited to go out and meet other young people around Geelong and have conversations with them about the environment and how both the City of Greater Geelong and each individual that makes it up, can make a difference.

Still in Brownbill, Lulu is concerned with helping out young people who need it most, and she aims to help Geelong's young people who are vulnerable to homelessness. She is a kind and thoughtful leader who is passionate about making change to ensure that everyone has a safe and warm place to live in Geelong.

Bellarine Ward: Jaeger Fawcett, Elkin Wittenburg, Josie Horne

Finally, the Bellarine Ward – Jaeger describes himself as a leader who "simply is someone who gets involved in any way possible and loves to help out wherever he can." He finds it "extremely rewarding" to be part of the Youth Council and aims to help "create and run a successful Youth Summit" for Geelong's Youth to "enjoy and look forward to for the years to come".

Elkin is "particularly passionate about the environment" and aspires to "give the youth more ways they can conscientiously improve the environment where they live." Elkin is an "approachable and open" leader and would "like to help find a way to empower her peers to break out of the idea of achieving things 'when they're older...' by encouraging them to see they can start making change now".

We are all so motivated about making real change and are excited to do so. All of us bring different experiences, views and values to the Youth Council, and this difference is celebrated because we all know that this diversity makes us stronger, it makes our group thrive.

- **Drop in groups**

Finally, members from each ward have attended a Drop In Youth Group to connect with young people on a grassroots level, in order to become a more reliable, representative and respected Youth Council. This occurred very recently, thus I will present a detailed report on our experiences in my next presentation to Council.

OUR PRIORITIES FOR THE NEXT TWO MONTHS

Onto our priorities for the next two months.

The Youth Council of Geelong is focused on collaborating with more young people to gain their views on our portfolio areas in the next two months. From these interactions, we will then take the necessary steps to propose changes or projects which are needed so that young people across the region can achieve their potential. We will also be dedicated to organising the Youth Summit, including planning its location, focus and activities.

CONCLUSION

To conclude, the Geelong Youth Council has voted for the winners of the Youth Awards and attended the presentation night, which was a great success. We are an empathetic, dedicated and driven group of young people who are passionate about making a difference in the Greater City of Geelong.

For the next two months, we will continue to work on our portfolio areas as well as meeting more young people to gain essential feedback.

My next report to council will be on Tuesday 24 September with another update on our work, achievements and potential proposals we may have. Thank you.

2. DRAFT SOCIAL INFRASTRUCTURE PLANNING AND INVESTMENT POLICY

Source: Community Life – Social Planning and Investment
Director: Robyn Stevens
Portfolio: Social and Infrastructure Planning

Purpose

1. To seek Council endorsement to release the draft *Social Infrastructure Planning and Investment Policy* for broader community consultation for a period of six weeks.

Background

2. Council invests more than one-third of its annual expenditure toward social infrastructure (services and facilities) across the municipality.
3. The *2016 Council Transformation Program* identified the review of the social infrastructure plan as a priority project, aimed at providing an evidence-based, long-term plan that will guide Council's future investment in social infrastructure.
4. The *Council Plan 2018-2022* identifies the Council vision 'Putting the Community First', indicating that social equity is a key consideration for delivering future services and facilities, with a strategic priority for 'informed social infrastructure and planning'.
5. In April 2018, Council resolved to review and revise the *Social Infrastructure Plan (SIP) 2014-2031*, following preliminary engagement with the community.
6. During 2018 and 2019, the City has undertaken extensive community and Councillor engagement as part of the review. The engagement has provided insight about the community's social infrastructure needs, as well as highlighting some of the key matters the community believes Council should consider when making decisions about social infrastructure investment.

Key Matters

7. An outcome of the SIP review is the proposal to develop a policy that outlines Council's approach to making social infrastructure investment decisions. In addition, a plan that clearly identifies future priorities for investment in social infrastructure will be developed and presented to Council once the policy is finalised and endorsed.
8. The draft policy (**Attachment 3**) establishes a set of principles to guide future decisions, articulates the role of the City in social infrastructure planning and delivery, and outlines the criteria and processes the City will rely on when planning and making future investment decisions.
9. The draft policy aims to ensure that investment decisions are consistent with, and guided by, Council's commitments of 'putting our community first', delivering on the social equity framework and ensuring sustainability.

Cr Aitken moved, Cr Murnane seconded -

10. **That Council approve the release of the draft *Social Infrastructure Planning and Investment Policy* (Attachment 3 of this report) for community consultation.**

Carried.

Attachment 1

Financial Implications

1. There are no budget requirements associated with the delivery of the *Social Infrastructure Planning and Investment Policy* or the development of the subsequent plan.
2. Council is committed to processing investment decisions fairly and transparently. The draft policy outlines how Council and the City of Greater Geelong will make investment decisions in the future.
3. Generally, the key funding mechanisms available to deliver social infrastructure are; the annual Council budget, internal and external grants and funding contributions from clubs or community organisations.

Community Engagement

4. In April 2018, Council resolved to review and revise the *Social Infrastructure Plan 2014-2031*, following preliminary engagement with the community.
5. In response to the initial engagement findings, and in alignment with the Council Plan's priority of working towards more informed social infrastructure planning, it was identified that a new social infrastructure policy and plan was needed to guide our resources to deliver infrastructure, services and programs to the community in a sustainable way.
6. Between August and December 2018, the City undertook extensive community and stakeholder engagement to inform the drafting of a new policy and plan. The engagement provided insight from the community about their social infrastructure needs, as well as insight into the matters the community believed Council should consider when making decisions about social infrastructure investment.
7. The purpose of the engagement was to involve individuals, clubs and community groups, peak governing bodies and Councillors alike, to help develop a clearer understanding of the needs and priorities for the municipality as well as identify what the community believes should be driving our decision making.
8. Multiple engagement approaches were used throughout the process and included the following:
 - 8.1 Multilingual engagement opportunities, via an online survey and online mapping tool (1,064 survey respondents);
 - 8.2 Stakeholder workshops and community focus groups, including over 40 representatives from the health, community, sport and related service sectors;
 - 8.3 School holiday program activities to capture insights from young people; and
 - 8.4 A series of face-to-face 'meet and talks' with 25 community groups and clubs.
9. A series of cross-departmental meetings and four Councillor workshops were conducted throughout the development of the draft policy, between December 2018 and May 2019. The series of workshops with Councillors focussed on the development of the draft *Social Infrastructure Planning and Investment Policy*.
10. A clear need and directive emerged from the engagement process in relation to the policy and its function. Key stakeholders, Councillors and the organisation are seeking a policy and tool that is:
 - 10.1 simple;
 - 10.2 flexible;

10.3 adaptable and responsive; and

10.4 fair.

11. Engagement with our community, key stakeholders and interested parties directly informed the development and function of the draft policy and it responds to the needs and preferences indicated by our community, with reference to their desire for much needed clarity around roles, responsibilities and how decisions are made.
12. *'Our Community Places and Spaces' Summary Engagement Report (Attachment 4)* details the high-level themes and findings of the engagement to date.

Social Equity Considerations

13. The draft policy represents Council's commitment to fair and equitable decision-making and to striving for social equity in the infrastructure and services we deliver for our community.
14. The draft policy explicitly incorporates the principles of social equity, consistent with Council's endorsed *Social Equity Principles* (2018). The aim of adopting these principles is to drive greater consideration of equity when making decisions regarding the provision of social infrastructure across the City.

Policy/Legal/Statutory Implications

15. The draft policy is proposed as a Council Policy to both guide the decisions of Council and also provide guidance to the City on the matters that Council wishes the organisation to consider when providing advice for decisions.
16. If endorsed, following community consideration and feedback, several policies that are either currently under review and/or will be required to be reviewed in line with the new guiding policy have been identified, these are:
 - 16.1 *Grants, Donations and Sponsorships Council Policy* (2013);
 - 16.2 *Asset Management Policy* (2012);
 - 16.3 *Community Facilities Partnerships Policy* (2006);
 - 16.4 *Open Space Policy* (2003) and the associated *Approval Procedure for Open Space Development Projects* (2008);
 - 16.5 *Swim, Sport and Leisure Services Policy* (2012); and
 - 16.6 *Children's Services Policy* (2012).
17. There are no other legal or statutory implications arising from the subject of this report.

Alignment to Council Plan

18. The City of Greater Geelong *Council Plan 2018 – 2022* outlines how we will work towards making Greater Geelong a clever and creative city-region. It will guide our resources to deliver infrastructure, services and program to the community in a sustainable way.
19. The draft policy delivers on the strategic priority of the *Council Plan* that calls for 'informed social infrastructure and planning' and sets the foundation for Council's commitment to 'strive for social equity in the infrastructure and services we deliver for our community'.
20. The draft policy also guides future decision making on a number of key priorities related to 'informed social infrastructure and planning' as outlined in the *Council Plan*, these priorities are:

- 20.1 providing more quality spaces that support active lifestyles;
- 20.2 supporting the growth of localised and regional sporting facilities;
- 20.3 delivering accessible and attractive community infrastructure, based on community need;
- 20.4 advocating and planning for a range of social and affordable housing options; and
- 20.5 maintaining our public open space.

Conflict of Interest

- 21. No City 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

- 22. The lack of an existing policy position related to the planning and investment of social infrastructure, in conjunction with inconsistent systems and tools for decision making, is unsustainable and confusing. If not addressed there is a risk that the community will become increasingly frustrated with the lack of clarity, inequity across the various networks will remain and fair access to services may be impacted. This means Council may not be able to deliver on their objective for fair and equitable decision making and for social equity in the infrastructure and services we deliver for our community.

Environmental Implications

- 23. Sustainability, including environmental sustainability, is a key principle that underpins the draft policy and is proposed to form part of Council's decision-making process in relation to social infrastructure planning and investment.

Attachment 2

Discussion

What is social infrastructure?

1. Social Infrastructure relates to places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows. Social infrastructure provides for both informal and formal places and spaces providing access to community activities and services.
2. Social infrastructure is the sum of both 'hard' infrastructure (community facilities and public open space) and 'soft' infrastructure (support services, technology, information sharing, management systems, data and insights).

The importance of social infrastructure

3. The provision of social infrastructure, in partnership with our community and key stakeholders, is essential for the health, wellbeing and economic prosperity of our community.
4. Social infrastructure plays a key role in promoting social cohesion by providing focal points for community activity and providing places for people to meet and connect. It also provides opportunities for economic growth and serves as a key attractor for people to live, work, visit and play in our City.
5. Council faces many challenges that are impacting the ability to deliver and maintain infrastructure, including; significant population growth, the state of our ageing assets, some gaps in provision, emerging technologies, constrained funding opportunities and changing community expectations and legislation.

The draft *Social Infrastructure Planning and Investment Policy*

6. The draft policy aims to provide Council and the City of Greater Geelong with a guide for prioritising investment decisions and to provide our community with a clear understanding of Council's role and how decisions are made.
7. The draft policy builds on the previously endorsed objectives of being equitable, accessible, adaptable, integrated and sustainable and aims to ensure a fair and equitable approach to how investment is made in community places, spaces and services.

Our Commitments

8. *Social infrastructure is essential for the health, wellbeing and economic prosperity of the community.*
 - 8.1 The City will continue to ensure the provision of quality social infrastructure and play a key role in promoting social cohesion by providing focal points for community activity and places for people to meet and connect. The City's social infrastructure also provides opportunities for economic growth and serves as a key attractor for people to live, work, visit and play in the City.
 - 8.2 The City aims to be an inclusive, diverse, healthy, equitable and socially-connected community. The City will focus on addressing particular needs and obstacles faced by the community and priority groups across different areas of the municipality (including rural, coastal and urban areas) to ensure that investment decisions and processes are fair and transparent.

- 8.3 The City will strive for social infrastructure investment to keep pace with the scale of growth and to positively and sustainably shape the City for future generations to enjoy.
9. *'Putting Our Community First' means using evidence and insights to deliver equity and access for all.*
- 9.1 The City will plan and invest in services and infrastructure based on a clear set of principles and objectives to deliver on Council's commitment of putting our community first.
- 9.2 The City will invest in social infrastructure that is consistent with its principles and with a particular focus to deliver social equity and accessibility.
- 9.3 The City will use evidence and community insights to inform its decision making.
- 9.4 The City will rely on processes that ensure there is transparency and that the community have a say in the planning and investment decisions the City makes.
10. *Exploring new opportunities and embracing new ways of working, to ensure the community gets the social infrastructure it needs.*
- 10.1 The City will take a strategic and holistic approach to planning and investing in social infrastructure that focuses on delivering community benefit and outcomes, embracing different ways of identifying needs and delivering outcomes.
- 10.2 The City will commit to a coordinated effort with all levels of government and will continue to explore opportunities to partner with the private and not-for-profit sectors in order to meet community needs and outcomes.
- 10.3 The City will continue to plan and invest in new facilities and services and continue to monitor what is provided to ensure community needs are being met.
11. We will achieve these commitments by working to a set of principles. The following principles underpin the City's planning and investment decision making. As a principle we will:
- 11.1 consult and engage with the community and stakeholders;
- 11.2 be driven by evidence of need and the benefit to the community;
- 11.3 provide access to services where it is needed, in a timely way;
- 11.4 align decisions with Council's role, strategic priorities, and needs of the community;
and
- 11.5 demonstrate fairness and transparency in decision making.

Our role - going back to our roots

12. Throughout the engagement process there was an acknowledgement of the need to move towards a new way of doing things – one where our role is to be a stronger advocate, facilitator, planner and change leader, not always the provider of everything in the first instance.
13. The draft policy signals an important shift in how our role is defined in the planning and provision of social infrastructure. By 'going back to our roots', Council and the City of Greater Geelong will play a stronger role in advocacy, leadership, planning and service development and have a particularly strong focus on partnerships and capacity building to better support our community.

14. While the City of Greater Geelong will continue to ensure the community has access to the social infrastructure it needs, it will also have a strong focus on partnerships in the delivery of social infrastructure with the view to increase Council's capacity to respond to needs in the community and maximise the community benefit that can be achieved from investments in social infrastructure.

Relationship to the revised Plan

15. Following community consideration and feedback, the *Social Infrastructure Planning and Investment Policy* will set the direction for, and be supported by, an updated *Social Infrastructure Plan*.
16. The revised *Social Infrastructure Plan* (SIP) will outline the needs of our community, identify investment priorities and the way forward to ensure that people know what is planned in the place that they live. It will be developed once the policy is finalised and endorsed by Council.
17. The SIP is intended to provide Council and the community with a single and more integrated strategic summary of Council's investment priorities over the next 1-4 years. The SIP will also outline the transition requirements associated with the implementation of the policy more broadly.

THE CITY OF
GREATER GEELONG

SOCIAL INFRASTRUCTURE PLANNING AND INVESTMENT

COUNCIL POLICY

VERSION: DRAFT V2.0

Approval Date: TBC

Approved by: Council

Review Date: TBC

Responsible Officer: Manager, Social Planning and Investment

Authorising Officer: Chief Executive Officer

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Introduction

PURPOSE

The Social Infrastructure Planning and Investment Policy aims to provide Council and the City of Greater Geelong with a guide for prioritising investment decisions and to provide our community with a clear understanding of Council's role and how decisions are made.

This Policy aims to ensure a fair and equitable approach to how investment is made in community places, spaces and services.

SCOPE

Social Infrastructure relates to places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows. Social infrastructure provides for both informal and formal places and spaces providing access to community activities and services.

Social infrastructure is the sum of both 'hard' infrastructure (community facilities and public open space) and 'soft' infrastructure (support services, technology, information sharing, management systems, data and insights).

For the purposes of this Policy, social infrastructure includes:

In scope

- **Leisure and recreation** - aquatic, indoor sport and recreation facilities;
- **Outdoor and active recreation** - outdoor playing fields, outdoor sports courts, playgrounds, golf courses, boat ramps, skate parks, dog parks, off-road bike tracks / courses, walking trails and cycling paths for sport;
- **Public open spaces** - parks, walking trails and cycling paths for recreation, play spaces, passive reserves and active sports reserves;
- **Cultural spaces** - libraries, museums, art gallery, heritage spaces, memorials and public art;
- **Early years facilities** - childcare, kindergartens, playgroups and maternal and child health;
- **Targeted support spaces** - youth spaces, senior citizens, community / men's sheds, day respite spaces, social services, social housing, migrant service spaces and Aboriginal service spaces;
- **Community centres and spaces** - multipurpose community spaces, neighbourhood houses, community meeting rooms, community halls and community gardens;
- **Education and training spaces** - universities, TAFE, secondary and primary schools;
- **Health, safety and emergency services' facilities** - hospitals, community health services, police, ambulance, emergency services and fire stations;
- **Tourist facilities** - tourist information spaces;
- **Lighting** - lighting for sport and recreation;
- **Public toilets** - in public open space; and
- **Ancillary infrastructure** - associated with, and supports access to, social infrastructure.

Anything that is not represented in scope, as outlined above, is considered outside the scope of social infrastructure related to this Policy.

Policy

POLICY STATEMENTS

Social infrastructure is essential for the health, wellbeing and economic prosperity of the community.

The City will continue to ensure the provision of quality social infrastructure and play a key role in promoting social cohesion by providing focal points for community activity and places for people to meet and connect. The City's social infrastructure also provides opportunities for economic growth and serves as a key attractor for people to live, work, visit and play in the City.

The City aims to be an inclusive, diverse, healthy, equitable and socially connected community. The City will focus on addressing particular needs and obstacles faced by the community and priority groups across different areas of the municipality (including rural, coastal and urban areas) to ensure that investment decisions and processes are fair and transparent.

The City will strive for social infrastructure investment to keep pace with the scale of growth and to positively and sustainably shape the City for future generations to enjoy.

'Putting Our Community First' means using evidence and insights to deliver equity and access for all.

The City will plan and invest in services and infrastructure based on a clear set of principles and objectives to deliver on Council's commitment of 'Putting our Community First'.

The City will invest in social infrastructure that is consistent with its principles and with a particular focus to deliver social equity and accessibility.

The City will use evidence and community insights to inform its decision making.

The City will rely on processes that ensure there is transparency and that the community have a say in the planning and investment decisions the City makes.

Exploring new opportunities and embracing new ways of working, to ensure the community gets the social infrastructure it needs.

The City will take a strategic and holistic approach to planning and investing in social infrastructure that focuses on delivering community benefit and outcomes, embracing different ways of identifying needs and delivering outcomes.

The City will commit to a coordinated effort with all levels of government and will continue to explore opportunities to partner with the private and not-for-profit sectors in order to meet community needs and outcomes.

The City will continue to plan and invest in new facilities and services, and continue to monitor what is provided to ensure community needs are being met.

