MINUTES

COMMUNITY FOCUS COUNCIL MEETING

TUESDAY 12 NOVEMBER 2019

7.00PM

CLOVERDALE COMMUNITY CENTRE
167-169 PURNELL ROAD
CORIO

COUNCIL:
Cr S Asher (Bellarine Ward)
Mayor

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

CITY OF GREATER GEELONG

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MINUTES OF THE COMMUNITY FOCUS COUNCIL MEETING HELD AT THE CLOVERDALE COMMUNITY CENTRE 167-169 PURNELL ROAD, CORIO TUESDAY, 12 NOVEMBER 2019 COMMENCING AT 7.00 PM

PRESENT: Cr S Asher (Mayor), Crs A Aitken, K Grzybek, B Harwood, E Kontelj, S Mansfield, J Mason, P Murnane, P Murrihy, 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), R Leonard (Director Governance, Strategy and Performance)

OPENING: The Chair declared the meeting open at 7.00pm

ACKNOWLEDGEMENTS:

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

APOLOGIES:

Nil.

PRESENTATION:

Ward Councillors, Deputy Mayor Kylie Grzybek and Anthony Aitken provided the gallery with a snapshot of some of the activities and projects happening in the Windermere Ward.

CONFIRMATION OF MINUTES:

Cr Grzybek moved, Cr Mason seconded -

That the Minutes of the Community Focus Council Meeting held on 8 October 2019 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST:

Cr Grzybek declared a direct interest in Agenda Item 1, Lara Recreation Reserve Master Plan in that she is Secretary of the Lara United Football Club.

PUBLIC QUESTION AND SUBMISSION TIME:

Questions received prior to the meeting from *Peter Jager* and *Tina Thorburn* will be responded to in writing.

Jennifer Bantow asked the following: in relation to Council's Planning Process:

1) I think there is still a 28 day wait, after planners decide to issue a Notice to Grant a Permit, to see if any objector goes to VCAT, so could I ask please how does this new closed non-public internal system speed things up for applicants, and how can Council maintain their stated policy to be transparent about decisions and enable public involvement be maintained in this new process?
2) How can Council give a strong message to the public that the City of Greater Geelong heritage overlay is an important way to protect our cultural origins?
3) Can Council strengthen the authority of the heritage overlay and make it less likely that applicants will keep attempting to have these overlays overthrown. Can the planning scheme clauses be reviewed and strengthened?
4) Can the local laws be made stronger?

The Mayor responded the process has been put in place for a 12 month period at which time it will be further evaluated.

Gareth Smith responded the Planning Committee still exists and as the Mayor stated the change of process will be evaluated and reviewed in 12 months' time. There is no immediate plans to review.

The Mayor suggested if the lodgement of questions were submitted prior to the meeting a more informative response could be provided on the night. The questions will be forwarded for a further written response.

PETITIONS: Nil.

Cr Grzybek declared a direct interest in Agenda Item 1, Lara Recreation Reserve Master Plan in that she is Secretary of the Lara United Football Club and left the meeting room prior to discussion at 7.25pm.

1. LARA RECREATION RESERVE MASTER PLAN – FINAL REPORT

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

Purpose

1. To seek Council endorsement of the final Lara Recreation Reserve Master Plan (Master Plan) following the conclusion of the community consultation period.

Background

2. The Master Plan aims to understand the aspirations of the growing Lara community, alongside the City's objectives, to ensure the reserve is a highly utilised, modern and well-functioning community space with over 1,300 active participants.

3. The draft Master Plan was presented to the Community Focus Council Meeting on Tuesday, 11 June 2019 where Council resolved to release the draft Master Plan to a six week community consultation period.

4. Following the closure of community consultation, the final Master Plan has been prepared for consideration.

Key Matters

5. The community consultation period opened from 12 June 2019 to 24 July 2019 and 177 responses were received. The majority of respondents (83%) were supportive of the draft Master Plan, with a smaller number of respondents considered impartial and two respondents in opposition. A summary of the consultation can be found in the appendices of **Attachment 2**.

6. A number of changes have been made to the final Master Plan to reflect feedback received during the consultation period. Most notably the changes are in relation to the positioning of the proposed Oval 3 change rooms, orientation of baseball diamond and additional tennis courts resulting from the relocation of netball facilities.

7. The preliminary cost estimate for the Master Plan is between $17 million and $18 million.

8. Following the endorsement of the Master Plan, officers will engage the Project Reference Group to prioritise the list of investment items in preparation for future funding consideration. It is expected the delivery of the Master Plan will be achieved over the medium to long term, via a series of funding partnerships between federal and state governments, local sporting clubs and the City.

Cr Aitken moved, Cr Kontelj seconded -

9. That Council:

9.1 endorse the final Lara Recreation Reserve Master Plan;

9.2 note that funding for the implementation of the Master Plan will be referred for consideration as part of Council's strategic resource planning and future annual budget processes; and

9.3 modify the final Lara Recreation Reserve Master Plan to include the provisions of Football Victoria compliant perimeter fencing of the soccer pitches used by Lara United Football Club.

Carried.

Attachment 1

Financial Implications

1. The preliminary estimate to deliver the construction of the Lara Recreation Master Plan (Master Plan) is between $17 million and $18 million, using current costs and excluding escalations.

2. It is proposed that the Master Plan act as a guide for investment over the medium to long term and will inform the City's long-term strategic resource plan.

3. Due to the expanse, age, quantity and quality of infrastructure, there are a number of items that require investment and each of these items can be considered in staged approach, year on year as part of the City's annual budget and grants processes.

4. Major investment items include:

   4.1 Oval 3 change room development $1.65 million;

   4.2 Netball court development $550,000;

   4.3 Shared tennis and netball club room facilities $880,000;

   4.4 Lighting to soccer fields $250,000;

   4.5 Refurbishment of football/cricket change room facilities and supporting infrastructure $1.9 million;

   4.6 Informal running/walking track and improved landscaping $690,000; and

   4.7 Improved and additional car parking $1.85 million.

5. Further funding for detailed design and cost testing of the Master Plan will be required to progress all infrastructure developments.

6. It is expected that the delivery of the Master Plan will be achieved via a funding partnership between state and federal governments, local sporting clubs and the City.

Community Engagement

7. Community engagement has influenced all stages of the development of the Master Plan. Key stakeholders formed the Project Control Group (PCG) and Project Reference Group (PRG), with relevant peak bodies given the opportunity to respond to the Master Plan through the exhibition period. The PRG consisted of representatives of the 10 individual groups who tenant the reserve. This included representatives of the Lara Sporting Club, Lara Sporting Club (Football), Lara Sporting Club (Netball), Lara Sporting Club (Baseball), Lara Sporting Club (Cricket), Lara United Football (Soccer) Club, Lara Tennis Club, Lara Bowling Club, 1st Lara Scouts and St John's Ambulance. In addition, the Lara Secondary College and Lara Primary School were included on the PRG, however were unable to attend meetings. Minutes of meetings and copies of plans were distributed to both schools via email.