OBJECTIVES

The Council and City of Greater Geelong are committed to all sections of the community having reasonable access to the places, spaces and services they need. The City's objectives and aspirations for social infrastructure are:

| Objective | Description | Aims |
|--------------------|---|--|
| Equitable | Fair access to facilities and services that are needed across the municipality including healthy, safe and inclusive places, spaces and services. | Social equity, based on need, for all in the community. |
| Accessible | Accessible for all abilities, affordable and easy for people to get to. | Fair distribution, universally designed and affordable for all. |
| Adaptable | Flexible to meet the changing needs of the community and can be used for more than one purpose. | Responsive to changing needs and a range of uses. |
| Integrated | Integrated with other services where possible and a place for people to come together. | A seamless and positive experience of our services. |
| Sustainable | Environmentally, fiscally, socially and culturally responsible, well designed, effectively managed and usage is optimised, now and into the future. | Meet our Environmentally Sustainable Design (ESD) obligations, responsibilities under UNESCO Creative Cities Network, value manage places, spaces and services and ensure efficiency of operation. |

PRINCIPLES

The following principles underpin the City's planning and investment decision making.

Principle – As a principle the City will: What will this look like in practice?

Consult and engage with the community and stakeholders

The City will connect meaningfully with the community and stakeholders in planning for infrastructure and access to support and services.

The City will make a commitment to engaging with the community to ensure the community has a voice and can influence investment priorities.

The City cannot solve the complex issues alone and through collaborative partnerships the City will work with others to deliver shared outcomes for maximum community benefit.

Be driven by evidence of need and the benefit to the community

The City will take a purposeful and strategic approach to funding projects that deliver meaningful community benefit and social impact.

The City will ensure that decisions are aligned to the agreed provision standards, robust evidence and intelligence, and the insights of the community.

As a priority, the City will consider solutions that meet the place-based needs of the community and focus on addressing social challenges and opportunities.

Provide access to services where it is needed, in a timely way

The City will ensure that service and infrastructure design, location, investment and support arrangements will address the particular needs and obstacles faced by the community, priority groups and areas, and those required progressively over time.

The City will ensure that the community has access to infrastructure, support and services where it is needed and as soon as practicable.

Align decisions with Council's role, strategic priorities, and needs of the community

The City will ensure that community spend is focussed on delivering on strategic objectives and priorities, while ensuring there are appropriate mechanisms to consider valuable community led ideas and initiatives.

The City will play a stronger role as an advocate, leader, facilitator, planner, monitor and funder of social infrastructure. The City will continue to fulfil a variety of roles as appropriate, including the support and delivery of infrastructure, while ensuring they first explore partnering opportunities that leverage the best outcome for the community.

Demonstrate fairness and transparency in decision making

The City will be fair and transparent in its funding priorities, processes and decision making.

The City will provide the community with a clear understanding of Council's role and how decisions are made to ensure that the community understands what is planned for the place that they live.

ROLE

The City of Greater Geelong will continue to ensure the community has access to the social infrastructure it needs.

The City will focus on partnerships in the delivery of social infrastructure to increase Council's capacity to respond to needs in the community and maximise the community benefit that can be achieved from investments in social infrastructure.

While the City will continue to build and provide the infrastructure necessary to meet community needs, it will focus on pursuing opportunities to deliver the social infrastructure outcomes in partnership with others.

The City's partnership role will encompass:

- The joint funding of social infrastructure with other levels of government to deliver on the needs of the community. The funding of Council and all levels of government should be consistent with the objectives and principles of this Policy.
- Exploring opportunities with the private sector, where market conditions allow, when the community benefit can be demonstrated, while ensuring the policy principles and objectives can be achieved.
- Continuing to work together with community clubs, organisations and the not-for-profit sector to deliver on shared priorities and maximise the capacity and contributions that local clubs and community organisations can make in delivering the best value possible for the community.

The following provides a summary of the City of Greater Geelong's primary roles and responsibilities (as it relates to social infrastructure).

| Role | | What will this look like in practice? |
|----------------|---|--|
| First Response | Advocacy | Providing and leveraging influence to proceed on a project by working with and engaging developers, government and community members in decision-making, including utilising advisory committees, working groups and peak bodies. |
| | Leadership | Demonstrating leadership through strategic planning, policy development, innovation and execution, and the strategic facilitation of key stakeholders for the purposes of achieving community objectives and outcomes. |
| | Planning and Service Development | Play a coordinating role by planning the types and location of community infrastructure through strategic, statutory and service planning. |
| | Partnerships and Coordination | Where appropriate, support government, private sector and community service providers to plan facilities and deliver services. The City will explore this option where market conditions allow and where efficient, sustainable and/or integrated service delivery can be achieved. Where appropriate, partner with and empower the community, private and not-for-profit sector to deliver on shared priorities that maximise community benefit. |
| | Feasibility and Funding | Responsible for capital and/or operational funding, from time to time, in cooperation and/or in partnership with others. |
| When Required | Building / Land Provision | Construct and develop community infrastructure either directly or through funding agreements and contracts. |
| | Operating and Delivery | Provide services either directly or through funding, service agreements and contracts. Where appropriate, act as the 'safety net' to the community where a critical service is no longer available and/or the community is at risk. |

HOW WE MAKE DECISIONS - PRIORITISATION FRAMEWORK

When considering and prioritising an investment decision the Council and the City of Greater Geelong will use tools and methods that ensure the following questions are considered:

- Does it address an identified need or deliver a community benefit?
- Is it consistent with the City's role and is the City the best placed organisation to address this?
- Is it consistent with the objectives, aims and principles for social infrastructure?
- Is it consistent with the City's strategic priorities (e.g. Council Plan, service and asset management requirements and/or legislative requirements)?
- Are there social, environmental, cultural or economic implications and what are they?
- Can the City afford it and can the City afford not to do it?

HOW WE PROCESS OUR INVESTMENT DECISIONS

Council is committed to processing our investment decisions fairly and transparently.

To achieve this Council will process investment decisions using two key mechanisms - our 'Annual Budget' and 'Community Grants' processes.

The **Annual Budget** process will be the appropriate process to consider investments in social infrastructure where the investment is a legislated or contractual obligation and/or where it is a major strategic priority for the Council.

The budget process will also consider community led ideas and initiatives that aren't eligible for community grants and/or are request for ongoing support.

The **Community Grants** process will be the appropriate process where an item is a community led initiative and is a request for one-off funding or support.

In this process the Council will rely on an independent panel drawn from the community to undertake an assessment of community initiatives and provide a recommendation to Council for decision.

Implementation of this Policy

MONITORING AND REPORTING

The City's commitment to the implementation of this Policy includes, but is not limited to:

- Provide a rolling four (4) year community infrastructure plan in alignment with Council Plan and the long term financial plan; and
- Conduct an annual review of social infrastructure priorities in consultation with Council and involving the community through an annual engagement process.

REVIEW

The City should review this Policy concurrently with the development of the Council Plan every 4 years.

Definitions

This section defines the key terms used in this Policy.

CITY

The City of Greater Geelong organisation, led by the CEO.

COUNCIL

The City of Greater Geelong Council comprising elected councillors and led by the Mayor.

SOCIAL INFRASTRUCTURE

Social infrastructure – meaning assets relating community places, spaces and services.

Social Infrastructure relates to places and spaces of a communal, human or social nature that is required progressively as a community grows. Social infrastructure provides for both informal and formal places and spaces providing access to community activities and services. Social infrastructure is the sum of both **hard infrastructure** (community facilities and public open space) and **soft infrastructure** (support services, technology, information sharing, management systems, data and insights).

Civil Infrastructure relates to the physical networks necessary for the functioning of a modern community (for example; roads, bridges, railways, drainage, street furniture and telecommunications).

Civic Infrastructure relates to places of Council administration and other business (for example; administration buildings, customer service centres and town halls).

Corporate Assets relate to items such as smart assets, fleet equipment, information and communication technology.

INVESTMENT

Investment in this Policy means the provision of time, support, resources and/or financial investment for the creation of capital or community capacity capable of producing a community benefit and other capacity, capital or services.

References

This section outlines any document that relates to and/or is referred to in the policy or was used to develop this Policy.

- Social Equity Principles.
- Community Investment Support Fund Council Policy.

THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLACES AND SPACES ENGAGEMENT



SOCIAL INFRASTRUCTURE PLAN REVIEW –
SUMMARY ENGAGEMENT REPORT

MAY 2019

Our Community Places and Spaces - Engagement Summary

The City of Greater Geelong sought to hear from our community about our community places and spaces, throughout October and November 2018, as part of the Social Infrastructure Plan Review.

The purpose of the engagement was to involve individuals, clubs and community groups, peak governing bodies and Councillors alike, to help us develop a clearer understanding of the needs and priorities for the municipality as well as identify what the community believes should be driving our decision making.

SOCIAL INFRASTRUCTURE PLAN REVIEW

The purpose of the review is to develop a revised policy and plan, including a decision-making tool for Council, our organisation and the community, that will inform investment decisions and deliver more equitable access to facilities and services across our municipality.

PURPOSE OF OUR ENGAGEMENT

Our goal during the engagement process was to understand what places and spaces the community feel they can't easily access right now and why; and how they believe the City of Greater Geelong should make 'fair and informed' decisions when planning and investing in social infrastructure.

THE IMPORTANCE OF SOCIAL INFRASTRUCTURE

The provision of social infrastructure, in partnership with our community and key stakeholders, is essential for the health, wellbeing and economic prosperity of our community.

Social infrastructure plays a key role in promoting social cohesion by providing focal points for community activity and providing places for people to meet and connect. It also provides opportunities for economic growth and serves as a key attractor for people to live, work, visit and play in our City.

However, we face many challenges that are impacting our ability to deliver and maintain this infrastructure, including; significant population growth, the state of our aging assets, some gaps in provision, emerging technologies, constrained funding opportunities and changing community expectations.

WHAT IS SOCIAL INFRASTRUCTURE?

Social Infrastructure relates to places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows.

Social infrastructure provides for both informal and formal places and spaces providing access to community activities and services.

Social infrastructure is the sum of both 'hard infrastructure' (community facilities and public open space) and 'soft infrastructure' (support services, technology, information sharing, management systems, data and insights).

Social infrastructure represents a variety of places, spaces and facilities, including;

- **Leisure and recreation** – Aquatic, indoor sport and recreation facilities.
- **Outdoor active recreation spaces** - Outdoor playing fields, outdoor sports courts, playgrounds, golf courses, boat ramps, skate parks, dog parks, off-road bike tracks / courses, walking trails and cycling paths for sport.
- **Public open spaces** - Parks, walking trails and cycling paths for recreation, play spaces, passive reserves and active sports reserves.
- **Cultural spaces** - Libraries, museums, art gallery, heritage spaces, memorials and public art.
- **Early years facilities** – Childcare, kindergartens, playgroups and maternal and child health.
- **Targeted support spaces** - Youth spaces, senior citizens, community / men's sheds, day respite spaces, social services, social housing, migrant service spaces and Aboriginal service spaces.
- **Community centres and spaces** – Multi-purpose community spaces, neighbourhood houses, community meeting rooms and halls and community gardens.
- **Education and training spaces** - Universities, TAFE, secondary and primary schools.
- **Health, safety and emergency services' facilities** – Hospitals, police, ambulance, emergency services and fire stations.
- **Tourist facilities** – Tourist information spaces.
- **Lighting** - Lighting for sport and recreation.
- **Public toilets** – In public open space.

OUR APPROACH

Multiple engagement approaches were deployed throughout the process and included the following:

- Online interactive storyboard,
- Online and hard copy surveys,
- Interactive online mapping tool, where people could see the places and spaces near them,
- Online video of community members talking about the value and importance of places and spaces to them in their community (available on our website),
- Online video of community members talking about their needs and aspirations for community places and spaces (available on our website),
- Multilingual engagement opportunities, via the survey and online mapping,
- Stakeholder workshops and community focus groups,
- Cross-departmental and Councillor workshops,
- School holiday program activities; and
- A series of face to face 'meet and talks' with community groups.

WE ASKED OUR COMMUNITY...

We asked our community a series of questions surrounding;

- What people use and how they travelled there,
- Principles for fair and informed decision making. Specifically, what 'accessible', 'adaptable', 'sustainable', 'equitable' and 'integrated' means to our community, and
- If there was anything they needed right now but felt it was not easily accessible.

WE ASKED OUR PEAK GOVERNING BODIES...

We asked our peak governing peak bodies, across a range of sectors, a series of questions surrounding;

- The challenges they are experiencing in their work and the needs they have identified as a result of these challenges,
- New response models that have been successful, or they are trialling now, and
- Their views on what role the City could play in developing new ways of responding to needs.



Pictured above: Azaylia (age 7) enjoying a local playground



Pictured above: The Potato Shed in Drysdale



Pictured above: Inclusive activity program at Vines Road Community Centre

WHO DID WE HEAR FROM?



- 1- ARMSTRONG CREEK - MARSHALL - CHARLEMONT
- 2- BARWON HEADS - CONNEWARRE - BREAMLEA - OCEAN GROVE - RURAL BELLARINE
- 3- CLIFTON SPRINGS - CURLEWIS - DRYSDALE - BELLARINE
- 4- PORTARLINGTON - ST LEONARDS - INDENTED HEAD
- 5- LEOPOLD
- 6- NEWCOMB - MOOLAP - ST ALBANS PARK - THOMSON - BREAKWATER - WHITTINGTON
- 7- GROVEDALE - MOUNT DUNEED - WAURN PONDS
- 8- BELMONT - HIGHTON - WANDANA HEIGHTS - CERES
- 9- EAST GEELONG - GEELONG - SOUTH GEELONG - DRUMCONDRA
- 10- GEELONG WEST - MANIFOLD HEIGHTS - NEWTOWN
- 11- BELL PARK - BELL POST HILL - NORTH GEELONG - RIPPLESIDE
- 12- HAMLYN HEIGHTS - HERNE HILL - FYANSFORD
- 13- CORIO - NORLANE - NORTH SHORE
- 14- LARA
- 15- LOVELY BANKS - BATESFORD - MOORABOOL - RURAL NORTH
- LIVING OUTSIDE THE MUNICIPALITY
- NOT STATED (0.4%)



1,064 SURVEY RESPONSES
 971 INDIVIDUALS
 93 COMMUNITY GROUPS / CLUBS



53,723 SOCIAL REACH
 36,191 FACEBOOK REACH
 15,545 INSTAGRAM REACH
 1,987 TWITTER REACH



ONLINE INTERACTIONS
 349 ONLINE MAP COMMENTS
 2,517 WEBPAGE VIEWS
 3,18 ONLINE COMMENTS



WORKSHOPS & MEETINGS
 40 ORGANISATIONS REPRESENTED IN WORKSHOPS
 25 COMMUNITY GROUP MEETINGS



GENDER (INDIVIDUALS ONLY, N=971)
 75.3% FEMALE RESPONDENTS
 24.6% MALE RESPONDENTS
 0.1% NOT STATED



AGE PROFILE (INDIVIDUALS ONLY, N=971)

| | |
|---------|-------|
| U17 | 3.0% |
| 18 - 24 | 3.3% |
| 25 - 34 | 20.5% |
| 34 - 44 | 30.0% |
| 45 - 54 | 18.4% |
| 55 - 64 | 13.3% |
| 65+ | 11.5% |



TRANSPORT (INDIVIDUALS ONLY, N=971)
 PEOPLE PREDOMINATELY DRIVE TO MOST PLACES, SPACES AND SERVICES

WHAT DID WE LEARN?

Some very strong themes emerged from the community engagement around access and connectivity, capacity building, partnerships and collaboration, maintenance and renewal, a desire to better understand and navigate Council’s processes and the need for storage – everywhere!

From the responses, we can see that the community is well aware of the challenges Council is facing in terms of maintaining, upgrading and replacing existing facilities while balancing the need to build new facilities to respond to growth and changing policy directions.

Accessibility emerged as a universal concern across the survey respondents and includes access for all people, affordability, equity, integration, safety and amenity.

There is also an acknowledgement of the need to move towards a new way of doing things – one where our role is to be a stronger advocate, facilitator, planner and change leader, not always the provider of everything in the first instance.

INDIVIDUAL COMMUNITY MEMBERS



AGE AND GENDER

Survey respondents aged 25 to 54 age range had the highest response rate representing 68.9% of the total responses and with a bias towards females (75.3% of total responses). Males were generally under-represented across all age groups. A relatively low representation of young people with 3% of respondents aged under 17 years and the remaining 25% were aged over 55 years.



LOCATION

Survey respondents represented all planning areas across the municipality with notable contributions in planning areas 2 – Barwon heads, Connewarre, Ocean Grove and Rural Bellarine (17.4%), 8 - Belmont, Highton, Wandana Heights, Ceres (11.4%) and 3 – Clifton Springs, Curl Lewis, Drysdale, Bellarine (11.0%). The lowest response rate was recorded by planning area 15 – Lovely Banks, Batesford, Moorabool and Rural North (0.5%).

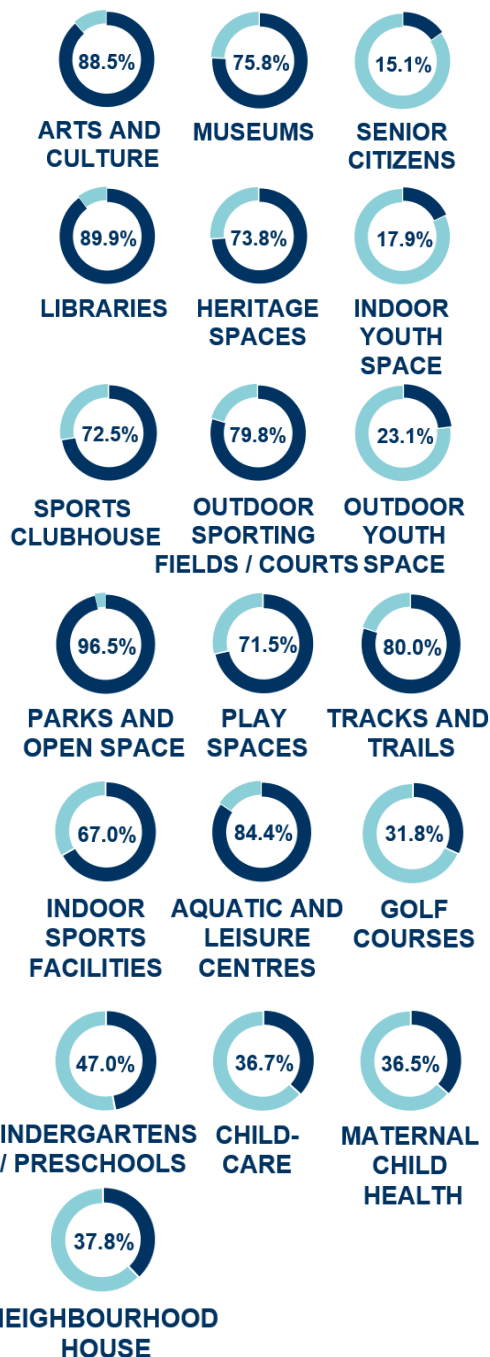


USAGE

The most visited social infrastructure reported by respondents was, parks and open spaces (96.5%), libraries (89.9%), arts and culture spaces (88.5%), aquatics and leisure centres (84.4%) and tracks and trails (80.0%).

Facilities with the lowest percentage of user responses were age-specific spaces, such as senior citizens centres (15.1%), indoor youth spaces (17.9%), Outdoor Youth Space (23.1%), maternal child health centres (36.5%), childcare facilities (36.7%), and neighbourhood houses (37.8%).

Low rates associated with youth and older adult spaces may be attributed to comparatively low rate of survey responses from people within these specific age groups.





ACCESS AND TRANSPORT TO PLACES, SPACES AND SERVICES

Survey respondents were asked to identify their general mode of transport when accessing places, spaces and services across the city from the following options; ride, walk, drive, get public transport or if they don't use a certain place, space, service.

Responses slightly varied across the planning areas; however, **'driving'** was consistently indicated as a primary mode of transport, followed by **'walking'**.

Respondents were most likely to **walk** to parks or open spaces (32.4%) followed by tracks and trails (23.4%), play spaces (17.3%), outdoor fields and courts (15.2%) and libraries (14.9%).

Public transport recorded the lowest response rate but showed an increased trend with notable destinations such as arts and culture places or spaces (5.0%), museums (4.9%) and libraries (4.0%). Respondents offered some comments about their experiences with some infrequency and unreliability of public transport across the region.

Respondents were most likely to **ride a bike** to trails / tracks (12.6%) and parks and open spaces (5.1%).



REPORTED NEEDS BY INDIVIDUALS

Respondents were asked the question, **"Is there a place, space or service that is not currently provided that you need, or you can't easily access at the moment?"** with 38.1% of individuals indicating there was a need by providing a response.

The most common topics raised across all respondent types were the desire for greater access to:





PRINCIPLES FOR DECISION MAKING

We asked our community to tell us what our current principles for social infrastructure mean to them. The responses we received clearly demonstrate the importance of fairness, transparency and accessibility.

ACCESSIBILITY

What does it mean to you?

38.2% It's accessible for all abilities

33.5% It's easy for me to get to

10.3% I can join in an be involved

7.3% It's something I can afford

6.2% It's in the right place

4.5% Not Stated

INSIGHTS

- **Universal access** is important to survey respondents. This includes all abilities, ages and genders as well as people living with sensory issues and dementia.
- **Affordability** is considered a key barrier to access and includes the cost of venue entry, hire and associated fixed costs.
- There is a need for adequate public transport, car parking and connection between all areas of Greater Geelong. **Travel accessibility** is considered a key barrier to accessing social infrastructure and services.
- To young people, accessibility was defined by feelings of **safety and maintenance standards** of the spaces they use.

ADAPTABILITY

What does it mean to you?

51.3% It's flexible to meet the changing needs of my community

33.4% Can be used for more than one purpose

8.1% It can be changed for new uses

2.2% It's responsive to new technologies

5.0% Not Stated

INSIGHTS

- **Integrated, multi-purpose hubs with flexible spaces** is a desired model for the future according to our respondents as they facilitate and respond to the needs of many user groups and activities.
- Respondents reported a need for **'makers spaces' that are affordable** and which respond to the needs of those who are able to participate during the day, and for those who can only participate during the evening.
- Investing in and **adapting infrastructure** to respond to changing demographics in various areas is considered important with specific reference to playgrounds, performance spaces and sport and recreation facilities.

SUSTAINABILITY

What does it mean to you?

58.4% It's environmentally friendly

12.9% It's well managed

11.2% It's financially viable

9.7% It's well utilised

1.8% It's in good condition

6.0% Not Stated

INSIGHTS

A number of strong and varying themes emerged in relation to the principle of sustainability.

Respondents told us that we should focus on **maintaining what we have** and to consistent standards and in general, **make better use of existing** buildings and facilities.

Respondents offered advice on how to be more sustainable by **avoiding single-uses and single-users** of buildings and facilities.

There is a desire by the community for Council to **investigate alternative energies programs** for all Council buildings and facilities to bring fixed energy costs down.

Respondents identified a need to **improve the quality, relevance and availability of data** and information to assist groups in decision-making.

EQUITY

What does it mean to you?

74.0% The fair access to facilities and services across region

8.4% It's located where it's needed

13.0% Offers services that are needed

4.6% Not Stated

INSIGHTS

- Respondents would like to see facilities and services **provided where they are needed** and a focus on lower socio-economic areas.
- Respondents want to see **gender equity and universal access** reflected in all buildings, facilities and services.
- Respondents would like to see community infrastructure provided for the whole community, **based on need and community benefit**.
- There is a need for focus on **addressing travel accessibility** issues, particularly in relation to adequate public transport, car parking and connection between all areas of Greater Geelong.

INTEGRATION

What does it mean to you?

38.5% It's co-located with other services

24.6% It brings people together

19.9% All I need in one place

12.0% I feel welcome and respected by all

5.0% Not Stated

INSIGHTS

- In addition to the insights shown earlier in relation to 'Adaptability'; suggestions were offered around **improving governance, management and support of integrated facilities**, including performance measurement and reporting and building the knowledge and skills of volunteers to better manage and promote venues.
- Respondents identified a need to **improve Council's processes and systems**, so they can become more efficient and user-friendly. Some respondents are seeking **one point of contact within Council** for user groups.

MEET AND TALKS

Twenty Five Community members and groups took the opportunity to participate in a 'meet and talk' with Council officers to talk face to face about their needs and to share some insights about their area of activity.

We found that participating groups understood the challenges Council is facing because they are experiencing similar challenges themselves. In particular; challenges around growth in membership and the impact on existing venues, rising costs, maintaining affordability and managing the rising expectations of their users and members.

There is also an acknowledgement that new ways need to be found to address these challenges. Suggestions from participants included; learning new skills, accessing knowledge and information to support decision-making and upgrading and/or introducing new contemporary systems to support the way we work.

Similarly, there is a recognition that Council's role will change, shifting from being the default provider and more towards being involved as an advocate, facilitator, planner and partner.

A summary of themes from the 'Meet and Talk's' is provided below:

Accessibility (and Affordability): Universal access for all places and spaces is seen as basic requirement and includes access for all abilities, gender and ages as well as those with specific needs.

Affordability is also a key determinant to successful access. This issue is linked to the fixed costs organisations are required to meet such as venue hire and the rising cost of energy.

Transportation and the ability to get to places is also a key determinant of accessibility.

Access to Arts and Culture: Two issues were raised in relation to arts and culture – the need for 'mid-sized', affordable spaces for performance and cultural activities; and the concern that some venues were no longer 'fit for purpose' and may be struggling to accommodate participation and audience numbers.

'Makers' Spaces: A number of 'maker' groups are seeking more permanent locations with spaces for practicing their crafts, storing their tools and belongings with evening access to accommodate members who can only participate at night. Encouraging and having other groups share the spaces was also seen as desirable to support each other's events and also increase memberships.

Access to Bay: The Bay is seen as a playground for those who like to be out on, in or near water for fishing, boating and swimming. A limitation was raised around access and the need for jetties and launch ramps to be maintained and/or developed over time.

Competing Access to Community Infrastructure: Population growth affects all social infrastructure. Schools and educational institutions are also experiencing growth and as a result they are increasing their reliance and use of community infrastructure. This in turn can impact the amount of access time community groups have for the infrastructure they need.

Alternative Energy Program: It was suggested that all Council owned facilities develop a program to introduce alternative energies with the objective of reducing fixed costs related to use. It was also seen as a very real and practical way to improve sustainability.

Aquatic Services: Swimmers, learn to swim and surf lifesavers make use of Council's existing pools however, travelling to access existing aquatic services was seen as possible but not desirable for people living in outer and rural areas.

Community Hubs: The new integrated, multi-purpose 'hubs' were described as contemporary models to access spaces, services, programs and activities by participants. They were also seen as socialisation centres and a focal point for local communities.

Council's Processes and Systems: Many groups commented on the difficulty of interacting with Council's, current processes and systems including access to information. Having one point of contact was recommended by participating groups, acknowledging that many groups were made up of volunteers and therefore generally struggle to give the amount of time or effort required to engage with multiple departments of Council in relation to a single issue / initiative.

Building Capacity: Participants noted that building capacity and increasing the knowledge and skills of groups and organisations along with the provision of information would be welcomed and would potentially deliver more positive and productive outcomes for all involved.

55+ Places and Spaces: There was a specific request for places and spaces for the 55+ age cohort as this group don't feel they fit the traditional facilities provided and are not considered 'senior citizens', rather they are wanting to 'age well' and this means staying active and connected to one another. More flexible and welcoming spaces to cater for the growth in this cohort would be welcomed.

Maintain What We Have: Participating groups were generally happy with the space they currently use but felt that some maintenance programs and associated service standards needed improvement, with specific reference to; public toilets, playgrounds, parks, tracks, trails, roadside verges and nature strips. Young people who participated also highlighted the importance of maintenance standards around the places and spaces they use.

Parks and Playgrounds: Parks and playgrounds were seen as valuable community spaces and there is a need to ensure they keep pace with changing demographics while providing attractive and stimulating environments and equipment for children, teenagers and adults. Respondents felt that the provision of toilets and shade should be considered as a standard level of amenity and identified the need for access to more dog parks.

Sports Infrastructure: With continuing growth in participation rates in sport and more recently in significant growth in women's sport, facilities and grounds are being challenged to meet demand. Participating groups felt that extended play / practice time is being hindered by the lack of lights on activity spaces and while some clubs are working in partnerships with others to find innovative solutions there is still a need to look at building capacity to meet demand into the future.

Space and storage: Storage requirements are also a challenge. Participating groups raised storage as a general issue across all activity types. To support the increased need for flexible spaces and to support sharing spaces with multiple users and activity types, adequate storage was seen as a critical success factor.

PEAK ORGANISATIONS WORKSHOP

A workshop, held on Thursday, 29th November 2018, involved representatives from 37 Peak Organisations who came together over half a day for the purpose of sharing and exploring their experiences, challenges and potential new ways forward.

A good problem to have: Increasing population means positive growth in participation, but it also means increasing levels of demand on our community places and spaces.

Organisations are faced with the challenge of how to provide opportunities, make maximum use of venues, how to resource increased participation in relation to facilities, personnel and finances, how to cater for the increased use of assets and manage community expectations.

Key organisations are experiencing a range of common challenges (and associated key issues), a summary of these is provided following:

Affordability is a key consideration particularly the cost to access and participate.

Gender equity is an issue, and many organisations are grappling with the implications this is having on existing facilities.

Accessibility is related to equity in relation to the need for adequate public transport, car parking and connectivity to and moving around areas throughout the municipality.

Many organisations see the need for the whole municipality to be serviced equally with **equitable access** to facilities and services.

Organisations raised concerns over the **sustainability** of facilities and services with many frustrated by the exclusive-use and under-utilisation of some current buildings and facilities. The current, and often single use, facility model is not seen as a sustainable one.

Although there is an expectation of groups to maximise use of the venues, peak organisation's noted that to achieve this, **volunteer groups need assistance** in promoting the venues along with supportive processes, for example booking systems, to facilitate use.

Knowledge sharing is seen as essential for future efficiencies and effectiveness. The **quality and accessibility of existing data and information** is seen as challenging. There is a lot of useful data that exists, but organisations feel that at present, the sharing and integration of data and information is poor and therefore, its full potential is not realised.

Participating organisations identified a **limited capacity, knowledge and skills** to effectively manage venues and share resources and facilities. In their experiences the ability to develop relationships and partnerships, engage with all levels of government, private and not-for-profit sectors was currently constrained. Developing contemporary leadership and management skills and capacity throughout the network was also seen as essential.

WHAT HAPPENS NEXT?

We are now using these insights to help develop a policy and a plan forward that is based on equity and fairness.

THE POLICY

The Social Infrastructure Planning and Investment Policy aims to provide Council and the City of Greater Geelong with a guide to fair and equitable decision making, and to provide our community with a clear understanding of Council's role and how decisions are made.

THE PLAN

The Social Infrastructure Plan will outline the needs of our community, investment priorities and the way forward to ensure that people know what is planned in the place that they live. The Plan is intended to provide Council and the community with a single, more simple and integrated strategic summary of Council's investment priorities over the next 1-4 years.

NEXT STEPS

- From here we plan to transform the way we engage with the community on planning for future places, spaces and services, along with how we can better respond to the needs of our community and set priorities.
- We will consider the results from the Places and Spaces engagement process to inform our evidence, data and background information.
- We will use the findings, evidence and data to inform the Policy and the new Plan.
- A report will go to Council in July 2019, seeking to release the Draft Policy for further community comment.
- Public notices and a social media campaign will be used to promote and communicate this process and how you can be involved.

3. GOLF FACILITIES STRATEGY (STAGE 1 – EXISTING LEASED COURSES)

Source: Community Life – Leisure and Recreation Services
Director: Robyn Stevens
Portfolio: Social and Infrastructure Planning

Purpose

1. To seek endorsement from Council to proceed with the recommendations for the existing leased golf courses as Stage One of the Golf Facilities Strategy implementation.

Background

2. In April 2019 Council endorsed the draft *Golf Facilities Strategy* for consultation. The *Golf Facilities Strategy* proposes a three year transition to club-based management models that would provide greater autonomy for the local golf clubs and discontinue the City's role in directly operating golf facilities. The City invited feedback on the draft *Golf Facilities Strategy* for an eight week public exhibition period. Nine submissions were received through the *Have Your Say* website. A summary of the submissions is contained in **Attachment 2**. In addition, Council officers communicated with all seven golf clubs currently on Council owned or managed land being: Balyang Par 3, Barwon Valley, Clifton Springs, East Geelong, Lara, Ocean Grove and Queens Park. Each of these facilities are currently operating under different management models.

Key Matters

3. During the most recent consultation it has emerged that the four leased courses including: Barwon Valley, Clifton Springs, East Geelong and Ocean Grove clubs are being managed sustainably and at no cost to the City. However, lease arrangements with Clifton Springs and East Geelong are due for renewal in the near future and these clubs are being charged significant rent. It is proposed that these be addressed more immediately and in doing so, provide longer term certainty for the clubs and ensure there is fairness and equity across all future lease arrangements.
4. The recent consultation has also identified 'in-principle' support from the Lara and Queens Park golf clubs to transition to full operating leases over time. However, further negotiation and detailed consultation is required, particularly in regard to water sustainability and asset renewal liabilities. This will ensure future sustainable management arrangements can be agreed upon and implemented.

Cr Aitken moved, Cr Murnane seconded -

5. That Council:

- 5.1 **Endorse officers to negotiate reduced rental arrangements for East Geelong and Clifton Springs golf clubs to address the current inequity with other leased courses, including review of Council rates applied and noting the City will have no direct service provision with these courses; and**
- 5.2 **Note Queens Park and Lara golf clubs have requested additional time to submit their responses, and the draft *Golf Facilities Strategy* will be finalised once these clubs confirm their preferred approach for the future management model of each course. The results of this further consultation will be presented back to Council for a decision at a later date.**

Carried.

Attachment 1

Financial Implications

1. Four of the seven golf courses are currently leased to clubs that operate them at no cost to the City. The strategy recommends the City reviews and implements low-rent leases to support clubs to be financially sustainable for the long term.
2. There will be a reduction in the rental and rates income to the City as a result of introducing low rent arrangements at the leased courses.

Community Engagement

3. Comprehensive community engagement was undertaken including presentations to each club on the draft strategy. The consultation opportunities included:
 - 3.1 Meetings and overview presentations with each club on the draft recommendations.
 - 3.2 The City invited feedback on the draft *Golf Facilities Strategy* for an eight week public exhibition period. A total of 822 page views and nine submissions were received through the Have Your Say website. A summary of the submissions is contained in **Attachment 2**.
 - 3.3 Requests for each club to provide a formal submission on their recommendations noted in the draft *Golf Facilities Strategy*.
 - 3.4 The four leased courses have expressed support for the recommendations with formal submissions received from East Geelong and Clifton Springs golf clubs. Ocean Grove and Barwon Valley golf clubs declined the offer to provide a formal submission, but have confirmed they are supportive of their existing lease low rent and long term leases. Both Ocean Grove and Barwon Valley clubs have indicated they will be seeking funding support from the City for major clubroom upgrade projects.
 - 3.5 Queens Park and Lara golf clubs requested additional time to submit their responses, noting they indicated in-principle support for club-based management models implemented in a staged approach. Concerns expressed about water sustainability and asset renewal liabilities with the greens and fairways, club houses and water infrastructure.

Social Equity Considerations

4. The strategy is underpinned by strategic principles to ensure that social equity and access are key considerations in the future sustainable provision of clubs and facilities in the municipality. These include:
 - 4.1 *Delivering community benefit* – the City supports golf in the community and seeks to optimise the social, community, environmental and economic benefits generated from golf. The City will offer support and monitor performance of golf clubs and facilities operating on Council land with a focus on ensuring they are addressing the challenges and opportunities of the contemporary golf club and facility.
 - 4.2 *Supporting golf clubs and facilities* – the City will not directly operate golf facilities but will support golf clubs and facilities operating on Council land through low-rent, long-term tenure with requirements for tenant golf clubs to:
 - (a) Meet governance standards and performance benchmarks to develop sustainable business models;

- (b) Develop long-term capital investment plans; and
 - (c) Be guided and influenced by community interests, needs and aspirations, actual participation trends and demographic characteristics.
- 4.3 *Ensuring publicly accessible golf facilities* – all golf clubs and facilities operating on Council land under low-rent leases must provide an agreed percentage of their available green-fee times for public play at casual green-fee prices set within ranges agreed with the City annually.

Policy/Legal/Statutory Implications

5. Any long term lease arrangements will be advertised in accordance with statutory requirements of the *Local Government Act 1989*.

Alignment to Council Plan

6. The strategy aligns with a number of Council Plan objectives including:
- 6.1 Improved health and safety of our community;
 - 6.2 Informed social infrastructure and planning; and
 - 6.3 A more inclusive and diverse community.
7. A strategic principle of the strategy proposes integration with the City's recreation and leisure strategies which include the City's *Social Infrastructure Plan*.