8. Other consultative activities throughout the master planning process included an initial letter drop of residences within 400 metres of the reserve, reaching 479 properties, inviting them to complete a survey to help us understand usage, need and future aspirations for the reserve. These residents were re-engaged following the release of the draft Master Plan.

9. The draft Master Plan was available via the City's Have Your Say and social media pages. Along with the 177 completed Have Your Say submissions, there were an additional 656 social media posts related to the Master Plan.

10. Of the 177 responses, 147 were in support of the draft Master Plan, 28 were considered impartial and two responses were in opposition. A complete summary of the feedback can be found in the appendices of **Attachment 2**.

11. In summary, key matters raised and the proposed responses are outlined below:

Key Matters	Proposed Response
Strong support for the draft Master Plan particularly for the development of new netball courts and the shared netball/tennis facilities.	It is proposed to develop new netball facilities including a shared netball/tennis pavilion. The existing netball and tennis facilities are both currently inadequate and outdated, and not to standard. Currently the main netball facilities are located on Department of Education and Training land, utilising a storage container and marquee to support game day operations, with no adequate team facilities / change rooms. Colocation with the tennis club will enable both clubs to benefit from the renewal, is consistent with the integration and sustainability principles of Councils draft Social Infrastructure Policy and also the additional provision of two court, that as identified in the G21 Tennis Strategy 2014.
Strong support for the draft Master Plan however preference for the Oval 3 change room facility and baseball diamond to be reoriented.	It is proposed to enhance Oval 3 (the reserve) to accommodate the growth in AFL in particularly the women's league. In conjunction with the reorientation of the baseball diamond, a new 'Oval 3' facility will be built to provide for the colocation and servicing of both Lara Baseball and Lara AFL needs, consistent with Council policy. This facility is proposed to be a relatively simple construction and design to accommodate change facilities and other game day needs for both clubs. It is not intended that the facility will house function areas, or the like as these will be accessed via the main (existing) Lara Sporting club building that is also proposed for redevelopment as part of the Master Plan.
Concern that there is not an indoor basketball stadium within the Plan.	This feedback was received as part of 28 submissions. Whilst the concern of these respondents is noted, the spatial limitation and existing high use of Lara Recreation Reserve, deem an indoor basketball stadium unfeasible at this location. It is noted that a two court indoor facility is proposed to be developed in the Lara West growth area as part of the Lara West Precinct Structure Plan.

Social Equity Considerations

12. Lara Recreation Reserve is home to a strong female participant base, with over 500 females across all clubs and groups. All tenanting users have a focus on inclusive participation and diversity. The provision of modern infrastructure that supports female and all abilities involvement has been a driver for the development of the Master Plan.

Policy/Legal/Statutory Implications

13. There are no known policy, legal or statutory implications associated with this report.

14. The Master Plan has been developed generally consistent with the principles in Council's draft Social Infrastructure Policy and standards regarding provision of sport and recreation facilities.

Alignment to Council Plan

15. The Master Plan is consistent with three of the eleven strategic priorities of the Council Plan 2018-2022. The development of the Lara Recreation Reserve will provide:

    15.1 Improved social infrastructure and planning - providing quality spaces that support active lifestyles and the growth of sport through accessible and modern infrastructure;

    15.2 Informed social infrastructure and planning - through engagement with the community, best practice guidelines and Council policy; and

    15.3 A more inclusive and diverse community - by supporting activities and infrastructure that improves social equity and gender equality outcomes.

Conflict of Interest

16. There is no known conflict of any City Officers or contractors involved in the preparation of this report or its recommendations.

Risk Assessment

17. Financial - Preliminary cost estimates associated with the Master Plan are provided at a point in time (as at October 2019) and are to be used as a guide only. The cost estimates attached to this report are subject to change based on further detailed design and community consultation. Cost estimates for construction components may be subject to escalation if delivery of components are delayed. Design components will incur additional cost.

18. Social – Lara Recreation Reserve is the central location for a range of sporting and recreational activity in Lara. Lara's growth, coupled with its ageing infrastructure, warrants investment in renewing the Reserve. Not coordinating future investment carries a risk of not being able to accommodate the future participation needs in Lara.

Environmental Implications

19. There are no immediate environmental implications associated with the adoption of this report. Future development at Lara Recreation Reserve will adopt environmentally sustainable design.

20. The Master Plan notes the importance to retain and protect the Avenue of Honour trees located at the reserve. Future landscaping will also provide additional and improved vegetation and tree canopy.

Lara Recreation Reserve Master Plan

Final Report
October 2019

CITY OF GREATER GEELONG

Prepared for:
CITY OF GREATER GEELONG

Prepared by Project Consultants:

LAND DESIGN PARTNERSHIP PTY. LTD
52-54 Rathdowne Street
P.O. Box 1164, Carlton, Victoria 3053
www.landdesign.com.au

MANTRIC ARCHITECTURE PTY. LTD

HARLOCK CONSULTING PTY. LTD

ONE MILE GRID PTY. LTD.

V1 OCTOBER 2019

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SUMMARY REPORT

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SUMMARY REPORT

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1 BACKGROUND

Lara Recreation Reserve is a large recreation reserve, occupying approximately 18.8Ha, located close to the Lara Town Centre. The reserve adjoins the Lara Primary School and Secondary College and has direct connection with the Lara Kindergarten / Lara Library / Austin Park precinct and the Lara Village Shopping Centre.

The reserve provides key facilities and playing surfaces for a number sporting activities. The reserve also provides facilities for the local St John's Ambulance brigade and 1st Lara scout group.

With growth in demand for sports, and current and anticipated population growth generally, a master plan is required to guide future development and activity on the reserve.

The current report provides background to the master plan by identifying key issues and opportunities to be addressed as part of the master plan process. In addressing these issues and opportunities, the master plan will consider the aspirations, needs and wants of local residents, user groups and stakeholders to produce a plan that enables greater function, participation and activation of the reserve.