Conflict of Interest

8. 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

9. The draft strategy proposes a staged transition to a club-based management model for six of the seven courses. The City will work closely with the clubs during the implementation over the three years to ensure any risks to the clubs financial sustainability are mitigated. These club-based management arrangements will require significant volunteer support in the day-to-day management and maintenance of the courses.
10. Should clubs be reluctant to explore club-based management models, commercial lease arrangements will be considered as an alternate option for the service delivery.
11. Water sustainability is an ongoing risk that will require support and advocacy from the City to ensure long term recycled water and irrigation efficiency practices can be achieved. The majority of clubs are well positioned with sustainable water management practices, which included warm season grass conversions on fairways.
12. Long term asset renewal funding is a risk for many courses in terms of clubhouse infrastructure. The City will continue to support and advocate for renewal projects through the City's Community Investment Support Fund programs.

Environmental Implications

13. A strategic principle of the strategy is a focus on *conserving and protecting the environment*. Golf clubs and facilities on Council land must protect and enhance the natural and cultural environments, particularly areas of remnant vegetation, habitat and indigenous cultural value.
14. The City will support and advocate for water sustainability projects and initiatives led by the golf clubs.
15. The strategy advocates for the upgrade of the Queens Park irrigation system for greater efficiency in the ageing infrastructure. Planning and design has been undertaken for Stage One; replacement of the existing irrigation system and associated upgrades, and for Stage Two; storm water harvesting and dam infrastructure.
16. The City will continue to advocate for and explore sustainable recycled water opportunities for Lara Golf Course on the conclusion of the Barwon Prison recycled water agreement.

Attachment 2

Summary of submissions received on the draft *Golf Facilities Strategy*

In accordance with the Council resolution, the community and golf clubs were invited to make submissions. Nine submissions were received as listed below.

As this was not a statutory submission process, it is not appropriate to make private details publicly available.

Submission 1

I take up to 4 clients with acquired brain injuries to Balyang Par 3 on a weekly basis. The golf course is important from a social and meeting perspective. The staff are also fantastic to deal with.

Submission 2

How can providing the Greater Geelong with Golf facilities be a burden on the council. If Council Management looked at their own structures within the council maybe that's where they will find the solution to cutting costs within the council. Is the Geelong Council now just becoming a Landlord, where is the drive of wanting to become a Greater Geelong. Leasing out golf courses especially Queens Park which is one of our best council operated course in Geelong, what standards will now be set. Local jobs are going to be effected and the transition to these staff have already been handled with lack of compassion.

What is this council coming to, hard to believe we need such extensive management structure within the council the actual workers are the ones that are always effected. You're a disgrace City of Greater Geelong.

Submission 3

The current discussion document fails to address key components of management. If the Queens Park GC committee were to undertake full management there would need to be a full understanding of current income and expenditure. Changing demographics paint a rosy picture for increased participation yet despite population increase in the past, participation has declined.

Also what would be the Council contribution to social amenity. Also, there are currently economies of scale in operation in terms of facility management. What considerations would be put in place to accommodate the changes. In addition sub leases are in operation for both the Golf Shop and Catering. This is another issue to be addressed. So many issues but few details addressing them.

Submission 4

So glad I left Geelong and moved away the GCC are stupid and lazy they don't care about the Geelong residents. They never look after the facilities i.e. Golf, sporting clubs, library, public toilets and council services. Queens Park Golf Course is rubbish and not worth the money they charge for green fees. The library is appalling and their council service is rubbish. All they care about is putting up the rates and giving people parking tickets. Lara golf club was never looked after. Now they want to close them what a joke. Glad I left sleepy hollow good bye forever.

Submission 5

If there are Golf sites in the North open to the idea of FutGolf similar to Curlewis that may be a method to extend their services. Other options would be to reduce their size and open the area up to an adjoining sporting group.

Lara for example if reduced to a very high quality 9 hole course with a renewed office/amenity hub, then converting the other space into 3 or 4 soccer (rectangular) pitches with car park and change rooms services would expand the serviceability of the area to the ever growing needs of soccer. Clubs bursting at the seams like North Geelong Warriors, Elcho Park Cardinals, Lara United as well as Rugby, Gridiron could all benefit with high use of the area.

Not to mention the hosting of Mini-roos gala days where thousands of people come out each weekend and options to host large scale annual tournaments like Bendigo and Shepparton do and draw a very large travel/tourism benefit. Would be a pity to see the area turned over commercially, when there are sporting/community needs to help refresh the usage of it.

Submission 6

As a small not for profit club it is very difficult to raise funds to pay expenses such as: rates and rental which total more than \$20,000 per annum. We also spend just over \$70,000, not including wages, to maintain the golf course and surrounds to ensure it is always looking the best it can for locals and visitors passing by.

We are looking forward to the outcome of the councils Golf Strategy and hoping that we can obtain a permanent reduction in both our rates and rental for the land that the golf club is situated on.

Submission 7

Thanks for your meeting / presentation at Clifton Springs Golf Club on Friday 24th May 2019. It was well received and very informative.

Firstly, regarding the councils golf strategy, as discussed, this doesn't really apply to Clifton Springs Golf Club as we are already doing what the strategy is recommending.

Moving forward, Clifton Springs Golf Club are very keen to finalize a new long term lease from council at the earliest opportunity.

As per discussions at the meeting we would like to see the following incorporated into a renewed lease agreement.

- A lease term of 20/10/10 year's minimum at a "peppercorn rate - approximately \$800.00 pa to align it with other council owned golf course lease agreements.
- Removal of the annual rate payment currently paid by the golf club to council.
- In the future should an option to buy the course arise, the golf club would like to be given first opportunity to purchase the land outright.
- In the future council to assist in some capacity in asset capital upgrade costs. (i.e. dam construction)

Please pass on our thanks to the other team members involved in the process and keep us informed of future progress.

Submission 8

Below are some of my observations of the volunteer run golf management model proposed:

- Over the last few years there has been significant reduction in both golf members and green fee players.

- Membership revenue and green fee income is insufficient to cover both the cost of operations and capital expenditure,
- Members are demanding course closure from green fee players during competitions, especially the higher the membership fees are.
- Public courses cannot change what the private courses do, hence the dependence on free volunteer labour to keep the membership and green fees to a level that members and general public can afford, otherwise it will become an elite sport.
- Problems with a volunteer managed business it that it is very inefficient, very political and only a small number of the total membership contributes their time. The large percentage of membership do not contribute nor want to.
- To cover the operations and capital works/equipment expenses, clubs need an additional non golf income stream. In most cases this is from providing a bar and restaurant facilities. This again takes toll on scarce volunteer numbers, and in some cases requires employment of labour which significantly reduces the profit available to fund the course.
- Volunteer committees change composition yearly providing a continually different priority/agenda every twelve months.
- Very hard to provide long term goals due to changing agendas by ever changing committee.
- Many committees made up of people not really wanting to be on them.
- Golf committee/volunteers are made up mainly of senior members of the community that have retired and have the time to contribute. Unfortunately they can be stuck in their ways and not very progressive.

To support this model I feel that:

- Clubs will require more external funding for both golf course and non-golfing assets, especially for capital items.
- Sharing of resources, especially across smaller clubs. One man green keeper clubs do not get a chance to take holidays as there is no one skilled to take over. Costly equipment that is only used once or twice a year could be shared.
- Sharing of expertise from Council resources in irrigation, golf operations, marketing.
- More marketing expertise to get more members and green fee plays which then reduce the reliance on Council resources.
- Maybe opportunity to reduce costs of large items such as chemicals, insurance, materials through the buying power of the Council.

Submission 9

Thank you for the invitation to comment on the Draft Golf Facilities Strategy 2019 – 2021 from the perspective of the Geelong National Servicemen who immeasurably benefit from these facilities.

I particularly wish to address that part of the Strategy which refers to the Balyang Par 3 course which states: "Balyang Golf Course – during 2019 Council will explore alternative management models and efficiencies to the current operation. In 2020, a decision on the future operation of Balyang will be considered. Subject to approval, Council will implement the operating model transition in 2021".

Members of the National Servicemen's Association make us of the facility weekly. Some participate in the Tuesday and Saturday competitions, but the majority meet for our regular Friday competition, which has been a feature of our association for nearly two decades.

Our members wholeheartedly endorse the Executive Summary's contention that golf, "promotes physical and mental wellbeing (particularly for older Australian's) e.g. health, social interaction and self-esteem. Golf contributes to the social and community development e.g. volunteering and inclusion. Golf provides valuable open and maintained green space area e.g. flora, fauna and habitat. Golf stimulates local economic development".

The age cohort of the Nasho golfers range from the mid-seventies to an esteemed regular participant aged ninety-four. The overwhelming majority of our members are recipients of a full or part time pension.

Our members wish to endorse the support and hospitality offered by the manager and staff at Balyang who go out of their way to ensure both the golf and time of social interaction following the competition are a highpoint each week. I trust the City appreciates the patience and work ethic of the Balyang staff.

The only caveat I would draw your attention to would be a concern of the Facilities Strategy resulted in an increase in the annual concessions fees for membership or a downgrading of the quality of the course.

4. COMMUNITY EVENTS FUNDING ALLOCATION TO DIVERSITAT TO SPONSOR PAKO FESTA 2020 TO 2022

Source: Economy, Investment & Attraction – Economic Development and Events
Director: Brett Luxford
Portfolio: Tourism and Events

Purpose

1. To seek Council endorsement to enter into a three year sponsorship agreement with Diversitat to support the delivery of the Pako Festa Festival from 2020 to 2022.

Background

2. Pako Festa is one of Victoria's largest multicultural events. Held in the Geelong community, the event sets the benchmark for integrating multicultural communities into a single event. The event promotes the diversity of cultures that are present in Greater Geelong.
3. Pako Festa is organised and managed by Diversitat, a non-profit incorporated association, whose core mission is to ensure that ethnic groups, organisations and individuals are given the opportunity to develop their potential and fulfil their aspirations.
4. Diversitat estimates that the single day event, held in a closed section of Pakington Street, Geelong West, attracts approximately 115,000 people, including 33 different multicultural groups and 60 community groups.

Key Matters

5. The City of Greater Geelong has traditionally funded Diversitat to deliver Pako Festa via Geelong Major Events (GME). Pako Festa has been funded for the past 18 years with the latest contractual arrangement for funding of \$82,000 concluding with the 2019 event.
6. Diversitat have again applied for funding through GME however given the nature of the event it is deemed to not fit the criteria for GME funding.
7. Diversitat have requested that Council match State Government funding of \$150,000 per annum for a 3-year period. This is a significant increase on previous funding and there is no strong justification for the large increase in funding.

Cr Grzybek moved, Cr Kontelj seconded -

8. That Council:

- 8.1 **Acknowledge the ongoing commitment of Diversitat to supporting our local multicultural community through the delivery of the annual Pako Festa;**
- 8.2 **Authorise the Chief Executive Officer to enter into a 3-year sponsorship agreement with Diversitat to provide financial support of \$100,000 per year;**
- 8.3 **Allocate funding for the 3-year sponsorship agreement (\$100,000 per annum) from the Council's Community Events Fund; and**
- 8.4 **Continue to support Pako Festa with in kind use of public assets.**

Carried.

Division Requested:

For: Crs Aitken, Grzybek, Kontelj, Harwood, Mason, Sullivan, Nelson

Against: Cr Murnane

Attachment 1

Financial Implications

1. To support the request for funding from Diversitat for the Pako Festa, Council will be required to identify the source of funds as this amount was not allocated in the 2019-20 budget.
2. Council approved in the 2019-20 budget \$300,000 for the development of a Community Events Fund. This fund will be administered through the Community Investment Support Fund and application guidelines for this fund are being finalised.
3. Funding to support Pako Festa can be allocated from the Community Events Fund. Should Council support the recommendation of \$82,000.00 this will leave \$218,000 available in the pool. Funding for years 2021 and 2022 will be directly referred to Councils annual budget.
4. In addition to the financial support provided to Diversitat for this event there is also in-kind support including: free use of the Geelong West Town Hall and marketing support through Events Geelong.

Community Engagement

5. In the course of organising the event Diversitat will engage with its 43 affiliated groups to seek their participation in Pako Festa.
6. Diversitat and Council's Event Services Unit will engage with various organisations including VicRoads, VicPol, and traders as part of the event permit process to ensure the impact of the event is limited.
7. The event is a key event to engage the local community in a celebration of cultural diversity.

Social Equity Considerations

8. In supporting Diversitat request for funding, Council is demonstrating a commitment to support one of Geelong's most significant cultural community events. The Pako Festa is viewed as a true celebration of cultural diversity for our region and the community.
9. Pako Festa is a free multicultural street festival that has been running since 1983. The 2019 festival was the 37th time that the event has been held. The event is has been organised and managed exclusively by Diversitat, a local non-profit incorporated association, for almost 20 years. Diversitat state that they represent 51 affiliated ethnic groups and over 45,000 people of non-English speaking backgrounds in the Geelong region.
10. The festival is an opportunity for local and regional cultural groups to promote cultural diversity and educate the broader community of the beauty and enriching capacity of multiculturalism and community arts.

Policy/Legal/Statutory Implications

11. There are no known policy/legal or statutory implications. Pako Festa will be required to obtain an event permit to hold the event on public land. This is managed through Council's Event Services Unit.

Alignment to Council Plan

12. The Pako Festa supports Council Plan item number 3 – A more inclusive and diverse community with a key priority being ‘advocating for inclusive, multicultural activities and respect for cultural diversity’.

Conflict of Interest

13. No City officer who provided advice in relation to this report have declared a conflict of interest in relation to this report.

Risk Assessment

14. The recommended funding to support delivery of Pako Festa in 2021 and 2022 are subject to the Community Events Fund being approved in the corresponding Council annual budgets.
15. The risks associated with the running of the event are managed through safety and emergency management plans that are assessed by emergency services.

Environmental Implications

16. There are no known environmental issues associated with this event.

Attachment 2

Discussion

1. The festival is a one day community event held in Geelong West. The event occupies a number of public spaces including:
 - 1.1 Pakington Street (closed between Gordon Avenue and Waterloo Street)
 - 1.2 West Park
 - 1.3 Albert Street & Hope Street off street car parks
 - 1.4 Geelong West Town Hall
2. The core focus of Pako Festa as a community festival will remain the same into the future. Diversitat have identified that potential event growth may come through programming or the introduction of new elements that complement the celebration of cultural diversity found in the Geelong region.
3. Pako Festa is held as a major fundraiser for the local cultural community groups. The festival budget operates on a break-even basis with Diversitat underwriting any expenditure over runs.
4. The event is well supported by sponsors and receives income from traders and vendors. The Office of Multicultural Affairs & Citizenship (State Government) has provided grant funding for several years and has increased its contribution from \$100,00.00 to \$150,000.00 for the next 3 years (2020 – 2022).
5. The City has provided letters of support to back the increase in State Government funding of the event in order to reduce the reliance on funding from Council.
6. Council has funded Pako Festa via Geelong Major Events (GME) for 18 years. In 2019, the event received \$72,116 from GME and an additional one off grant of \$10,000 as a result of a Council Notice of Motion on 27 November 2018. The total funding in 2019 was therefore \$82,116.
7. To date GME funding has supported the development of the festival to the point where it is now a significant community event with a strong brand and an ability to attract sponsorship opportunities. This is demonstrated by Diversitat's success in growing corporate sponsorship.
8. Diversitat have requested that Council increase its funding to \$150,000.00 for the next 3 years to match the State Government.
9. Given the consideration of the in-kind support Council provides to the event with the provision of public spaces, car parks, marketing and use of buildings and based on the increase in State Government funding, it is recommended that Council continues to support the event at the 2019 budget level of \$82,000.00 and continue the provision of in-kind use of assets.

5. UNESCO CREATIVE CITIES NETWORK, ANNUAL GENERAL MEETING, FABRIANO, ITALY 2019

Source: Economy, Investment & Attraction – Economic Development & Events
Director: Brett Luxford
Portfolio: Economic Development

Purpose

1. To detail the outcomes from the attendance by the Mayor and Manager Economic Development & Events at the UNESCO Creative Cities Network (UCCN) Annual General Meeting from 10 to 14 June 2019 in Fabriano, Italy.

Background

2. Council is the designated Geelong UNESCO Creative City Secretariat, and one of the obligations as Secretariat is for the Mayor, or designated delegate, to attend each UCCN Annual General Meeting (AGM). The 2019 AGM was held in Fabriano, Italy between 10-14 June.
3. The Mayor's attendance was approved by Council at the Ordinary Council Meeting on 26 February 2019. The Mayor was accompanied by the Manager Economic Development & Events, Tim Ellis.

Key Matters

4. A report detailing the findings from the UNESCO AGM and City of Design Sub network meetings are attached. (**Attachment 2** - UNESCO Creative Cities Network (UCCN) Annual General Meeting and City of Design (COD) Sub Network Meetings)
5. The objectives of attending the UCCN AGM were to:
 - 5.1 Represent the City at the AGM as the secretariat;
 - 5.2 Attend and present at the Mayor's Day;
 - 5.3 Participate in the City of Design sub network meetings;
 - 5.4 Continue to build relationships with like cities;
 - 5.5 Present on the Council's Clever and Creative Vision;
 - 5.6 Position the City to host a City of Design sub network Meeting in 2021;
 - 5.7 Secure an educational keynote speaker or speakers for the Geelong Design Week to be held in March 2020;
 - 5.8 Promote the Asia-Pacific Creative Cities Conference in Adelaide from 23-25 October 2019 and encourage participants to visit Geelong post the conference;
 - 5.9 Seek opportunities for collaboration based on current projects and calls from sub network cities.
6. Attendance at the UCCN AGM supported the objectives of the trip, and fulfilled one of Geelong's obligations as Secretariat.

Cr Sullivan moved, Cr Harwood seconded -

7. That Council:

7.1 Note the findings of this report; and

7.2 Use the findings from the UNESCO Creative Cities Network (UCCN) Annual General Meeting and City of Design (COD) Sub Network Meetings Report to progress Geelong's UNESCO City of Design designation.

Cr Mason left the meeting room at 9.20pm

Cr Nelson left the meeting room at 9.20pm

Cr Nelson re-entered the meeting room at 9.22pm

Cr Mason re-entered the meeting room at 9.22pm

Carried.

Attachment 1

Financial Implications

1. The travel costs for the Mayor and the Manager Economic Development & Events to attend the UCCN AGM were \$6,446.

Community Engagement

2. Key stakeholders were engaged in the development of the application for the City of Design designation including Deakin University, and the Australian Centre for Innovation and Design (ACID), Councils Arts and Culture Unit and Creative Geelong.
3. A working group has been established consisting of Deakin University, Geelong Performing Arts Centre, Design Institute of Australia, Creative Victoria and Geelong Manufacturing Council, Gordon TAFE. This working group is pursuing a number of actions including the future governance structure for Geelong's UNESCO designation, a framework plan, Geelong Design Week, and a stakeholder and communications plan.

Social Equity Considerations

4. One of the primary aims of the UCCN is a commitment to the UNESCO Sustainable Development Goals and in particular Goal #11, Sustainable Cities and Communities. Member cities are tasked with developing and influencing policy in support of this objective.
5. Through our membership we reiterated our commitment to the network's Mission Statement and Strategic Framework, further integrating culture and creativity within initiatives, policies and projects implemented at the local level. This includes a commitment to promoting diversity, gender equality and youth empowerment.

Policy/Legal/Statutory Implications

6. There are no legal or statutory implications in this report.

Alignment to Council Plan

7. Pursuing the UNESCO City of Design designation to secure economic development projects aligns with all elements of the plan particularly section 8 - A Thriving and Sustainable Economy, section 3 - A More Inclusive and Diverse Community, section 4 Planned and Sustainable Development, section 6 – Vibrant Arts and Community.

Conflict of Interest

8. No City officers who provided advice in relation to this report have declared a conflict of interest regarding this report.

Risk Assessment

9. There are no notable risks associated with this report, however, as projects are scoped based on the findings from the AGM and there will be financial and resource considerations.

Environmental Implications

10. There are no known environmental implications associated with this report.

Attachment 2

REPORT FINDINGS

UNESCO CREATIVE CITIES NETWORK (UCCN) ANNUAL GENERAL MEETING AND CITY OF DESIGN (COD) SUB NETWORK MEETINGS

Introduction

On 31 October 2017, Council was notified that its application to become a member of the UNESCO Creative Cities Network (UCCN) was successful in the field of design.

Geelong is Australia's first (and only) City of Design and the only non-capital city in Australia to have a UCCN designation. Other Australian members of the UNCCN are Melbourne (Literature), Sydney (Film) and Adelaide (Music).

The UNESCO Creative City designation is a key step in Greater Geelong's continued journey to transform our community's clever and creative vision into reality.

One of Council's obligations as designated Secretariat is for the Mayor, as Council's lead representative, to attend UCCN Annual General Meetings. The 2019 Annual General Meeting was held in Fabriano, Italy, from 10-14 June 2019, which the Mayor and Council Officer Tim Ellis, Manager Economic Development & Events, attended.

The UCCN AGM hosts 180 creative cities from throughout the world, across seven creative designations. Geelong is a Creative City of Design, which boasts 31 member cities, known as the City of Design (COD) Sub Network.

The AGM included a series of meetings for all delegates, along with specific events for Mayors and for supporting officers at relevant sub network meeting. The majority of the delegated cities are supported by their relevant governments, in line with the country's government structure. This varies across the world.

Desired Outcomes

- To attend and present at the Mayor's Day;
- To participate in the City of Design (COD) sub network meetings;
- To continue to build relationships with like cities;
- To present on the Geelong Clever and Creative Vision;
- To position Geelong to host a sub network Meeting in 2021;
- To secure an educational keynote speaker for the Geelong Design Week 2020;
- To promote the Asia-Pacific Creative Cities Conference Adelaide 23-25 October 2019 and encourage participants to visit Geelong;
- To seek opportunities for collaboration based on current projects and calls from sub network cities.

Attend and present at the Mayors Day

The Mayor, Cr Bruce Harwood attended, along with 60 other Mayors, the Mayor's Day and presented in response to the question "what does an ideal city look like". The Mayor outlined to all participants the importance of connecting and listening to your community.

Participate in the City of Design (COD) sub network meetings

The AGM schedule enabled the 31 cities of Design sub network to meet and discuss future collaborative projects, current calls, and the sub network core focus areas, being:

- Communications and design
- Business and design
- Policy and design
- Education and design

Discussions at the sub network meetings also focused on how to best optimise outcomes from the group, and the ongoing operations and management of the network. One of the main challenges for all Cities, and a driving focus of UNESCO is to ensure projects delivered under the UNESCO banner link to and support the implementation of the UNESCO Sustainable Development Goals (SDG's).

The SDG's are the framework to show the impact of our local and collaborative activities. Kolding and Helsinki are both developing methodologies on what to measure and how. These methodologies will be shared in Detroit at the next sub network meeting.

The sub network discussed a proposed benchmark of the engagement of the cities in the network.

1. host international exchanges and workshops with other creative cities;
2. strengthen international cooperation between cities;
3. share experiences, knowledge and best practices;
4. participate in pilot projects and partnerships that contribute to the SDGs;
5. take part in research and evaluations;
6. promote policies and measures for sustainable development; and
7. engage in communication and profile-raising activities.

Cities were asked to take on these 7 areas which will create a win-win for all cities and the network.

The group discussed how to better coordinate calls and competitions across the network to ensure best outcomes and collaboration. It was agreed to look into a digital platform to achieve this and expanding the current 'designcities.net' web site. Kortrijk and Graz will propose a format for best practices to be presented with cities to commit to adding 3-5 projects on website before convening in Detroit, at the next sub network meeting.

Future funding to support collaborative projects across the network and to support the sub network coordinators was also discussed. In principle all cities agreed this was a good idea but many shared their reservation around appropriate governance structure. This topic will continue to be discussed.

Business & Design

The 'Business & Design' group discussed the "World Wide of Things" project and how this can be promoted better to improve uptake across the sub network. The World Wide of Things is an online platform for designers to showcase and sell their products and provides opportunities for designers to showcase their work on an international stage.

Education & Design

The 'Education & Design' group discussed collecting case studies on good examples in their cities e.g. primary school tools. Helsinki, Kobe, Wuhan will start and make their case studies available to the network.

Future activities for this group include:

- 2019: education workshop in Detroit
- 2020: teachers meeting, possibly Wuhan

Communication & Design

The 'Communications & Design' group will run a workshop in Detroit to define strategy. Bilbao, Kaunas and Istanbul will prepare a survey to collect our needs and views for communication prior to Detroit. There are challenges with the use and uptake of the website and an evaluation is required.

Policy & Design

The 'Policy and Design' group agreed that the sub network needs a more comprehensive survey, and the request was for all to complete the survey. Geelong has already completed the current survey.

Position Geelong to host a sub network meeting in 2021

During discussions on future locations to host the COD sub network meetings we presented our desire for Geelong to host in 2021, and during the course of the AGM garnered support from a number of cities.

There was a strong interest from delegates to come to Geelong and our next step is to work on a proposed programme and offer. This will be presented at the next two sub network meetings, Detroit 2019 and the 2020 meeting. A decision on the 2021 location will be made at the 2020 sub network meeting

The selection of cities is made by the delegates of the sub network and is a competitive process. There will be strong competition from other cities wishing to host in 2021 in particular Wuhan, China.

Present on the Geelong Clever and Creative Vision

Geelong was invited to present on the Clever and Creative vision and how the vision was developed. We were asked to present on how we prioritise innovation, engage stakeholders through culture and measure the outcomes of our work. This opportunity put Geelong on the centre stage at the AGM, and was well received, with positive feedback from the delegates that attended.

To secure an educational keynote speaker for the Geelong Design Week 2020

Attending the AGM provided us with the opportunity to seek potential speakers at the Geelong Design Week to be held in March 2020. The likely theme will be Design and Education and with this in mind discussions were held with Helsinki, Kobe and Wuhan, all global leaders in this area. All showed an interest in participating pending receipt of further details.

Continue to build relationships with like cities

Attending the AGM further cemented our relationships particularly with Dundee, Kortrijk, Kolding, Cape Town, Montreal, Nagoya, and Singapore. This will help Geelong as we pitch for the 2021 sub network meeting and to secure speakers for events in Geelong.

Asia-Pacific Creative Cities Conference Adelaide 23-25 October 2019 – Hosted by City of Music

Adelaide, City of Music, presented to the AGM delegates their up and coming Asia-Pacific Creative Cities Conference 23-25 October 2019. In consultation with Adelaide we promoted the option for any attendees to visit Geelong as part of their trip to Australia. A number of cities expressed their interest in visiting Geelong including Bandung, Indonesia, Auckland, New Zealand and Nagoya, Japan. We will use this opportunity to engage with relevant Geelong stakeholders to share learnings and collaboration opportunities.

Seek opportunities for collaboration based on current projects and calls from sub network cities

***Dundee, Scotland* - World Wide Festival**

This project is the opportunity for youth groups e.g youth council, youth orchestra, to co design an international event with a youth groups across the network. This could present a future opportunity for the Geelong Youth Council.

***Bilboa, Spain* - Cities & Design Call – Design Driven Futures**

The purpose of this call is to form an international team which co-create a workshop that, using the tools of design, propose solutions to the challenges our cities are facing. 2 professionals who work in the field of Design Thinking, Speculative Design and/or are able to apply design to imagine possible futures. This workshop will be held in Bilbao in November and the results will be exhibited at the Cities & Design 2019 conference, Bilbao Bizkaia Design Week 2019 (BBDW19).

***Kortrijk, Belgium* - There are two opportunities from Kortrijk**

1. Kortrijk is looking for three highly motivated and recently graduated designer-makers or creative artists to join in a regional residency program in Kortrijk, Belgium. This program is open to designer-makers and creative artists from Geelong. The Designers in Residence Program Kortrijk is a three-month full time working residency from September to December 2019.
2. How can the visibility of the cycling and walking routes in the Blue Park of the Eurometropolis in Kortrijk, Belgium be improved? An opportunity exists for designers and creative people throughout the UNESCO Creative Cities Network to help make the Carré Bleu (Blue Square) – a 90 kilometre circuit within the park – more accessible and recognisable.

***Seoul, South Korea* - [Human Cities Award](#) – Theme: Design for Sustainable City**

Focus on design that delivers a sustainable urban environment in which people can enjoy creative lives regardless of gender, age, financial wealth, and health or disability that one may have. This award comes with \$80,000 USD prize money.

Shenzen, China - Opportunity for Geelong designers to participate in Shenzen design week. All these opportunities have or will be communicated to our current list of stakeholders through our UNESCO newsletter and forwarded to relevant people and organisations that may wish to take up the opportunities as a result of Geelong's design status. These call outs are only open to members of the COD network.

6. TRANSFORMATION PROGRAM PROGRESS REPORT – JUNE 2019

Source: Governance, Strategy & Performance - Governance
Acting Director: Rebecca Leonard
Portfolio: Leadership and Governance

Purpose

- To provide an update on the progress of the Transformation Program as at the end of June 2019.

Background

- The Transformation Program was primarily developed in June 2016 to ensure that the 12 key recommendations and 25 secondary recommendations of the Commission of Inquiry report and actions from the Halliday Report were carried out.
- The Transformation Program is organised under eight focus areas and contains 28 projects.

Key Matters

- The Transformation Program has seen 19 of the 28 projects completed or substantially complete and have realised the recommendations of the Commission of Inquiry Report (refer to **Attachment 2** – Commission of Inquiry Report Progress Update June 2019). These projects have now transitioned into business as usual.
- Key highlights of the Transformation Program to date are listed in the attached report, with some of the main achievements being:
 - Return to an elected Council;
 - Greater Geelong: A Clever and Creative Future* engagement and document;
 - Civic accommodation site and funding model confirmed;
 - People and culture policy reviews and staff training;
 - Long term financial plan developed in line with long term vision; and
 - Commencement of the digital transformation project.
- Ten projects under six focus areas are progressing and will be the subject of continued oversight and reporting by the Municipal Monitors as listed in the table below.

| Focus area | Project |
|--|---|
| Civic Accommodation | <i>Civic accommodation</i> |
| Digital Transformation | <i>Digital transformation</i> |
| Our People | <i>Workforce plan / MyPLAN Internal leadership development</i> |
| Asset Management | <i>Asset management Social Infrastructure Plan</i> |
| Service Planning & Review | <i>Service planning / review Business analytics and reporting</i> |
| Advocacy & Stakeholder Management | <i>Stakeholder matrix Corporate affairs review</i> |

- Achievements of the Transformation Program and the recommendations of the next phase are detailed in **Attachment 3** – Transformation Program – June 2019 Update.

Cr Grzybek moved, Cr Mason seconded -

8. That Council note the Transformation Program report.

Carried.

Attachment 1

Financial Implications

1. A number of projects such as the ICT strategic review implementation, internal communications resourcing, risk management and civic accommodation are subject to 2018-19 Budget funding and allocation in the Strategic Resource Plan.

Community Engagement

2. The review of the Community Engagement Strategy is one of the projects within the Transformation Program. The Engagement Champions Program has commenced with the two of three workshops completed.

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

Social Equity Considerations

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

Policy/Legal/Statutory Implications

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

Alignment to Council Plan

5. This report aligns to the Council Plan strategic priority Organisational Leadership, Strategy and Governance.

Conflict of Interest

6. No officer involved in the preparation of this report has a direct or indirect interest.

Risk Assessment

7. Transformation Program is managed by the Coordinator Transformation, Program Integration and Development and progress on the Transformation Program is monitored by the Chief Executive Officer, Primary Municipal Monitor and Council.
8. The program is also monitored via the organisations enterprise risk update and reported to the Audit and Risk Committee.

Environmental Implications

9. There are no environmental implications arising from this report.

| # | Recommendation | Status | Comments |
|---|---|-----------|---|
| | 12 KEY RECOMMENDATIONS | | |
| 1 | Greater Geelong City Council be dismissed and Administrators appointed to perform the powers, functions and duties of the Council until a new Council is elected. | Completed | Greater Geelong City Council dismissed on 16 April 2016 and replaced by interim administrator Yehudi Blacher. A panel of administrators was then appointed in May 2016 – Dr Kathy Alexander (Chair), Laurinda Gardner and Peter Dorling |
| 2 | A major transformational program be established by the Administrators, with the support of the incumbent CEO, to implement: (a) A thorough review of the organisation and its management; and (b) A comprehensive review of all Council policies, systems, processes and operations to ensure they meet contemporary governance standards. | Completed | Transformation Program developed in the second half of 2016 and originally organised into four inter-related streams of Leadership, Governance, Management and Relationships. The Transformation Program was redeveloped in July 2017 and now has 28 projects under eight focus areas: - Governance - Strategy, Planning and Monitoring - Culture and People Management - Financial Management - Asset Management - Information Management - Risk Management - Relationship and Reputational Management As at May 2019, 20 of the 28 projects are completed or substantially complete with a new Transformation Program to be developed to consolidate the remaining eight projects into four major projects. A new Policy Framework has been endorsed and a Policy Committee has been formed with the review of policies now underway. Prior to the 2018 return to council, a number of council policies were reviewed. |
| 3 | Urgent priority to be given to the development of a 20 to 30-year outcome-focused vision and strategy for the Council and the City developed in consultation with key business, community and stakeholders. | Completed | <i>Greater Geelong: A Clever and Creative Future</i> , a 30-year community vision, was developed following eight months of community engagement, with 16,000 people sharing what they value in the region and their ideas about how we should address challenges now and in the future. |
| 4 | The long-term vision and strategy guide Council's approach to investment in and advocacy for the economic development, population growth, environmental sustainability and community services of Greater Geelong. Subsequent development of long-term capital investment, business and advocacy plans to guide the Council's work for the City will be essential. | Completed | The Council Plan 2018-22 comprising of 11 strategic priorities was shaped by councillors through their engagement with their communities and the 30-year vision. The 2018-19 Annual Budget was guided by the Council Plan and <i>Greater Geelong: A Clever and Creative Future</i> . Other strategic documents such as the Municipal Strategic Statement and the Economic Development Strategy will consider the 30-year vision in future updates. The Council Plan was updated for 2019-20 and the 2019/20 Annual Budget has been endorsed for community engagement prior to final adoption in June 2019. |
| 5 | The four-year City Plan be reviewed and recast consistent with the long-term vision and strategy for Geelong and to provide the context for feasibility studies to underpin decisions affecting all Council expenditures on major assets. | Completed | The Council Plan 2018-22 comprising of 11 strategic priorities was shaped by councillors through their engagement with their communities and the 30-year vision. Asset Management Review is only in its early stages but will consider amongst other things the 30-year vision, service planning and the long term financial plan during this review |

| # | Recommendation | Status | Comments |
|----|---|-----------|---|
| 6 | The individual Councillor ward electoral system be replaced with multi-councillor wards to share representative responsibilities. | Completed | The 12 ward system represented by one councillor was replaced by a four ward system represented by multiple councillors when the council was returned in October 2018. There are now 11 councillors representing Greater Geelong (12 plus the mayor prior to dismissal): - Bellarine ward (Cr Asher, Cr Mason, Cr Sullivan) - Brownbill ward (Cr Kontelj, Cr Mansfield, Cr Murrhly) - Kardinia ward (Cr Harwood, Cr Murnane, Cr Nelson) - Windermere ward (Cr Aitken, Cr Grzybek) |
| 7 | Support for Councillors be strengthened through secondment of experienced administrators as councillor liaison officers to coordinate Administration support to individual Councillors in the discharge of their responsibilities as elected officials. The liaison officers would exercise discretion and have no authority to direct other Council staff. | Completed | Mayor and Councillor Support unit was created as the main point of contact for administrative support for all councillors. The unit comprises of 10 staff to support the Mayor and Councillors where in the past this was solely managed by the Manager of Customer Service. In addition, two advisor positions are shared by the Mayor and the Chief Executive Officer. |
| 8 | The positions of Mayor and Deputy Mayor both be directly elected to strengthen support to the Mayor and enable a greater sharing of the workloads of office. | Completed | Not adopted by the State Government when the Greater Geelong Council was returned in October 2018. Mayor and Deputy Mayor elected by the councillors. |
| 9 | Appropriate, experienced resources be provided, at a level commensurate with those available in comparable Councils, to support the Mayor and Deputy Mayor in the performance of their roles and duties. | Completed | Mayor and Councillor Support unit created Two advisors shared by the Mayor and Chief Executive Officer Executive Assistant also supports the Mayor and Deputy Mayor with day-to-day operations and event invitations |
| 10 | The accountability provisions of the Local Government Act be strengthened through the insertion of provisions to: (a) Make it a responsibility of the Chief Executive Officer to liaise with the mayor on the organisation's affairs and performance; and (b) Establish a reciprocal obligation by councillors to work constructively with the Mayor to establish good working relationships and good governance of the Council; and (c) Enable the removal of individual councillors, including the mayor, for reasons and in a manner similar to the existing provisions in the Act for the removal of all councillors. | Completed | Local Government Act changes have been made however the Bill is still to be adopted in State Parliament |
| 11 | An independent panel, chaired by an appropriately qualified external person, together with the Chief Executive Officer (as champion of culture change) and a General Manager, be appointed for a period of two years to deal with staff complaints of bullying and harassment, including both current and outstanding complaints. | Completed | Two municipal monitors were appointed by the Minister for Local Government in September 2017 to be put in place until the next council general election in October 2020. - Ms Jude Munro (Primary Monitor) - Mr Peter Dorling (Supporting Monitor) |
| 12 | Action be initiated to consolidate Council departments in one central location to unify the organisation, deliver increased efficiency and productivity and release surplus assets for economic uses. | Completed | Civic accommodation project well underway with a preferred site chosen (Mercer Street) Civic Accommodation team being put in place with Peter Anderson as Project Director Budget has been allocated for the project |

CITY OF
GREATER GEELONG

TRANSFORMATION PROGRAM



JUNE 2019 UPDATE

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Executive summary

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

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

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

TRANSFORMATION PROGRAM

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

It is currently reported under eight focus areas, with a total of 28 projects under these.