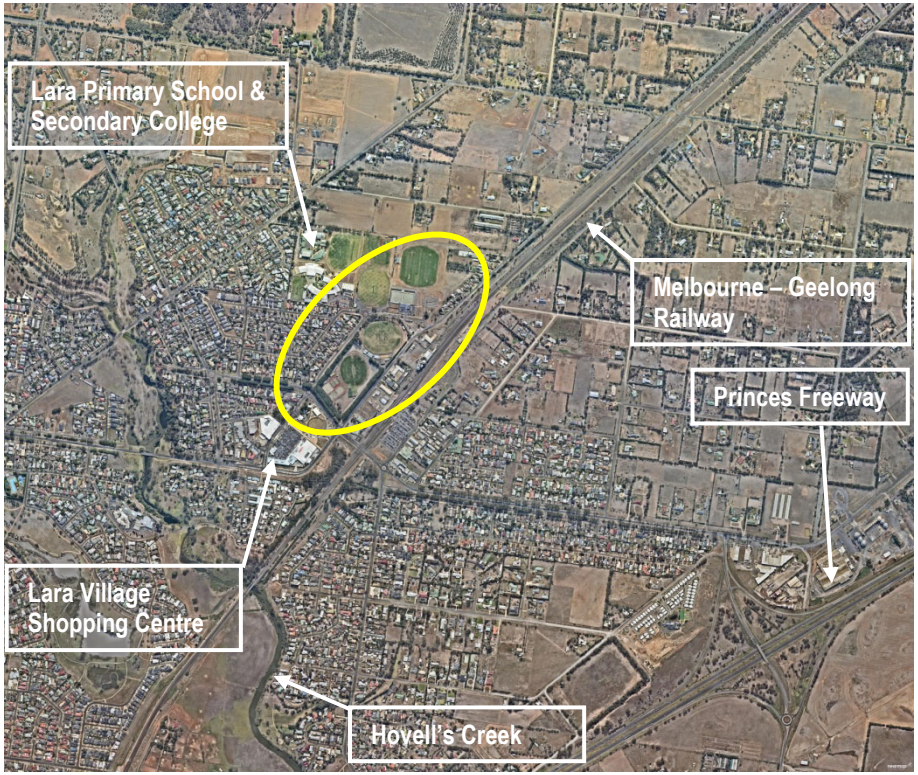


Figure 1 - Location

2. INTRODUCTION

Lara Recreation Reserve is an active sports reserve located at 2 – 4 Mill Road Lara. It is a significant reserve providing facilities and playing fields for local sporting clubs and activities, as well as social and community facilities.

Lara Recreation Reserve is bordered by a variety of land uses including residential areas, public open space, community facilities and educational facilities. The total area of the reserve is approximately 18.8 hectares.

Lara Recreation Reserve provides for a mix of active uses including cricket, football, baseball, netball, tennis, lawn bowls and soccer. The reserve serves as the home for the following sports clubs:

- Lara Sporting Club
- Lara Football Club
- Lara Netball Club
- Lara Cricket Club
- Lara Baseball Club
- Lara United Football Club
- Lara Tennis Club
- Lara Bowls Club

The reserve also provides facilities for community groups including:

- Lara St John's Ambulance Brigade
- 1st Lara Scouts

The reserve south of Alkara Avenue is Crown Land and is Council owned land to the north.

View north across soccer pitches

2.1 PURPOSE

The purpose of the current work is to identify relevant issues and opportunities to be addressed through the preparation of a master plan for Lara Recreation Reserve.

The issues and opportunities have been identified through:

- review of background reports and other data;
- review of the existing Lara Recreation Reserve site;
- meeting with reserve tenants and user groups;
- preparation of a summary Issues and Opportunities report and plans.

2.2 PROCESS

The preparation of the issues and opportunities report has taken the following approach:

Stage 1 Project Establishment

- Review scope and background with City of Greater Geelong officers

Stage 2 Issues and Opportunities

- Review Council strategic documentation.
- Review existing site conditions and the provision of facilities.
- Meet with key stakeholders.
- Document the site issues and opportunities.
- Review and confirm site issues and opportunities with key stakeholders
- Consolidate findings in summary report.

Stage 3 Consultation on Issues and Opportunities

Stage 4 Draft Master Plan

Stage 4 Consultation on Draft Master Plan

Stage 5 Final Master Plan

- Review Council strategic documentation.
- Review existing site conditions and the provision of facilities.
- Meet with key stakeholders.
- Document the site issues and opportunities.
- Review and confirm site issues and opportunities with key stakeholders
- Consolidate findings in summary report.

Oval 2

3. CONTEXT

An assessment of context as it relates to Lara Recreation Reserve included a review of:

- **The Policy Context**
  To understand State and Local Government policies impacting upon the reserve.
- **The Planning Context**
  To understand the planning controls relevant to the reserve.
- **The Site Context**
  To understand the existing physical characteristics of the reserve.
- **The Stakeholder and Community Context**
  To understand the needs and desires of current reserve users and the surrounding community.

3.1 POLICY CONSIDERATIONS

A large number of local and state policies and previous studies have been reviewed in order to inform the Regional Facility Development Plan. A number of strategies and policies have direct relevance to the outcome of this project. Of particular note are:

3.1.1 State Government Policy related to shared community facilities.

One of the key government platforms for the development and management of community facilities (including recreational facilities) is the principle of shared use. The Victorian Government's policy framework for shared facilities (including recreational facilities) is largely established by two documents: **Growing Victoria Together** and **A Fairer Victoria**.

One of the five broad visions of the Growing Victoria Together policy is 'Caring Communities' with the high-level goal of 'building friendly, confident and safe communities'. One target of this goal is to increase the 'extent and diversity of participation in community, cultural and recreational organisations' (Government of Victoria 2005a, pp. 16–17).

Because the key characteristics of sharing include greater community engagement, encouraging diversity in activities, improving access to facilities, and increasing the use of facilities, such sharing could potentially contribute to achieving the goals of Growing Victoria Together.

The Government's commitment to stronger communities, efficient investment and enhanced asset utilisation is further outlined in the policy **A Fairer Victoria**.

A Fairer Victoria identifies five key objectives:

- *improving access to universal services (with a focus on improving services for children, young people and older Victorians)*
- *reducing barriers to opportunities to participate in economic and social life*
- *supporting disadvantaged groups*
- *supporting disadvantaged places (in both new and existing communities)*
- *making it easier to work with government (by developing new ways of working with communities).*

Through the **Growing Victoria Together** and **A Fairer Victoria** policies, it is clear that it is not just a government objective to have shared facilities, but to have shared facilities as a means to achieve other, broader social policy objectives. *(Getting it Together: An Inquiry into the Sharing of Government and Community Facilities September 2009).*

Implementation of State Government policy related to shared facilities is investigated and directed by reports and policies such as **Getting it Together: An Inquiry into the Sharing of Government and Community Facilities September 2009** and A **Guide to Governing Shared Community Facilities DPCD 2010.** These documents outline a clear view as to the benefits and responsibilities of shared facilities and the sharing of facilities as a potential basis for grant funding.

Implications for the plan

- The key implication of these policies is to identify the opportunity for enhanced community use, thereby enhancing community interaction and cohesion, as part of future activity at Lara Recreation Reserve.

3.1.2 City of Greater Geelong Policy

Urban Forest Strategy 2015 – 2025 - City of Greater Geelong

The City of Greater Geelong's Urban Forest Strategy has the stated vision that *"Geelong will be a cool green city for the future".*

The Strategy states that "the City has enormous potential to develop a healthier and more dynamic urban forest and improve canopy cover in our streetscapes, urban growth areas, open spaces and reserves." It outlines a number of opportunities by which this potential could be achieved.

Implications for the plan:

One key objective relevant to Lara Recreation Reserve is:

- *Improving the quality of streetscapes and open space in urban growth areas.*

While not within an urban growth area, a potential implication of this strategy will be the identification of opportunities to enhance the landscape within both reserves, such as through additional tree planting.

Geelong Public Health & Wellbeing Plan 2013 – 2017 - City of Greater Geelong

The Geelong Health and Wellbeing Plan 2013 – 2017 outlines a range of Health and Wellbeing Priorities and then develops an Action Guide for each priority.

Action Guide 3 – Physical Activity & Active Communities is of most relevance to the Lara Recreation Reserve Master Plan and includes objectives which may influence the plan such as:

- Embed 'Healthy by Design' principles in Council planning processes to support active living in existing and future growth areas.
- Develop an active transport plan that provides an 'integrated accessible network of walking and cycling routes for safe and convenient travel to local destinations and points of interest' (Healthy by Design).

Implications for the plan:

With projected population growth in Lara, there is an opportunity to encourage broader visitation to the reserve and so also to encourage a range of active transport options to the reserve.

Environment Management Strategy 2014 – 2017 - City of Greater Geelong

The Environment Management Strategy 2014-2017 is a key document for guiding planning, decision-making and activities that impact on the Greater Geelong environment and community. The Strategy shapes future planning and growth, and provides a framework and roadmap for navigating future environmental challenges and opportunities.

Implications for the plan:

One key objective of the Strategy which should be considered in the master plan is to *"strategically increase vegetation cover in urban areas to reduce heat island impact and increase community amenity and wellbeing".*

This objective will lead to the identification of opportunities for tree planting across the reserve without negatively impacting the primary purpose of the reserve, which is sport and recreation.

Sustainable Communities - Infrastructure Development Guidelines, City of Greater Geelong October 2010

The Infrastructure Development Guidelines, while directed more to growth areas than established neighbourhoods, do contain a number of objectives and principles which will be relevant to the development of the Lara Recreation Reserve master plan. These include:

Landscape and Streetscape

Objectives

High quality Streetscape and Landscape development, enhancement and protection shall aim to achieve the following goals:

- *Integration of engineering infrastructure and buildings with the landscape features to create a unified and visually appealing design.*
- *Creation of aesthetically pleasing landscape environments, increased community enjoyment of everyday life and a greater sense of meaningful connection between people and the environment.*
- *Fulfilment of the recreational and social needs of the wider and evolving community that reflect the values of the surrounding regional community.*

Principles

- *Ensure that the planning and design for landscape in Streetscape and Open Space settings is sustainable and follows Councils guidelines and best practice principles, including:*
- *Making open space areas contribute to the health of the local community and provide an experience and landscape that creates opportunity for active and passive recreation.*
- *Developing a sustainable landscape that is drought tolerant and minimises maintenance requirements.*

Sport, Recreation & Open Space

Objectives

The provision of sport, recreation and open space in communities is vital to provide for the long term recreation and sporting needs of an active and healthy community.

The objectives for the development of sport, recreation and open space are designed to promote 'sense of place' and community for people of all ages, providing opportunities to meet and interact in appropriate spaces in suitable ways and times. They can also give character to an area, define landscapes and provide a focus to connect a community.

Sport, recreation and open space should provide popular and responsive active (sport and active recreation) and passive (including walking, sitting, contemplating, picnicking, etc.) spaces and landscapes. Spaces should be well designed and create places that are 'fit-for-purpose', useable and be places where people want to be. They should maximise active and passive surveillance from adjoining areas and passers-by.

Active recreation spaces and facilities should be designed to facilitate shared use including schools and community and different community users.

Principles

Council endorsed principles as part of its Study of Open Space Networks (Aug 2001) that are applicable to the provision of sport, recreation and open space. These include:

- *Conserving and protecting the natural and cultural environment.*
- *Reflecting community needs.*
- *Enhancing recreation and tourism opportunities.*
- *Improving provision and optimising access.*
- *Ensuring diversity of provision.*
- *Expanding the network of linkages.*
- *Providing for people with disabilities.*
- *Implementing site responsive uses.*

Implications for the plan:

The development of the master plan should reflect and embody the principles which underpin the Infrastructure Development Guidelines (as outlined above). This will lead to master plan decisions which are consciously focussed upon environmental and amenity enhancements.

Greater Geelong Cycle Strategy Volume 1 – March 2008 - City of Greater Geelong

The strategy's vision for the future of Geelong includes increasing the network of on and off road paths and connecting these paths, creating a cycle friendly Central Geelong and cycle friendly schools and workplaces throughout the municipality as well as maximising opportunities to increase cycle tourism and attract cyclists to the City.

Implications for the plan:

The potential to develop a shared trail system across the reserve and integrate this will the local path networks is a key implication of this strategy for the Lara Recreation Reserve master plan.

Geelong Play Strategy: Part 1 A Great Place to Play 2012 -2021 - City of Greater Geelong

The Geelong Play Strategy outlines a range of principles governing the provision and design of places of play within the City of Greater Geelong.

In response to these principles the strategy identifies a number of strategic opportunities which will be relevant to the development of the Lara Recreation Reserve master plan, such as:

- *Improve supporting infrastructure at play spaces, such as natural shade, seats and paths.*
- *Create better connections to cycling / walking networks.*
- *Improve play opportunities throughout the municipality by focussing on developing a diversity of opportunities and creating informal, spontaneous play opportunities throughout the City for people of all ages and abilities as well as programs to encourage play in public spaces.*
- *Increase the number of public play spaces to ensure that the majority of residents in the urban area can access a public play space within 400m of their home (approximately a five minute walk).*
- *Provide play opportunities for under-serviced age groups, e.g. 0-2 year olds and young people over 10 years of age.*
- *Increase natural play opportunities and loose materials in play spaces.*
- *Increase the number of play spaces which offer tactile / sound / sensory experiences.*
- *Improve opportunities for people with disabilities to access and use play spaces.*

Implications for the plan:

The strategy places an emphasis upon the provision of diverse recreation and play opportunities within existing and proposed open spaces. The master plan should respond to this direction by identifying a number of such opportunities across the reserve.

Geelong Public Health & Wellbeing Plan 2013 – 2017 - City of Greater Geelong

The Geelong Health and Wellbeing Plan 2013 – 2017 outlines a range of Health and Wellbeing Priorities and then develops an Action Guide for each priority.

Action Guide 3 – Physical Activity & Active Communities is of most relevance to the Herne Hill Recreation Reserve Master Plan and includes objectives which will influence the master plan such as:

- Embed 'Healthy by Design' principles in Council planning processes to support active living in existing and future growth areas.
- Review the Open Space Strategy that supports opportunities for physical activity and active living and contributes to the health and wellbeing of the community.
- Develop an active transport plan that provides an 'integrated accessible network of walking and cycling routes for safe and convenient travel to local destinations and points of interest' (Healthy by Design).
- Work with local sport and active recreation settings to address barriers to participation by vulnerable groups within our community.

3.1.3 Other Relevant Policy

A range of other policies and guidelines were reviewed. Those directly relevant to the Regional Facility Development Plan are summarised below.