The focus areas are:

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

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

Implementation of the program will occur progressively; with some initiatives able to be implemented relatively quickly, whereas others taking longer and in some instances over a number of years.

ERNST & YOUNG REVIEW

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

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

Key observations by EY were:

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

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

THE WAY FORWARD

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

Transformation projects have also been included in the CEO's key performance indicators (KPIs) and cascaded down into each Directors' KPIs to be monitored regularly by the CEO.

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

HIGHLIGHTS OF THE TRANSFORMATION PROGRAM

The Transformation Program is progressing well with 19 of the 28 projects now complete or substantially complete.

Major highlights of the Transformation Program to date include:

- ✓ Successful return to an elected council in October 2017
- ✓ Mayor and Councillor support unit created to strengthen support for the new Council
- ✓ Following an extensive engagement involving over 16,000 people, the community-led vision document Greater Geelong: A Clever and Creative Future, was endorsed by Council's Administrators in July 2017 and launched to the community in August 2017
- ✓ The site for the City's new civic accommodation and funding model has been confirmed. Three potential developers have been shortlisted and Council aims to nominate the preferred developer in August 2019
- ✓ The Customer Focus Strategy was adopted with 17 actions to be completed by June 2020. To date three actions are complete, 11 are on track, one is on hold and two are yet to commence
- ✓ The Digital Transformation Plan has been endorsed and in the initial stages of implementation
- ✓ The Asset Management Policy and framework has been developed and the new steering committee formed. The new Asset Management Coordinator commenced in January 2019
- ✓ Draft Social Infrastructure Planning and Investment Policy has been developed following an extensive engagement process and will go on public exhibition in the second quarter of 2019
- ✓ The 10 year long term financial plan continues to be updated to ensure Council's financial sustainability
- ✓ The 2018-22 Council Plan was adopted in June 2018 and is integrated with A Clever and Creative Future Vision and has influenced the development of the 2018/19 and 2019/20 budgets
- ✓ The Audit and Risk Committee and ongoing risk program was established along with the rationalisation of 290 operational risks into 35 enterprise risks
- ✓ Corporate Communications and Marketing Strategy and Internal Communications Strategy developed
- ✓ The issues management process is now established and being used successfully on a number of issues
- ✓ Diversity and Inclusion Action Plan and Gender Pay Equity review completed
- ✓ 2018 Employee Opinion Survey conducted and department action plans developed
- ✓ A new online complaints process is now publicly available
- ✓ Policy Review Committee formed and framework and policy review plan developed
- ✓ Weekly LEAN Basics training was rolled out and currently there are up to 20 business improvement projects being supported
- ✓ The Engagement Champions Program was launched with 30 participants having now completed two of three sessions
- ✓ Service Planning project progressing with 14 of 34 service plans completed and a further 14 in draft. This will be finalised by the end of June 2019.

TRANSFORMATION PROGRAM – THE NEXT PHASE

The Transformation Program has progressed to the point where 19 of the 28 projects are complete or substantially complete. These projects are now operating or ready to move into business as usual. This is a great achievement considering this was developed as four-year program in response to the Commission of Inquiry Report.

The progress and achievements of the Transformation Program is regularly discussed with the Principal Municipal Monitor, who has provided complimentary feedback on the progress and achievements of the program to date. The Principal Municipal Monitor supports a recommendation that this current phase come to an end, and that phase two be developed to address the critical projects that are still progressing, supporting our continued transformation to a high performing organisation, and be fully owned by the current Council.

Phase two of the Transformation Program will focus on the following areas of change:

1. Civic Accommodation

Track the progress of the tender, design, construction, fit out and occupancy. This will also include change management updates.

2. Digital Transformation

All stages of the Digital Transformation program and how it will lead to efficient ways of working.

3. Asset Management

Review and development of the asset management framework and supporting systems including the integration of the Social Infrastructure Plan.

4. Advocacy and stakeholder management

Vision Partner program, advocacy and the delivery of the Council Plan will be reinforced with a stakeholder engagement plan. A growth advocacy plan to be considered to better position Council amongst key stakeholders and with the Geelong Authority and State and Federal Governments.


5. Our people

Workforce planning for the future, continued leadership development and a sustainable culture program for all council staff.

6. Service planning and review

Using the findings of service planning and further analytics to assist with reviewing our services and continued business improvements efforts throughout the organisation.

The table below lists the focus areas and current projects that continue to be critical to the ongoing transformation of the organisation. Further projects that reflect key areas of change can be added throughout the next phase of transformation.

| Project | Status | Role |
|--|---|------------------------------------|
| CIVIC ACCOMMODATION | | |
| Civic Accommodation * |  | Project Director – Civic Accom |
| DIGITAL TRANSFORMATION | | |
| Digital Transformation |  | Mgr Digital Information & Tech |
| ASSET MANAGEMENT | | |
| Asset Management |  | Mgr Property, Procurement & Asset |
| Social Infrastructure Plan |  | Mgr Social Planning & Investment |
| ADVOCACY & STAKEHOLDER MANAGEMENT | | |
| Stakeholder matrix |  | Mgr Strategy, Engagement & Perf |
| Corporate affairs review |  | Mgr Corporate Comm's & Marketing |
| OUR PEOPLE | | |
| Workforce Plan |  | Executive Manager People & Culture |
| Internal leadership development |  | Executive Manager People & Culture |
| SERVICE PLANNING & REVIEW | | |
| Service planning / review |  | Mgr Strategy, Engagement & Perf |
| Business analytics & reporting |  | Mgr Strategy, Engagement & Perf |

* This part of the Civic Accommodation project included site selection and awarding the tender for construction. This will be reviewed to include design, construction, fit out and occupancy.





Project updates

This section contains updates on all projects within the Transformation Program.







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

The Transformation Program is reported to the Executive Leadership Team, Council and the Minister for Local Government.

Key to symbols in this section:

| | |
|---|-----------------------------------|
|  | On track |
|  | Watch |
|  | Needs attention |
|  | Complete / Substantially Complete |

1. GOVERNANCE

| Project | Status | Update |
|-----------------------------------|--|--|
| Return to elected council | 100%  | Completed – ongoing training and professional development |
| Decision making framework | 90%  | Training scheduled May-Nov 2019 (End date Nov 2019) |
| Policy framework | 100%  | Completed – policy reviews commenced |
| Establish Governance & Legal Unit | 100%  | Completed – further restructure to take effect from 1 May 2019 |
| Protected disclosure | 100%  | Completed – training integrated into induction program |
| Council business processes | 90%  | Training incorporated with decision making framework (End date Nov 2019) |

Highlights

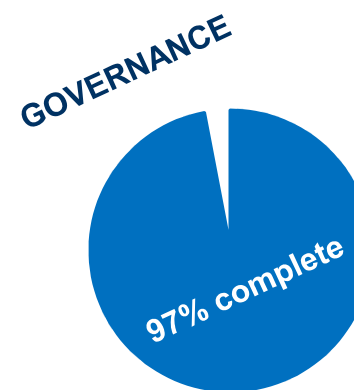
- ✓ Successful return to an elected council in October 2017
- ✓ Mayor and Councillor support unit created to strengthen support for the new Council
- ✓ Governance and Legal unit established with new roles and staff in place
- ✓ Councillor Code of Conduct and Staff Code of Conduct adopted
- ✓ New Councillor Portal implemented with positive feedback from councillors
- ✓ Portfolios, protocols, safeguards and rotation cycles adopted at Council
- ✓ Protected Disclosure review completed and information provided to all staff
- ✓ Policy framework was adopted and the Policy Review Committee endorsed
- ✓ Policy and Procedures Management Policy endorsed
- ✓ Policy review work plan has been distributed and reviews have commenced as scheduled

Highlights continued







- ✓ New Executive Leadership Team meeting process including a meeting dedicated to Council business implemented
- ✓ Decision making framework and Delegations Policy endorsed and communicated

Next steps

- Continual review of policies and procedures in accordance with Policy Review work plan
- Policy Review Committee oversight of policy reviews and reporting progress to the Audit and Risk Committee
- Decision making framework training scheduled to take place from May to November 2019 (14 sessions)
- Implement restructure changes to Governance and Legal Services from 1 May 2019
- Planning for the 2020 Victorian Local Government Council Elections to commence
- Protected Disclosure information to be integrated into induction program
- Training on forward agenda planning and report writing to be rolled out.



2. STRATEGY, PLANNING & MONITORING

| Project | Status | Update |
|---|--|--|
| 30 year vision | 100%  | Completed. Next partners meeting August 2019 |
| Alignment of long term strategies with vision | 80%  | Strategic document hierarchy and development tools in draft |
| Business Improvement Framework | 95%  | Recruitment of Business Improvement resources in final stages |
| Service Planning / Review | 85%  | Final report with collated views due in June 2019 |
| Business analytics / reporting | 40%  | Department metrics collected to build an organisation map |
| Social Infrastructure Plan (SIP) review | 50%  | Draft Social Infrastructure Planning and Investment Policy developed |

Highlights

- ✓ Following an extensive engagement involving over 16,000 people, the community-led vision document Greater Geelong: A Clever and Creative Future, was endorsed by Council's Administrators in July 2017 and launched to the community in August 2017
- ✓ A *Clever and Creative Future* vision implementation officer (ongoing position) was confirmed. Two Vision Partners' Forums have been held with the latest in February 2019 where the partners committed to the Charter for Ongoing Collaboration
- ✓ *Clever and Creative Future* vision annual report was endorsed by the Vision Partner Group in February 2019 and published in April 2019
- ✓ Draft Social Infrastructure Planning and Investment Policy has been developed following an extensive engagement process and will go on public exhibition in the second quarter of 2019. This follows an extensive community engagement period which commenced in September 2018
- ✓ The 2018-22 Council Plan was adopted in June 2018 and is integrated with A Clever and Creative Future Vision and has influenced the development of the 2018/19 and 2019/20 budgets

Highlights continued

- ✓ Weekly Lean Basics training has been rolled out with the aim to train 836 staff by end of July 2019
- ✓ There are 20 business improvement projects currently being supported throughout the organisation. The "Road to Success" project video link received over 5,000 views on LinkedIn
- ✓ Service Planning project progressing with 14 of 34 service plans completed and a further 14 in draft. A final service plan report with collated department information will be finalised by the end of June 2019
- ✓ CEO Headline Report developed with draft tolerances for 2018-19







Next steps

- Vision Partners Forum preparation for August 2019, continued engagement and development of a schools program for *A Clever and Creative Vision*
- Finalise Social Infrastructure Planning and Investment Policy and develop draft Social Infrastructure Plan
- Completion of remaining 20 service plans and collate information from all service plans for final report due in June 2019
- Service plan data to be used in future department and organisational planning
- Focused attention on business analytics as knowledge base is spread out (not centralised) with the aim for all data to be made available for organisation use
- Development of Lean Leader five-day course and second and third level lean basic sessions. Continue weekly Lean Basics training with target reach of 836 staff.

**STRATEGY, PLANNING
& MONITORING**



3. CULTURE & PEOPLE MANAGEMENT

| Project | Status | Update |
|--|--|---|
| Internal leadership development | 50%  | Implementation expected second half of 2019 |
| Positive Duty / Culture program | 100%  | Completed |
| Workforce resource plan | 50%  | A number of inputs are still to be completed prior to development |
| Mentoring, coaching and leadership (L&D) | 75%  | Learning management system due June 2019 |
| Civic accommodation | 80%  | Tender for construction to be awarded August 2019 |
| Complaints Review Framework | 90%  | Training of staff and promotion to continue |

Highlights

- ✓ The site for the City's new civic accommodation and funding model has been confirmed. Three potential developers have been shortlisted and Council aims to nominate the preferred developer in August 2019
- ✓ Civic precinct community engagement has commenced
- ✓ A new online complaints process is now publicly available and staff training and awareness training held with frontline staff
- ✓ A number of reviews and action plans completed including:
 - Diversity Diagnostic Review
 - Diversity and Inclusion Plan
 - Gender Pay Equity Review
 - Equal opportunity audit
- ✓ ADKAR training (Awareness, Desire, Knowledge, Ability, Reinforcement) held for all people leaders which introduces a model for implementing successful change
- ✓ 2018 Employee Opinion Survey completed by staff and department continuous improvement action plans developed

Highlights continued






- ✓ 360 degree emotional intelligence leadership tool has been rolled out
- ✓ Transition to Retirement policy developed
- ✓ Positive Duty statement and presentations held and now included in monthly training calendar
- ✓ Online compliance training completed for

Next steps

- Workforce resource plan to be developed using information from service planning, Staffing Needs Analysis, Skills and Capability Analysis and Workforce Flexibility Analysis when complete
- Implementation of MyPLAN has been delayed until the completion of the development of the leadership capability framework and the review of the professional development program, both of which are due to be delivered by the end of June 2019
- Complete civic precinct staff and community engagement processes
- Award tender for the construction of the new civic accommodation (August 2019)
- Continued focus on complaint management training internally and promotion within the community
- Delivery of department action plans developed from 2018 Employee Opinion Survey
- Continue embedding the new culture more deeply within the organisation over the next 12 months.



4. FINANCIAL MANAGEMENT

| Project | Status | Update |
|--|--|--|
| Strategic financial review | 90%  | LTFP software pending Digital Transformation project |
| <i>Financial Management Framework & Policy</i> | 100%  | Completed |
| <i>Fees & Charges Framework</i> | 100%  | Completed |
| <i>Borrowing Policy</i> | 100%  | Completed |
| <i>Long term financial plan</i> | 75%  | LTFP software pending Digital Transformation project |

Highlights







- ✓ Financial Management framework and policy endorsed
- ✓ Fees and Charges framework and policy was endorsed in August 2017 following an extensive review and engagement process and implemented into the 2018-19 and 2019-20 budget processes
- ✓ The new borrowing policy was adopted and commenced in July 2017
- ✓ Budget process improvements have been introduced through the 2018-19 budget process
- ✓ The 10-year financial plan continues to be updated including three scenarios with detailed commentary and financial risks identified
- ✓ Civic accommodation funding model provided
- ✓ Financial Management Report now being fast tracked through to Council to provide informative and timely reporting.

Next steps

- Long term financial plan software put on hold pending Digital Transformation project
- Adoption of the 2019-20 Budget and the Strategic Resource Plan by 30 June 2019
- Long term financial update post the adoption of the 2019-20 budget
- Proactive review of Non capital projects with project managers prior to year end
- Civic accommodation finance panel.



5. ASSET MANAGEMENT

| Project | Status | Update |
|---|--|-------------------------------------|
| Asset Management Review | 20%  | Revised project plan to be endorsed |
| <i>Review property and asset management</i> | 50%  | Under review |
| <i>Asset Management Working Group</i> | 100%  | Meeting schedule set |
| <i>Establish Steering Committee</i> | 100%  | Meeting bi-monthly |
| <i>Set project plan / recommendations</i> | 25%  | Revised project plan to be endorsed |
| <i>Implement plan / recommendations</i> | 5%  | Revised project plan to be endorsed |

Highlights

- ✓ Corporate Asset Management Coordinator commenced February 2019
- ✓ Asset Management Steering Committee established and governance framework approved
- ✓ Final draft of Asset Management Policy and Framework completed
- ✓ Asset Management Project Plan draft completed and presented to project working group / steering committee for feedback
- ✓ Original project plan of 29 actions will be reviewed and reset in accordance with the newly drafted project plan
- ✓ Areas currently under review include:
 - Asset reconciliation between IPS (Hansen) and SPM
 - Asset attribute rules
 - Handover procedure
 - Asset Management Plans audit
 - Role definition.

Next steps





- Endorse Asset Management Policy
- Endorse revised Asset Management Project Plan
- Stakeholder engagement on new Asset Management Project Plan across the organisation
- Develop Asset Management Procedure including roles and responsibilities (asset owner, maintainer, service manager and asset data manager)
- Together with the Digital Transformation team, undertake system mapping and specification requirements in regard to asset management systems and processes
- Commence open space pilot project initiation
- Renewal gap for key asset categories to be identified
- Improved leasing processes that clearly outline maintenance obligations for the tenant/licensee and council
- Review levels of service for assets following completion of service planning project
- Asset sale opportunities.

ASSET MANAGEMENT



20% complete

6. INFORMATION MANAGEMENT

| Project | Status | Update |
|---|--|---|
| ICT strategic review / implementation | 5%  | Delivery date June 2022 (ICT Strategy timeline) |
| <i>ICT review of systems and processes</i> | 100%  | Completed |
| <i>ICT Strategy development</i> | 100%  | Completed |
| <i>Implementation of recommendations from ICT Strategy & review</i> | 5%  | Delivery date June 2022 (ICT Strategy timeline) |

Highlights

- ✓ The ICT Steering Committee has been formed and now operating
- ✓ Digital and ICT governance reference group set up and framework and terms of reference developed
- ✓ Mapping of current state enterprise architecture completed
- ✓ Presented plan and received endorsement from Executive Leadership Team, Senior Leadership Team, Chief Executive Officer, Mayor and ICT Steering Committee
- ✓ Presented Digital Transformation Plan to Council
- ✓ Priorities for year one of the implementation strategy have been identified and adopted by the Executive Leadership Team
- ✓ Budget provision for years two and three of the Strategic Resource Plan has been identified and allocated
- ✓ Senior Program Manager appointed to lead the delivery of the project
- ✓ ICT service management software was installed and rolled out to staff in February 2018
- ✓ Business intelligence application (Birst) implemented
- ✓ Digital Information and Technology restructure and consultation period completed.