G21 and AFL Barwon Regional Strategy (April 2015)

The strategy aims to *"guide the future planning and development of football and netball delivered through football-netball clubs throughout the G21 and AFL Barwon regions. The strategy addresses infrastructure and sports development needs of both sports, as well as establishes clear priorities for local delivery."*

Implications for the plan:

The strategy identifies the need for sports lighting improvement for football at Lara Recreation Reserve. Existing sports lighting at the reserve is rated as 5/15, indicating that existing lights fail to comply with AFL training standards. (It is noted that at the time of preparing this report, the strategy was to be refreshed and was likely to indicate lighting at Lara Reserve to be in fair to poor condition.

G21 Physical Activity Strategy 2014 - 2017

The main body of the strategy report *"provides an overview of the importance of physical activity and the ways in which the G21 region can help to create environments that support physical activity in the community".*

The City of Greater Geelong specific action plan within the report has a number of actions which may be embodied within the plan for Regional Facility Development Plan, including:

- *Develop an active transport plan that provides an 'integrated accessible network of walking and cycling routes for safe and convenient travel to local destinations and points of interest' (Healthy by Design).*
- *Develop accessible walking and cycling resources to encourage and support participation in safe active travel.*
- *Work with local sport and active recreation settings to address barriers to participation by vulnerable groups within our community.*
- *Encourage broader community access to tenanted sport and recreation facilities.*
- *Ensure that all active sport and recreation settings such as recreation reserves, stadiums, tennis courts and so on are planned, designed, managed and maintained in such a way as to be accessible and appropriate to the needs of all user groups.*

Implications for the plan:

Responding to the broad principles outlined within the G21 Physical Activity Strategy may mean a range of considerations for the preparation of the master plan such as:

- The potential for community rooms to be incorporated into any new building facility
- Ensuring all abilities access to all facilities and spaces
- Provision of a range of community access passive and active recreation spaces and facilities
- Identification of accessible connections to other points of community focus within the locality
- Provision of shade, shelter and other open space amenities to encourage a diverse range of activities at each reserve, in addition to the specific requirement for regional level activity.

Community Cricket Facility Guidelines – Cricket Australia (Version September 2015)

While the Cricket Australia guidelines are mainly detailed and specific to cricket facilities, they also make some broader strategic statements relevant to the preparation of the Lara Recreation Reserve Master Plan, such as the following from Guidance Note 6.

Social amenities and cricket ground surrounds

With cricket being a sport played over several hours for juniors and the best part of a day for senior competition, it is important 'family friendly' supporting amenities be incorporated into wider cricket facility precinct design.

Supporting facilities, equipment and amenities to be considered when planning a community friendly facility include:

- *Shade and shelter*
- *Spectator seating incorporated into the park environment*
- *Adequate and accessible car parking*
- *Play equipment, skate or BMX park*
- *Bicycle racks*
- *Shared and connecting pathways or trails*
- *Public BBQ*
- *Access to food and beverage*
- *Public toilet facilities*
- *Drinking fountains*
- *Tree plantings, garden beds and vegetated areas*
- *Landscaped treatments*
- *Venue and club signage.*

Implications for the plan:

In addition to providing guidance on the dimension and layout of training facilities, the Cricket Australia guidelines provide support for a diverse range of community activities as well as regional and local level sport.

AFL Preferred Facility Guidelines for State, Regional and Local facilities – August 2012

This purpose of the preferred facility guidelines is to be a key tool during the planning phase of a project. The document provides relevant guidance, particularly around spatial requirements that can inform building concepts and/or master plans for facilities providing for competition at local, regional and state levels. While much of the document is detailed and specific as to layout and spatial configuration, the recent Appendix related to the provision of Amenities Upgrades for Unisex Use (July 2015) is also applicable to the Lara Recreation Reserve Master Plan.

A summary from this document is outlined below:

Amenities Upgrade for Unisex Use – July 2015

This document has been developed to provide more detail around what is considered best practice in the design of unisex football change rooms and amenities. People often think of female change rooms as separate dedicated change facilities. This is not the case, rather it is about transforming the existing amenities to cater for unisex use, removing urinals and open showers and replacing with toilet cubicles and shower cubicles that allow showering and changing in privacy. In other words, great change facilities cater equally well for both genders.

Implications for the plan:

While the AFL Facility Guidelines outline preferred, rather than mandatory, provision of spaces and facilities, they provide clear guidance for the provision of built facilities , as well as support infrastructure, for a range of venues from local to regional level.

3.2 PLANNING CONSIDERATIONS

Lara Recreation Reserve is subject to the requirements of the zones and overlays outlined in the Greater Geelong Planning Scheme. In summary the planning context includes:

3.2.1 Municipal Planning Framework

Within the Municipal Planning Framework, the Greater Geelong Planning Scheme encourages the development of open space which is safe, is accessible to communities (particularly through proximity by walking), and which contributes to the diversity of recreational experience available to members of the community.

3.2.2 Zoning

Refer to Figure 1: Zoning

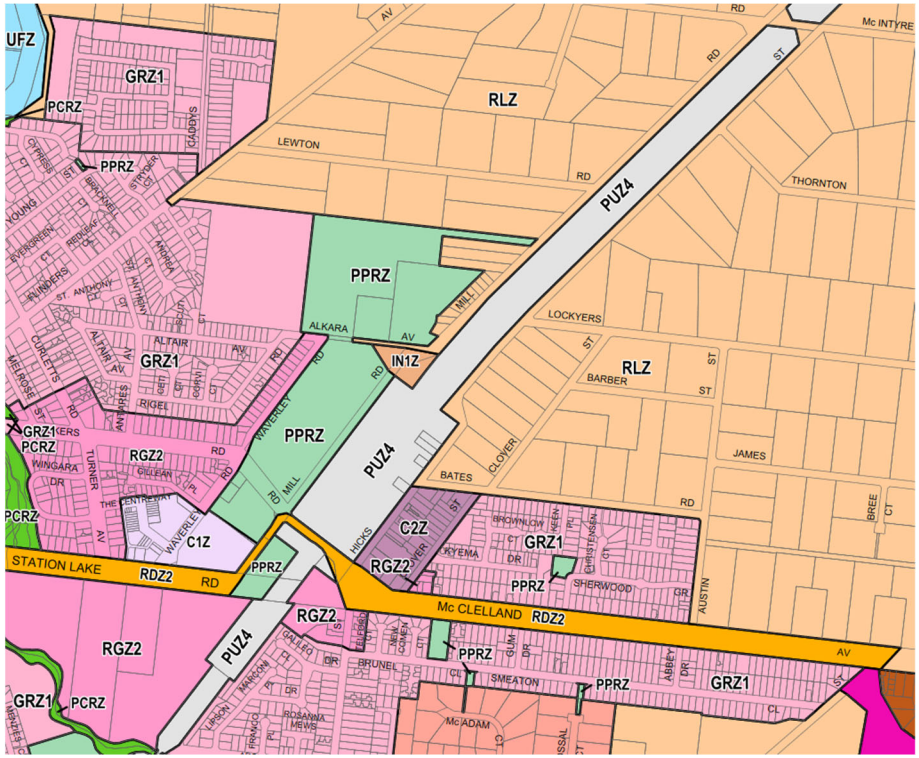


Figure 2: Zoning

Public Park and Recreation Zone (PPRZ)

Lara Recreation Reserve is zoned PPRZ within the Greater Geelong Planning Scheme. PPRZ recognises areas of public land that are designated as public recreation and open space and encourages enhancement of the subject land in support of appropriate recreation uses and activities. It also seeks to protect and conserve areas of significance and provide for commercial areas where appropriate.

The following is taken from Clause 36.02 of the Greater Geelong Planning Scheme

Table of uses

Section 1 - Permit not required

Use	Condition
Informal outdoor recreation	
Open sports ground	Must be conducted by or on behalf of the public land manager. Must not be on coastal Crown land under the Coastal Management Act 1995. Must not be costeaning or bulk sampling.
Any use listed in Clause 62.01	Must meet the requirements of Clause 62.01
Contractor's depot Heliport Office Retail premises Store Any other use not in Section 3	Must be either of the following: A use conducted by or on behalf of a public land manager or Parks Victoria under the relevant provisions of the Local Government Act 1989, the Reference Areas Act 1978, the National Parks Act 1975, the Fisheries Act 1995, the Wildlife Act 1975, the Forest Act 1958, the Water Industry Act 1994, the Water Act 1989, the Marine Act 1988, the Port of Melbourne Authority Act 1958, or the Crown Land (Reserves) Act 1978. A use specified in an Incorporated plan in a schedule to this zone.

Section 2 - Permit required

Use	Condition
Contractor's depot - if the Section 1 condition is not met	Must be associated with the public land use.
Heliport - if the Section 1 condition is not met	Must be associated with the public land use.
Office - if the Section 1 condition is not met	Must be associated with the public land use.
Retail premises - if the Section 1 condition is not met	Must be associated with the public land use.
Store - if the Section 1 condition is not met	Must be associated with the public land use.

Section 3 – Prohibited

Use
Brothel
Cinema based entertainment facility
Corrective institution
Display home
Funeral parlour
Industry
Saleyard
Transport terminal (other than Heliport)
Veterinary centre
Warehouse (other than Store)

Buildings and works

Under the zone a permit is required to:

- Construct a building or construct or carry out works. This does not apply to:
  - Pathways, trails, seating, picnic tables, drinking taps, shelters, barbeques, rubbish bins, security lighting, irrigation, drainage or underground infrastructure.
  - Playground equipment or sporting equipment, provided these facilities do not occupy more than 10 square metres of parkland.
  - Navigational beacons and aids.
  - Planting or landscaping.
  - Fencing that is 1 metre or less in height above ground level.
  - A building or works shown in an Incorporated plan which applies to the land.
  - A building or works carried out by or on behalf of a public land manager or Parks Victoria under the Local Government Act 1989, the Reference Areas Act 1978, the National Parks Act 1975, the Fisheries Act 1995, the Wildlife Act 1975, the Forest Act 1958, the Water Industry Act 1994, the Water Act 1989, the Marine Act 1988, the Port of Melbourne Authority Act 1958 or the Crown Land (Reserves) Act 1978.
- Subdivide land.

3.2.3 Overlays

Lara Recreation Reserve is subject to a heritage overlay – **HO 1984**.

The details of these overlays are outlined below and shown on Figure 3: Heritage Overlay.

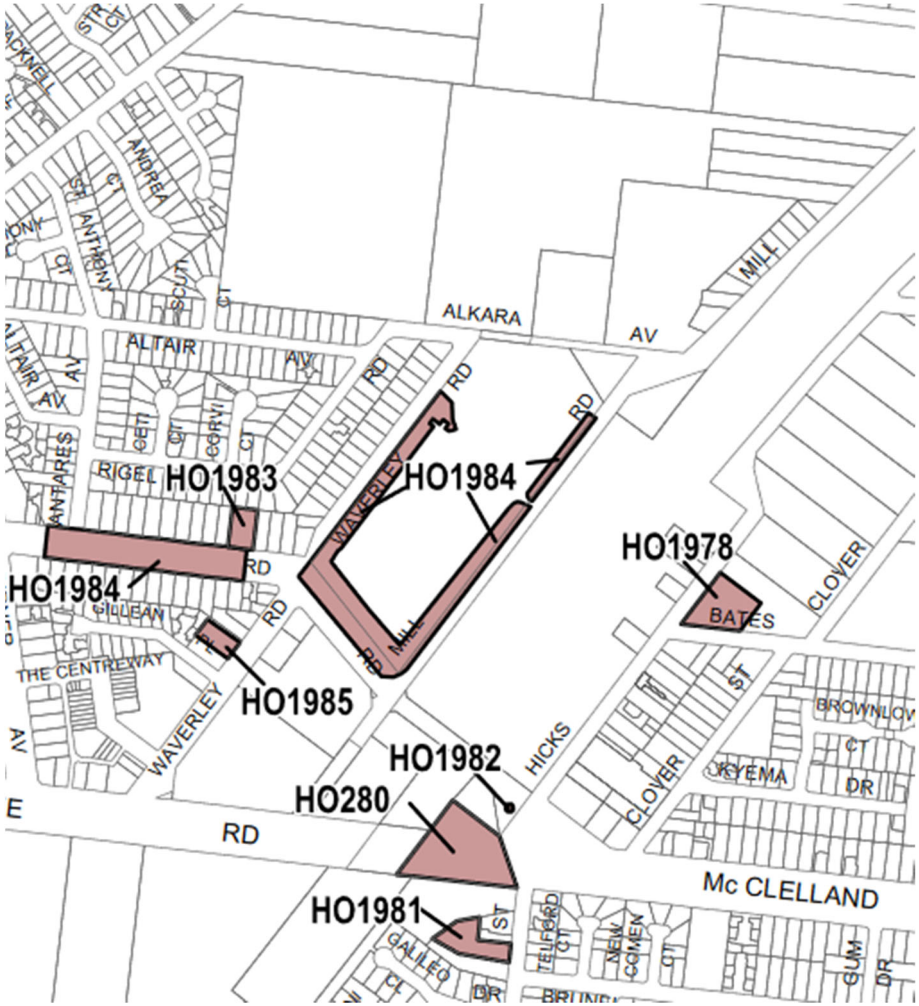


Figure 3: Heritage Overlay

- **HO1984** applies to:

  Avenues of Honour, Cypresses, Memorial Gates & Fencing Walkers Road, Lara to the extent of:

  - *The Avenue of Honour of Pinus lambertiana in Walkers Road;*
  - *Six Golden Lambertiana adjacent to the Memorial Gates & Fencing;*
  - *Remnant Soldiers' Avenue of Sugar Gums in the Recreation Reserve;*
  - *Rows of Pinus lambertiana & Cypresses forming the boundary of the Recreation Reserve; and*
  - *The Memorial Gates & Fencing.*

  Each to include a curtilage of 2 metres from the drip line of each tree.