Next steps

- Continue on resourcing phase to support the ICT initiatives including recruitment of the Enterprise Architect
- Onboard the professional services consultancy and commence engagement with the organisation
- The change in delivery approach to a professional services consultancy has put the entire project seven months behind schedule. Work will be undertaken on a revised plan to manage this and bring the delivery date back to the original plan
- Commence to frame up the market engagement for the main request for tender.

**DIGITAL TRANSFORMATION
STRATEGIC IMPLEMENTATION**

5% complete

7. RISK MANAGEMENT

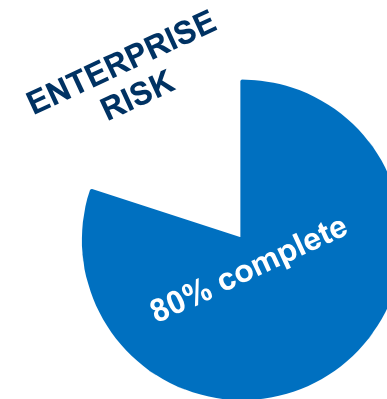
| Project | Status | Update |
|---|--|---|
| Enterprise Risk Review | 80%  | Risk management software solution to be implemented second half of 2019 |
| <i>Appoint Senior Enterprise Risk Advisor</i> | 100%  | Completed |
| <i>Risk audit, establish strategic risks</i> | 100%  | Completed |
| <i>Establish Enterprise Risk Matrix</i> | 100%  | Completed |
| <i>Develop Enterprise Risk Framework and implementation</i> | 80%  | Risk management software solution to be implemented second half of 2019 |
| <i>Resourcing and structure</i> | 100%  | Completed |

Highlights







- ✓ Audit and Risk Committee meeting held in November 2018 and February 2019
- ✓ Risk management software tender evaluation in progress
- ✓ Business continuity management system development
- ✓ Operational risk captured in department service plans
- ✓ The Risk Strategy Action Plan 2018/19 progressing
- ✓ Crisis management test held in September 2018 for a severe weather event impacting Brougham and Corio Street offices.

Next steps

- Implement risk management training and awareness for key staff
- Implement the risk management software solution
- Online insurance portal including online claim form is in progress
- City's insurance renewal to be completed in June 2019
- Operational risk workshops to be facilitated with departments next financial year.



8. RELATIONSHIP & REPUTATIONAL MANAGEMENT

| Project | Status | Update |
|-------------------------------|---|---|
| Media and Communications | 95%  | Review and update all policies within remit |
| Corporate Affairs review | 75%  | Corporate affairs action plan to be set |
| Stakeholder matrix | 20%  | Sign-off primary list and commence identification of secondary list |
| Community Engagement Strategy | 75%  | Revise community engagement framework and policy |
| Customer Focus Strategy | 75%  | Remaining actions to be completed by June 2020 |
| Issues Management | 95%  | Finalise revised policy and procedure with working group |

Highlights

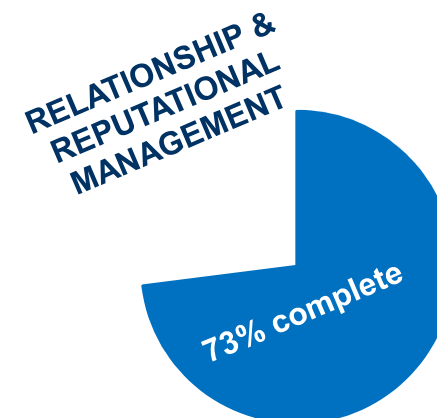
- ✓ New Corporate Communications and Marketing Strategy endorsed
- ✓ Internal Communications Plan endorsed and Corporate Internal Communications Officer has commenced
- ✓ Mayor and Councillor Media Engagement Policy, Social Media Policy and Publications Policy endorsed
- ✓ Issues management policy and procedure has been revised with issues now reported at Executive Leadership Team weekly meetings. The new process has seen supportive media coverage for a number of issues including the Public Drinking Fountains and Belcher Corner Building
- ✓ Community Engagement Policy completed and development of tools and templates underway
- ✓ The Engagement Champions Program was launched with 30 participants having now completed two of three sessions
- ✓ The Customer Focus Strategy 2017-20 was adopted in May 2017
- ✓ The Customer Focus Strategy contains 17 actions with good progress being made. Three actions are completed with a further 11 on track, one delayed and two yet to commence. Key projects that are being progressed are uniform customer billing and payment methods and enhanced online options

Highlights continued

- ✓ Continued training of customer contact staff has seen a decline in the average number of calls made to the council with 72 per cent only needing to make one call compared to 61 per cent in 2017, indicating that a greater number of residents are able to get their query resolved with their first call
- ✓ Primary stakeholders identified and mapping to internal contacts commenced
- ✓ Corporate affairs review completed with a number of recommendations made.

Next steps

- Project planning for roll out of Internal Communications Strategy
- Recruitment of the vacant Team Leader Media and Communications position to continue the implementation of the Corporate Communications and Marketing Strategy
- Review the Mayor and Councillor Engagement Policy
- Revised community engagement framework and policy to be drafted and new engagement tools and templates developed with assistance from the engagement champions
- Executive Leadership Team to meet regularly with key stakeholders individually to strengthen relationships
- Continue the implementation of the Customer Focus Strategy actions, in particular promote the myGeelong billing and payment project
- Corporate affairs action plan to be set
- Primary stakeholder list and internal mapping sign-off by ELT and identification of secondary stakeholders to commence.



Report sign-off

Chief Executive Officer's Comments

Solid progress continues to be made across key Transformation Program areas and it is timely to consider finalising the current approach by moving items into business as usual and establishing a phase two approach for key areas.

These key areas will include Civic Accommodation, Digital Transformation, Asset Management, Advocacy and Stakeholder Management, Culture and People Management, and Service Planning and Reviews.

Additional focus is being directed towards Positive Duty, including full analysis of current state around investigations, policies and processes along with a holistic workplace environment diagnostic to cover organisational capability and proposed actions to address identified gaps.



Mr Martin Cutter

Chief Executive Officer
City of Greater Geelong

Date: 30/6/2019

Principal Municipal Monitor's Comments

Progress and achievements of the Transformation Program have been jointly evaluated by the overall project coordinator and myself. I have provided feedback on the progress and achievements of the program to date. In summary significant progress has been made with most projects completed or well underway.

I strongly support the view that this current phase should come to an end, and that phase two be developed to address the critical projects that are still progressing.

I believe from my discussion and those conducted by my colleague Peter Dorling that there is a general view in Geelong that Council is doing well.

I also support any initiative within CoGG that reinforces the training around Positive Duty, that is, the obligation each of us carries to prevent harm to others, such as through bullying.

I have encouraged Council's CEO to report on initiatives to Council on those independent investigations he has initiated into matters reported in the media over the past month. Nothing helps clear the air in an organisation better than bright sunlight and an open window.



Ms Jude Munro AO

Primary Municipal Monitor
City of Greater Geelong

Date: 30/6/2019

—

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7. PLANNING AUTHORISATIONS - COUNCIL TO STAFF

Source: Planning, Design & Development – City Development
Director: Gareth Smith
Portfolio: Planning

Purpose

1. To appoint City officers as authorised officers under the *Planning and Environment Act 1987* (P&EA).

Background

2. City officers are appointed as authorised officers to exercise statutory powers under various Acts and regulations. Appointments as authorised officers are to individual staff members.
3. The P&EA regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority (Council).

Key Matters

4. Where there is a specific power within an Act, Council should appoint authorised officers pursuant to that Act. This is the case for the P&EA.
5. Planning staff members have recently been employed by the City and are required to be authorised under the P&EA.
6. **Attachment 2** sets out the Instrument of Appointment and Authorisation under the P&EA and lists the staff members to whom this authorisation applies (instrument).

Cr Mason moved, Cr Sullivan seconded -

7. **In the exercise of the powers conferred by section 224 of the *Local Government Act 1989* and the other legislation referred to in the Greater Geelong City Council Instrument of Appointment & Authorisation - *Planning & Environment Act 1987* only (instrument) (Attachment 2), Greater Geelong City Council (Council) resolves that the:**
 - 7.1 **members of City staff referred to in the instrument be appointed and authorised as set out in the instrument;**
 - 7.2 **instrument comes into force immediately upon the common seal of Council being affixed to the instrument, and remains in force until Council determines to vary or revoke it;**
 - 7.3 **instrument be sealed.**

Carried.

Attachment 1

Financial Implications

1. There are no financial implications arising from the subject of this report.

Community Engagement

2. Relevant City managers have been consulted regarding this recommended appointment and authorisation.

Social Equity Considerations

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

Policy/Legal/Statutory Implications

4. The recommended appointment and authorisation of the staff members complies with the relevant provisions of the P&EA and the *Local Government Act 1989*.

Alignment to Council Plan

5. The recommended appointment and authorisation of the staff members supports the delivery of Council planning services.

Conflict of Interest

6. No City officers 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 significant or high risks associated with the subject of this report.

Environmental Implications

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

Greater Geelong City Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)

**Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987*)**

In this instrument "**officer**" means -

Lana Krausas Senior Statutory Planner

By this instrument of appointment and authorisation Greater Geelong City Council -

1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Greater Geelong City Council on 30 July 2019

THE COMMON SEAL of GREATER)
GEELONG CITY COUNCIL was affixed)
hereto in the presence of:)

Mayor

Chief Executive Officer

Date: / /

Cr Kontelj declared a Conflict of Interest in Agenda Item 8 – Tender T1900042 – Additional Contractors for the Supply of Concrete and Concrete Works as several of the tender applicants are customers of a Company which he is a Director and left the room prior to discussion at 9.40pm.

8. TENDER T1900042 – ADDITIONAL CONTRACTORS – FOR THE SUPPLY OF CONCRETE AND CONCRETE WORKS

Source: Customer & Corporate Services – Property, Procurement & Assets
Director: Michael Dugina
Portfolio: Finance

Purpose

1. To award a contract to additional panel suppliers for the supply of concrete and concrete works throughout the municipality under a Schedule of Rates, these being:
 - 1.1 C1900042A – Defran Concreting Pty Ltd - ABN 77145379791;
 - 1.2 C1900042B – Norris Plant Hire (Geelong) Pty Ltd - ABN 17007218108;
 - 1.3 C1900042C – Vince & Anna Rotiroti Pty Ltd - ABN 44161682891;
 - 1.4 C1900042D – CJ Walters Concreting Pty Ltd ATF The Walters Business Trust - ABN 74981001931; and
 - 1.5 C1900042E – Fulton Hogan Industries Pty Ltd - ABN 54000538689.

Background

2. A panel of five contracted suppliers for the supply of Concrete and Concrete Works (C1800026) was awarded at Council's meeting 11 December 2018.
3. After a period of 3 months monitoring the delivery of Council's programmed concrete works, City Services staff advised that there were insufficient suppliers on the contract panel to adequately meet the scope of City's works program and required timelines.
4. Subsequently, a new tender was approved to appoint additional contractors to ensure appropriate delivery for the supply of concrete and concrete works.
5. The new Contract C1900042 will align with the current Contract C1800026 that is scheduled to expire on 16 December 2019 with a further 12 month extension option at the sole discretion of Council.

Key Matters

6. The City undertook a public tender process on 13 April 2019 seeking rates from additional contractors for the supply of concrete and concrete works.
7. Submissions were evaluated in accordance with the processes detailed in the City's 'Procurement & Contracts Manual'
8. Based on overall service quality and value, the Evaluation Panel recommend the above listed tenderers be appointed to the contract panel of 'Additional Contractors for the Supply of Concrete & Concrete Works'.

9. Subject to Council awarding the contract, the services will commence on 24 July 2019 with an expiry date of 16 December 2019 with the option of a further 1 year term at the sole discretion of Council. The contract shall operate on a schedule of rates and quotation basis.
10. Council approval is required to engage the recommended panel of suppliers as the value of the contract over the initial term including extensions will exceed \$2,000,000.00.
11. As part of the tendering conditions the City reserved the right to appoint a panel of contractors and provides no guarantee of work volumes.
12. ASIC extracts have previously been provided for the recommended tenderers.

Cr Murnane moved, Cr Sullivan seconded -

13. That Council:

- 13.1 Award Contract C1900042A to C1900042E from 1 August 2019 until 16 December 2019 plus a further 1 year option to extend, exercisable at the City of Greater Geelong's discretion, to:**
 - 13.2 Defran Concreting Pty Ltd ABN 77145379791 based on a Schedule of rates (ex-GST);**
 - 13.3 Norris Plant Hire (Geelong) Pty Ltd ABN 17007218108 based on a Schedule of rates (ex-GST);**
 - 13.4 Vince & Anna Rotiroti Pty Ltd, ABN 44161682891 based on a Schedule of rates (ex-GST);**
 - 13.5 CJ Walters Concreting Pty Ltd ATF The Walters Business Trust ABN 74981001931 based on a Schedule of rates (ex-GST); and**
 - 13.6 Fulton Hogan Industries Pty Ltd ABN 54000538689 based on a Schedule of rates (ex-GST).**
14. Delegate to the Chief Executive Officer the authority to execute Contract No's C1900042A, C1900042B, C1900042C, C1900042D and C1900042E, and any other documents required to give effect to the terms of those Contracts, on behalf of Council.

Carried.

Attachment 1

Financial Implications

1. This is a schedule of rates tender and will rely upon the amount of funds allocated in Council's various capital and recurrent budgets. The current budget allocation for this service is approximately \$7,815,000 per annum. The core programs include Capital and Recurrent Footpath replacement (\$3.6 million), Capital and Recurrent Kerb works (\$2.2 million), Special Rates and Charges footpath and kerb works (\$500k).

Community Engagement

2. There are no communication issues associated with the acceptance of this tender. The City's representative will liaise with affected residents and community groups.

Social Equity Considerations

3. It is expected that the supply of Concrete and Concrete Works will generate positive employment outcomes while maintaining the civil infrastructure and services that address the needs of the Geelong community.

Policy/Legal/Statutory Implications

4. This tender was publicly tendered in accordance with the requirements of section 186 of the *Local Government Act 1989* and the tender process has been conducted in accordance with Council's Procurement Policy.
5. Confidential information contained in this Council Report will be managed in accordance with Section 89(2) of the *Local Government Act 1989*, as the information relates to contractual matters and premature disclosure of the information could be prejudicial to the interests of Council or other persons.

Alignment to Council Plan

6. The supply of concrete and concrete works forms part of the City's broader strategic priorities in delivering informed social infrastructure planning and integrated transport connections by upgrading footpath and kerb and channel within the City of Greater Geelong municipality. The replacement programs are linked to City Asset management plans and the Integrated Comprehensive Transport Plan. The works also align with the City's clever and creative vision by provision of a reliable and connected transport network which helps foster socially connected community's.

Conflict of Interest

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

Risk Assessment

8. The tender evaluation process involved the assessment of Work, Health and Safety policies, procedures and risk assessment documents. Norris Plant Hire Pty Ltd and Fulton Hogan Industries Pty Ltd have not been utilised for concrete services required under this contract in the past, however they will be provided with every opportunity to demonstrate their capability early in the contract period. The City will monitor the performance and delivery of the panel contractors in delivering the concrete works program. Any other risks associated with the acceptance of this tender will be managed through the contract conditions.

Environmental Implications

9. Any environmental implications associated with this contract will arise from the execution of the works. It is considered that these are the responsibility of the contractor and will be managed through the contract documentation.

Attachment 2

Tender Details

Contract Details

1. Contract C1900042 for Additional Contractors for the Supply of Concrete and Concrete Works.

Invitation to Tender

2. The City issued tender T1900042 seeking the services of suitably experienced concreting contractors for the supply of concrete and concrete works within the municipality.

Table 1 Invitations to Tender

| Medium | Date Advertised |
|---------------------------|-----------------|
| The Geelong Advertiser | 13 April 2019 |
| eProcure | 13 April 2019 |
| Geelong Australia Website | 13 April 2019 |

Tender Evaluation Panel

3. The Evaluation Panel used the following qualitative criteria (in order of weighting) to assess the submissions.

Table 2 Tender Evaluation Panel

| Position Title | Panel role |
|------------------------------|------------|
| Procurement Specialist | Chair |
| Coordinator Construction | Member |
| Senior Program Officer | Member |
| Manager Engineering services | Member |

Tender Submissions

4. At tender close Council received seven (7) tender submissions.

Table 3 Tender Submissions Received

| Tender | Conforming tender |
|---|-------------------|
| A DEFRAN CONCRETING PTY LTD, ABN 77145379791; | Yes |
| B NORRIS PLANT HIRE (GEELONG) PTY LTD, ABN 17007218108; | Yes |
| C Vince & Anna Rotiroti Pty Ltd, ABN 44161682891; | Yes |
| D CJ Walters Concreting Pty Ltd ATF The Walters Business Trust, ABN 74981001931 | Yes |
| E FULTON HOGAN INDUSTRIES PTY LTD, ABN 54000538689 | Yes |
| F Tender F | No |
| G Tender G | No |

Tender Evaluation

5. Tenders have to comply with the following mandatory criteria:
 - 5.1 OH&S system – if the tenderers OH&S processes and procedures do not meet a minimum standard determined by the City, the tenderer will not be considered for the Contract.
 - 5.2 Tenderer must have a heat and UV radiation exposure management procedure, and if not, must be willing to abide by the City's Heat and UV Radiation Exposure and Outdoor Clothing Procedures (Long/Long).
6. All tenderers complied with the mandatory criteria.

Table 4 Comparative Criteria Weighting

| Comparative Criteria | Weighting % |
|--|-----------------|
| Financial assessment (mandatory) | Value for Money |
| Capability and experience of Contractor delivering works of a similar nature. | 40% |
| Proposed Staffing levels, Proposed plant & Equipment and Extent of Subcontracting | 20% |
| Methodology for delivering the works in accordance with the Specification including quality and conformance to specified materials | 10% |
| Economic & Local Content contribution (mandatory) | 10% |
| GROW and G21 initiatives (mandatory) | 5% |
| Aboriginal and Torres Strait Islanders inclusion (mandatory) | 5% |
| Recycled Content and Environment (mandatory) | 5% |
| Clever and Creative (Innovation) (mandatory) | 5% |

Tender Evaluation Scores

7. Tenderers that obtained a qualitative score of > 57.50/100 were deemed to have the necessary skills, experience and resources to deliver the service in accordance with the specification. The tenderers who achieved this score were then assessed on a value for money basis.
8. The Evaluation panel completed a review of the tendered rates for the shortlisted tenders. The below tenderers that are listed as recommended, obtained a qualitative score greater than 57.50 and were deemed value for money.