  Within the schedule to the overlay, specific control is placed upon external paint colours, tree management, and outbuildings.

  The grandstand is not included in the Victorian Heritage Register, and so is not subject to the requirements of the Heritage Act 2017.

Planning
Issues and Opportunities

- The planning context contained within the Greater Geelong Planning Scheme creates no specific issues for the provision of recreation within the reserve.
- The planning scheme encourage opportunities to increase the diversity of the recreational experience offered by the reserve.
- The Heritage Overlay HO1984 will constrain works and development in the vicinity of the Avenue of Honour trees and structures, in order to protect the health and longevity of those elements.
- The fact that none of the elements included under heritage overlays are included on the Victorian Heritage Register means that no application is required to Heritage Victoria.

3.3 THE SITE

3.3.1 Site Context

Lara Recreation Reserve is location near the centre of the Lara township (ref. Fig 4: Setting).

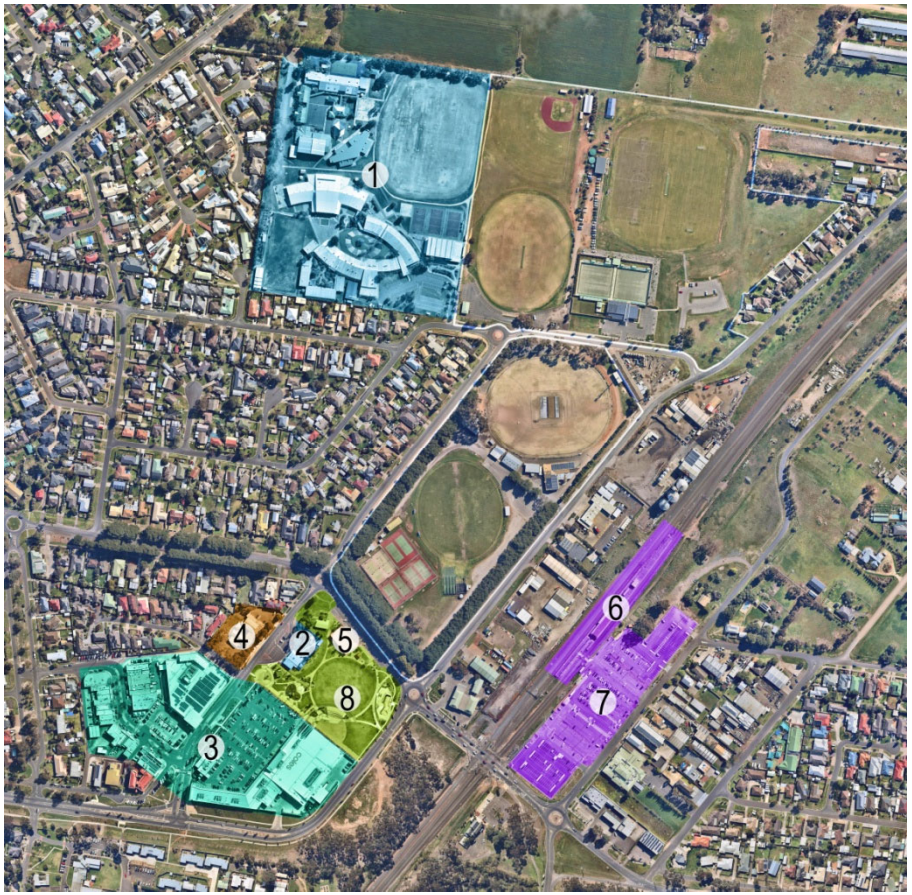


Figure 4: Setting

The setting of the reserve comprises a range of uses, as illustrated on figure 4. Nearby uses include:

1. Lara Primary School and Lara Secondary College, adjoining the reserve on its north-western boundary;
2. Lara Kindergarten, to the south-west of the reserve;
3. Lara Village Shopping Centre to the southwest of the reserve;
4. Lara Community Centre, to the south-west of the reserve;
5. Lara Library, to the southwest of the reserve;
6. The Geelong – Melbourne Railway, and Lara Station, to the east of the reserve;
7. "Lara Parkway" parking facility, to the east of the railway station;
8. Austin Park, to the southwest of the reserve.

General land uses around the reserve include standard residential development (in General Residential Zone 1) to the west of the reserve, larger lot residential uses (in Rural Living Zone) to the east of the reserve generally, and a small industrial use on the eastern boundary of the reserve, on Alkara Avenue;

Site Context
Issues and Opportunities

- The educational uses adjoining the reserve suggest a range of opportunities for formal shared use of the reserve;
- The community uses adjoining the reserve to the south suggest a range of opportunities for increased informal recreation use facilitated though potential; path linkages;
- The residential context suggests an opportunity for an increased local and neighbourhood use focus at the reserve.

3.3.2 Sports Spaces and Facilities

The club-based sporting user groups at Lara Recreation Reserve are:

- Lara Football Club
- Lara Netball Club
- Lara Cricket Club
- Lara Wildcats Baseball Club
- Lara United Football Club
- Lara Tennis Club
- Lara Bowls Club

The various sports spaces and facilities are shown on Figure 5 and are summarised below. The issues and opportunities outlined in relation to each type of sports area have been identified through field investigations and by the relevant tenant clubs.

Figure 5: Sports Spaces and Facilities

Ovals

Lara Recreation Reserve contains 3 sports ovals:

- Oval 1 – the main reserve oval, located on the south of Alkara Avenue
- Oval 2 – located south-west of Oval 1
- Oval 3 – located to the north of Alkara Avenue, adjoining Lara Primary School

Key characteristics of **Oval 1**:

- Aligned in an east-west orientation, although the central cricket pitch turf table is oriented north-south;
- Approximate playing surface dimensions of 145m x 120m (excluding run-off areas);
- Defined by perimeter pipe rail fence;
- Caters for senior cricket competition and training and senior football competition and training;
- Includes 100lux lighting suitable for training;
- Central 9 pitch turf table for senior cricket competition;
- Has a recently installed electronic scoreboard ;
- Has 2 boundary coaches / interchange boxes;
- Has covered spectator viewing areas along the southern wing / south-western pocket of the oval

Oval 1 looking east

Oval 2 looking north

View across Oval 3

Key characteristics of **Oval 2**:

- Aligned in a north-south orientation;
- Approximate playing surface dimensions of 115 x 104m (excluding run-off areas)
- Defined by perimeter pipe rail fence;
- Caters for Junior Cricket competition and Junior Football competition and training;
- Includes lighting for training uses;
- Has a single hard (concrete) cricket pitch;
- Has two coaches boxes on the western wing of the oval;
- Has a covered spectator area on the eastern wing of the oval.