Table 5 Tender Evaluation Scores

| Tender | Recommended / Not Recommended |
|---------------------------------------|-------------------------------|
| A Defran Concreting Pty Ltd | Recommended |
| B Fulton Hogan industries Pty Ltd | Recommended |
| C Norris Plant Hire (Geelong) Pty Ltd | Recommended |
| D Vince & Anna Rotiroti Pty Ltd | Recommended |

| Tender | | Recommended / Not Recommended |
|--------|-------------------------------|-------------------------------|
| E | CJ Walters Concreting Pty Ltd | Recommended |
| F | Tender F | Not Recommended |
| G | Tender G | Not Recommended |

Post-Tender Contact

9. The Evaluation Panel sought clarifications from a) CJ Walters Concreting Pty Ltd - to establish the link between the company and trustee of the Trust, b) Fulton Hogan Industries Pty Ltd - to confirm they accept Council's Contract terms and conditions and c) Norris Plant Hire (Geelong) Pty Ltd to clarify recent works completed. All responses received addressed the Panel's concerns ensuring an optimal agreement was achieved for the City.

Probity

10. Process probity was managed by the Procurement Department.

Cr Kontelj re-entered the meeting room at 9.42pm

9. CONTRACTUAL MATTER

Source: City Services – Capital Projects
Director: Guy Wilson-Browne
Portfolio: Environment and Sustainability

Cr Nelson moved, Cr Mason seconded -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

10. CONTRACTUAL MATTER

Source: City Services – Environment and Waste
Director: Guy Wilson-Browne
Portfolio: Environment and Sustainability

Cr Nelson moved, Cr Grzybek seconded -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

NOTICE OF MOTION – Cr Aitken / Cr Grzybek

2020 GENERAL ELECTION

Background

1. The electoral system of four multi-member wards within the City of Greater Geelong of three wards with three elected representatives, and one ward with two elected representatives can be challenged as not meeting the principle of an equal number of representatives per ward.
2. Currently, if you are entitled to vote in the northern ward of Windermere your vote only elects two Councillors, but if you live outside the northern ward in Geelong Council your vote elects three Councillors.
3. Windermere is the largest geographically land mass of all wards in Geelong and is approximately double the size of the next largest ward – the Bellarine ward.
4. Reports have confirmed that parts of the Windermere ward now experience some of the highest levels of disadvantage and concentration of unemployed people in one statistical area in Australia.
5. The northern area of Geelong deserves equal representation and equal number of voices at the Geelong Council table.
6. Council acknowledges that the current Local Government Minister has proposed to address this issue with the re-introduction of individual wards within Local Government in Victoria. However, it is believed these reforms will not be introduced until the 2024 General Election in Geelong.
7. The ward is named after a property and current road “Windermere” which crossed the middle of the ward. This word is of Anglo Saxon origin taken from Lake Windermere in the United Kingdom. Cr Grzybek and Cr Aitken has canvassed many members of our community in the north since their election in October 2017, and found no connection of the community with the Windermere naming.
8. A name the community identifies with would improve community engagement and understanding of the local government system operating within this ward and we would like to propose the most significant geographical landmark be used to name this ward, the “You Yangs ward”.
9. The word You Yangs is derived from the indigenous names given to the area *Wurdi Youang* or *Ude Youang* and it is believed they have a number of meanings from “big mountain in the middle of a plain”, “big or large hill”, or “bald”.

Cr Aitken moved, Cr Grzybek seconded -

10. That Council, by letter from the Mayor, write to:

10.1 The Minister for Local Government, the Hon. Adem Somyurek, seeking:

10.1.1 that the Minister uses current legislation and regulation governing the City of Greater Geelong to support the introduction of a system to enable an equal number of Councillors be elected across all four wards within Geelong, (i.e. 4 wards with 3 elected Councillors each ward) for the 2020 General Election; and

10.1.2. that the Minister using current legislation and regulation governing the City of Greater Geelong to support changing the name of Windermere ward to You Yangs ward; and

10.2 All Victorian State parliamentary elected officials in the Legislative Assembly and Legislative Council whose electorates are covered by the City of Greater Geelong, seeking their support for the two proposals.

Carried.

TIME LIMIT:

As per Council Meeting Procedures Local Law 2017 (3.31.2), a meeting may not continue after 10pm unless a majority of members present vote in favour of its continuance.

Cr Grzybek moved, Cr Mason seconded –

That the meeting continue to proceed as per Council Meeting Procedures Local Law 2017 (3.31.2).

Carried.

ASSEMBLY OF COUNCIL RECORD

Source: Governance, Strategy and Performance
Chief Executive Officer: Martin Cutter
Portfolio: Leadership & Governance

Summary

1. Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Council be reported to the next practicable Ordinary Meeting of Council.
2. A record of Assembly of Council meeting(s) is attached as an Appendix to this report.

Cr Sullivan moved, Cr Nelson seconded -

3. **That the information be received.**

Carried.

**RECORD OF ASSEMBLIES OF COUNCIL
(Council Meeting 30 July 2019)**

| Assembly Details | Councillors | Officer Attendees | Agenda Items | Conflict of Interest Disclosures |
|--|---|--|--|---|
| Project Advisory Committee 3 July 2019 | Crs Harwood, Aitken, Mason, Murnane, Nelson, Sullivan | M Cutter (CEO) M Dugina (DIR) P Anderson (PROJ DIR) P Taylor (CO ORD) S Broadbent (MGR) T Kirwood (MGR) P Harney (OFF) | <ul style="list-style-type: none"> • Civic Accommodation Update | <ul style="list-style-type: none"> • Nil. |
| Council Briefing 23 July 2019 | Crs Harwood, Aitken, Asher, Grzybek, Kontelj, Mason, Murrhiy, Murnane, Nelson, Sullivan | M Cutter (CEO) R Stevens (DIR) B Luxford (DIR) G Smith (DIR) M Dugina (DIR) G Wilson-Browne (DIR) R Leonard (ACT/DIR) K Phyland (EXEC MGR) G Russell (MGR) T Kirwood (MGR) R Thomas (MGR) T Mordaunt (OFF) M Kuhn (MGR) J Brown (CO ORD) B Renouf (CO ORD) J Watson (MGR) V Shelton (MGR) T Ellis (MGR) J Salter (OFF) J Hurse (CO ORD) I Hicks (MGR) K Ivens (SNR ADV TO MAYOR & CEO) L Raimondo (ADV MAYOR & CEO) Dean Bushell (ACT ADV) Mark Macgugan (SNR COMM ADV) P Dorling (MONITOR) | <ul style="list-style-type: none"> • Youth Council Report Second Quarter 2019 • Future of the Former Geelong Post Office • Community Events Funding Allocation to Diversitat to Sponsor Pako Festa 2020-2022 • Community Events Fund & Community Events Rapid Response Guidelines • UNESCO Creative Cities Network Annual General Meeting, Fabriano, Italy 2019 • Golf Facilities Strategy (Stage 1 – Existing Leased Courses) • Draft Social Infrastructure Planning and Investment Policy • Transformation Program • Planning Authorisations – Council to Staff • Tender T1900042 Additional Contractors for the Supply of Concrete and Concrete Works • Contractual Matter (<i>Confidential</i>) • Contractual Matter (<i>Confidential</i>) | <ul style="list-style-type: none"> • Cr Kontelj declared a Conflict of Interest in Tender T1900042 – Additional Contractors for the Supply of Concrete and Concrete Works and left the meeting room prior to discussion. |

PLANNING DELEGATIONS – JUNE 2019

Source: Planning, Design & Development - City Development
Director: Gareth Smith
Portfolio: Sustainable Development

Purpose

1. To provide a schedule of all applications determined under development application powers delegated by Council to members of staff.

Background

2. Section 98 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987* empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
3. Council may also delegate to committees comprising Councillors and staff or a combination of both, pursuant to sections 86 and 87 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987*.
4. At its meeting on 13 March 2007 Council established a Planning Committee and a Development Hearings Panel with delegated powers to determine upon any development applications which have been the subject of an objection or in circumstances where officers have recommended refusal of the application.
5. At its meeting on 23 September 2008 Council adopted a recommendation to allow Officers (restricted to Manager, Coordinator and Team Leader level) the ability to consider and approve applications with five or less objections.
6. The appendix to this report contains a schedule of all applications determined under these delegations.

Cr Sullivan moved, Cr Grzybek seconded -

7. **That the information be received.**

Carried.

Planning Decisions Report - June 2019

| App Number | Location | Application Type | Decision Date | Description | Authority/ No of Objectors |
|--------------|--|---|---------------|------------------------------------|----------------------------------|
| PP-1093-2018 | 5 King Street, BELMONT VIC 3216 | Construction of Four (4) Dwellings and a Four (4) Lot | 7/6/2019 | NOD - Planning | DHP |
| PP-1130-2018 | 63 McClelland Avenue, LARA VIC 3212 | Buildings and Works Associated with the Construction of a Second Dwelling | 7/6/2019 | NOD - Planning Permit | DHP |
| PP-1286-2018 | 731-737 Portarlington Road, LEOPOLD VIC 3224 | Use and Development of part of the land as a Service Station with Associated Cafe, Business Identification Signage, Alteration of Access to a Road Zone Category 1, and Removal of Native Vegetation | 7/6/2019 | Refusal to Grant a Planning Permit | DHP |
| PP-440-2018 | 11 Guthrie Avenue, NORTH GEELONG VIC 3215 | Construction of Two (2) Dwellings and Two (2) Lot Subdivision | 21/6/2019 | NOD - Planning Permit | DHP |
| PP-618-2018 | 13 Guthrie Avenue, NORTH GEELONG VIC 3215 | Construction of Two (2) Dwellings and Two (2) Lot Subdivision | 21/6/2019 | NOD - Planning Permit | DHP |
| PP-662-2018 | 11-13 Chester Street, NEWTOWN VIC 3220 | Buildings and Works for the Construction of Two (2) Additional Dwellings and Three (3) Lot Subdivision | 7/6/2019 | NOD - Planning Permit | DHP |
| PP-937-2018 | 24 Bellarine Highway, NEWCOMB VIC 3219 | Construction of Four (4) Dwellings and a Four (4) Lot Subdivision Adjacent to a Road Zone Category 1 | 7/6/2019 | NOD - Planning Permit | DHP |
| PP-110-2019 | 18 Knight Avenue, HERNE HILL VIC | Construction of Two (2) Detached Single Storey | 13-Jun-2019 | NOD - Delegate | 2 |
| PP-1165-2018 | 9 Achilles Court, OCEAN GROVE VIC 3226 | Construction of Two (2) Dwellings and a Two (2) Lot Subdivision | 11-Jun-2019 | NOD - Delegate | 3 |
| PP-118-2018 | 24 McClelland Street, BELL PARK VIC 3215 | Use and Development of Two (2) Rooming Houses, Seven (7) Lot Subdivision and Part Removal of Easement E-1 LP30056 | 14-Jun-2019 | NOD - Delegate | 2 |
| PP-1237-2017 | 1552-1570 Bellarine Highway, WALLINGTON VIC 3222 | Buildings and Works Associated with the Construction of a Service Station, Display of Illuminated Business Identification Signage, Creation and Alteration of Access to a Road Zone and Removal of Native Vegetation. | 7-Jun-2019 | NOD - Delegate | 2 |
| PP-1305-2018 | 186 Kilgour Street, GEELONG VIC 3220 | Buildings and Works for the Construction of a Second Dwelling | 13-Jun-2019 | NOD - Delegate | 3 |

| | | | | | |
|--------------|--|--|-------------|----------------|---|
| PP-1324-2018 | 42 The Terrace, OCEAN GROVE VIC 3226 | Construction of Two (2) Dwellings Exceeding 7.5m in Height, Associated Two (2) Lot Subdivision and a Front Fence greater than 1.5m in Height | 13-Jun-2019 | NOD - Delegate | 5 |
| PP-1337-2017 | 42 Station Lake Road, LARA VIC 3212 | Use and development of a Medical Centre and Reduction in Car Parking | 7-Jun-2019 | NOD - Delegate | 4 |
| PP-1342-2018 | 124 Asbury Street East, OCEAN GROVE VIC 3226 | Construct Two (2) Dwellings and Two (2) Lot Subdivision | 24-Jun-2019 | NOD - Delegate | 3 |
| PP-1351-2018 | 3 St Leonards Parade, ST LEONARDS VIC 3223 | Buildings and Works for the Construction of Two (2) Dwellings and Two (2) Lot Subdivision | 25-Jun-2019 | NOD - Delegate | 1 |
| PP-1440-2018 | 143 The Avenue, OCEAN GROVE VIC 3226 | Construction of Two (2) Dwellings | 4-Jun-2019 | NOD - Delegate | 4 |
| PP-1504-2018 | 11 Whitton Street, OCEAN GROVE VIC 3226 | Construction of a Dwelling over 7.5m in Height and Associated Outbuilding within 2m of a Side Boundary | 4-Jun-2019 | NOD - Delegate | 2 |
| PP-1508-2018 | 4-8 Spruhan Avenue, NORLANE VIC 3214 | Buildings and Works Associated with a Place of Worship | 7-Jun-2019 | NOD - Delegate | 2 |
| PP-175-2019 | 15 Baenschs Lane, ARMSTRONG CREEK VIC 3217 | Use and Development of the Land for Animal Boarding (Cattery) and associated display of signage | 26-Jun-2019 | NOD - Delegate | 4 |
| PP-719-2018 | 63-71 Tuckfield Street, OCEAN GROVE VIC 3226 | Buildings and Works for the Construction of Ten (10) Dwellings, Demolition of Outbuildings and Fencing, Removal of Vegetation (including Native) and Alteration of Access to a Road Zone Category 1 | 4-Jun-2019 | NOD - Delegate | 4 |
| PP-976-2018 | 9 Sheepwash Road, BARWON HEADS VIC 3227 | Construction of a Second Dwelling and a Two (2) Lot Subdivision | 14-Jun-2019 | NOD - Delegate | 1 |
| PP-986-2017 | 54-58 Church Street, NORTH GEELONG VIC 3215 | Development of 10 Dwellings, Continuation of Existing Use Rights as an office and Associated Development of New Office Building, Alterations of an Access onto a Road Zone Category 1 and Reduction of Car Parking | 12-Jun-2019 | NOD - Delegate | 4 |

URGENT BUSINESS – Cr Nelson

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

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

Cr Nelson moved, Cr Murnane seconded -

That Council considers as Urgent Business a motion concerning a review of Clause 52.22 of the Planning Scheme in relation to Community Care Accommodation.

Carried.

COMMUNITY CARE ACCOMMODATION

Background

Under the Greater Geelong Planning Scheme “Community Care Accommodation” is defined as land used to provide accommodation and care services; it includes permanent, temporary and emergency accommodation. It may include supervisory staff and support services for residents and visitors.

This land use and development does not require a planning approval from Council if the requirements of Clause 52.22 “Community Care Accommodation” of the Planning Scheme are met. The policy is a state-wide control introduced by the State Government under Amendment VC152 on 26/10/2018. Council has no power to change this State provision.

The State exemption from the requirement to obtain a planning permit applies to the following zones:

- Activity Centre Zone;
- Capital City Zone;
- Commercial 1 Zone;
- General Residential Zone;
- Low Density Residential Zone;
- Mixed Use Zone;
- Neighbourhood Residential Zone;
- Residential Growth Zone;
- Rural Living Zone; and
- Township Zone.

The exemption is subject to the following conditions being met:

- The use is funded by, or conducted by or on behalf of, a government department or public authority, including a public authority established for a public purpose under a Commonwealth Act;
- No more than 20 clients are accommodated. This does not include staff; and
- No more than 5 persons at any one time who are not residents may access support services provided on the land.

The concern from the community in relation to recent examples of community care accommodation development has been about the lack of transparency with the process. The community have been unable to view plans and have input into possible design issues around height, scale, bulk and neighbourhood character.

It is considered important for the provisions of Clause 52.22 to be amended to provide for community consultation.

Cr Nelson moved, Cr Murnane seconded -

That Council, by letter from the Mayor, write to the Minister for Planning:

- a) requesting a review of Clause 52.22 of Victorian Planning Schemes in relation to Community Care Accommodation to allow for a more transparent process by providing for community input into such development proposals; and**
- b) highlighting that the current provisions fail to provide for community consultation in relation to issues around design, height, scale, bulk and neighbourhood character.**

Carried.

URGENT BUSINESS – Cr Harwood

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

Cr Harwood proposes to raise the following item as Urgent Business

Cr Harwood moved, Cr Mason seconded -

That Council considers as Urgent Business a motion concerning the City's position to the recycling crisis.

Carried.

CITY OF GREATER GEELONG RESPONSE TO THE RECYCLING CRISIS

Background

1. The City's recycling challenges have been escalating for a period of more than 18 months.
2. On 26 July 2019, the City's current recycling contractor SKM Recycling announced it was unable to accept materials due to challenges managing its stockpiles according to EPA requirements.
3. The current recycling crisis is a state and nation-wide problem and needs to be addressed urgently by all levels of government working together.
4. The City has endorsed the Municipal Association of Victoria's 'Rescue Our Recycling' Action Plan and are undertaking steps required by local governments.
5. The State Government is reported to hold more than half a billion dollars in the Sustainability Fund which has the potential to fix this crisis, for example by investing in infrastructure.
6. The State Government has announced that it will develop a circular economy policy and action plan to be released in late 2019.

Cr Harwood moved, Cr Mason seconded -

That Council:

7. **By letter from the Mayor, write to:**
 - a. **The Minister for the Environment requesting that the Australian Sustainable Packaging Guidelines be mandated as a matter of priority;**
 - b. **The State Premier calling for the State Government to introduce a Container Deposit Scheme as a matter of urgency; and**
 - c. **The State Premier calling for the State Government to immediately publish guidelines for Councils to apply for funding from the State Sustainability Fund that has been established by the EPA Landfill levy.**
8. **Note and supports the State Government announcement to develop a Circular Economy Policy and Action Plan to be released in 2019 and that the City actively promotes the opportunity to provide feedback from the Greater Geelong community and prepare a submission.**
9. **Requests that the CEO reports to Council by September 2019 on the options and costs for alternatives to collect and process recycled materials.**

Carried.

Cr Nelson moved, Cr Kontelj seconded -

That the meeting be closed to the public.

Carried.

The Meeting was closed to the public at 10.41pm

A record of the proceedings of this section of the meeting is contained in a Confidential Minute Book.

Cr Kontelj moved, Cr Sullivan seconded -

That the Meeting be opened to the public.

Carried.

The Meeting was opened to the public at 10.52pm

CLOSE OF MEETING

As there was no further business the meeting closed at 10.52pm. Tuesday, 30 July 2019.

Signed: _____

Cr Bruce Harwood (Mayor)

Date of Confirmation: _____