Key characteristics of **Oval 3**:

- Aligned in a north-south orientation;
- Approximate playing surface dimensions of 140m x 108m (excluding run-off areas)
- Has no perimeter fence
- Caters for Junior Cricket competition and Junior Football competition and training
- Has 4 lights for training
- Has a single hard (concrete) cricket pitch
- Has no spectator amenity or shade

Sports Spaces and Facilities – Ovals
Issues and Opportunities

- Oval 1 is floodlit but lighting levels are inadequate;
- Oval 1 fence is in poor condition;
- Oval 1 coaches box near Mill Rd needs to be replaced, as it is climb-able and is not large enough;
- Oval 2 has only 3 lighting poles and so lighting is inadequate;
- Oval 3 has inadequate lighting
- The lack of nets behind goals on Oval 2 is a safety issue.
- There is a lack of shelters or similar spectator facilities on Oval 3, particularly for cricket during summer;
- The upgrade of lighting to all ovals would create the opportunity to for the club to host Friday night junior games, which will assist in developing the junior football programme to support the pathway into senior competition

View across Oval 1

Netball Courts

Lara Recreation Reserve contains no netball facilities, and so the Lara Netball Club utilises two courts within Lara Secondary College for training and competition. While the courts themselves are adequate, they provide no support infrastructure such as change rooms, canteen facilities or shelters, and are remote from the home clubroom, located to the south of Oval 1 (refer figure 5)

Key characteristics of the netball courts:

- Have a north / south orientation.
- Have generally adequate run-off areas, other than the western edge of the western court and the eastern edge of the eastern court, which are below required standards.
- Have lighting for netball training lighting. Control of this lighting, however, is remote form the courts, creating personal security issues.
- Have no coaches or player shelters
- Have no change rooms
- Have no canteen facilities

Sports Spaces and Facilities – Netball Courts
Issues and Opportunities

- Having to use Lara Secondary College netball courts presents the following key issues:

- Activity (games and training) is hidden from community view
- Can use school change rooms and toilets, although these do not meet current Netball Victoria Facility Manual standards
- Don't have canteen (current canteen is Lions Club caravan)
- Scoring needs to occur outside, with no court shelters being present. This occurs during every home game
- Storage is in a shipping container with power.
- Floodlighting switch for courts is too far from parking and presents a safety concern after lights are switched off.
- There is a financial cost to the club to play and train on the secondary college courts
- Netball courts require resurfacing
- There is a lack of spectator seating for netball -bench seats only at present

- The netball club's ideal arrangement is for netball courts to be located on the reserve, closer to the main clubrooms, allowing use of the clubroom change facilities and toilets. This arrangement would require:

- 2 netball courts
- Warm up area
- Spectator space

Netball courts

Soccer Pitches

Lara Recreation Reserve contains 2 lawn soccer pitches, located in the northern area of the reserve.

Key characteristics of the soccer pitches:

- Have a north / south orientation.
- Approximate playing surface dimensions of 100m x 60m (excluding run-off areas)
- Have no lighting
- The soccer pitches also include a central hard cricket pitch

Sports Facilities – Soccer Pitches
Issues and Opportunities

- The lack of flood lighting means that all current teams are unable to train at the facility, leading to additional cost to the club to hire alternate venues.
- Better lighting would improve opportunities to increase participation across all age levels;
- Existing rye grass field surface requires significant watering, being a cool season grass. Changing the surface to a warm season grass may provide the opportunity for extended use and for improved field longevity;
- The un-used north-eastern corner of the reserve provides an opportunity for small-sided soccer pitches.

Soccer pitches, looking north-east

Soccer pitches, looking north

Soccer pitches, looking north-east

Cricket Practice Nets

Oval 2 includes a cricket practice net complex comprising 2 synthetic pitches and 3 turf pitches.

Key characteristics of the cricket practice nets:

- Located to south of oval, with run-ups separated from the oval by the oval perimeter fence.
- Have 4 synthetic pitches with fixed fencing.
- Has a 12m turf practice area, suitable for a rotation of 5 pitches
- Are 20m in length, with additional run-up space, and so are not in accordance with Cricket Australia guidelines.
- Limited storage for equipment.

Sports Spaces and Facilities – Cricket Practice Nets:
Issues and Opportunities

- The current number of practice pitches restricts the progression of juniors to higher grade cricket. (The recent re-formatting of team / age break-up has led to additional teams and so a need for additional training facilities)
- Lighting of the training facilities would be beneficial;
- There is a need for additional storage associated with the cricket training facilities.

Cricket practice pitches

Tennis Courts

Lara Recreation Reserve contains 8 tennis courts. Of these, 6 courts are synthetic turf surface and are used by the Lara Tennis Club and 2 courts are plexipave surface and are available for use by the general community.

Key characteristics of the tennis courts are:

- Aligned northwest – southeast, at the margin of preferred orientation;
- Are surrounded by 2.7m high chain mesh fencing;
- Have adequate run-off between courts and at the back of courts.

Sports Spaces and Facilities – Tennis Courts
Issues and Opportunities

- Plexipave courts are cracking and need repair;

Tennis Courts

Baseball Field

Lara Recreation Reserve contains 1 baseball field. The field is in the northern part of the reserve, between Lara Primary School and the soccer pitches. The field is used by the Lara Baseball Club for both training and competition.

Key characteristics of the baseball field:

- Diamond is aligned northeast – southwest, with the homeplate facing southwest.
- Batting cage fencing is provided to the rear of the homeplate and along the foul lines as required;
- Have home and away dugouts

Sports Spaces and Facilities – Baseball Field
Issues and Opportunities

- Orientation of baseball diamond is not ideal, causing the batter to face towards setting sun. The opportunity to re-orient from northeast – southwest to northwest – southeast should be investigated.

Baseball field

Bowling Greens

Lara Bowling Club is located on the northern side of Alkara Avenue, and currently has two synthetic greens. The greens are located to the north of the bowling clubrooms and are surrounded by solid fencing so that they are unable to be seen from outside the fence. In this regard, the greens have no interaction with other activities on the reserve.

Sports Spaces and Facilities – Bowling Greens
Issues and Opportunities

- The existing greens appear adequate for the Club's need and no specific issues ort opportunities are apparent or have been raised by the Club.

Bowling green interface with reserve

3.3.3 Buildings

There are thirteen main buildings located at Lara Recreation Reserve:

- Lara Sports Club building
- Lara Football Clubrooms
- Lara Football Club home and away change rooms
- Lara United Football Clubrooms
- Lara United Football Club storage shed
- Lara Wildcats Baseball Club storage shed
- Lara Bowls Clubrooms
- Lara Tennis Clubrooms
- St Johns Ambulance Brigade headquarters
- 1st Lara Scouts building
- Southern public toilets
- Central public toilets
- Small toilet / change / storage facility near Oval 3

There is no specific clubroom or support building for the Lara Netball Club

The buildings and structures are located on Figure 7.

A detailed spatial analysis of the buildings has not been undertaken, however the key role and characteristics of each building are summarised below. The summary of issues and opportunities reflects the comments of the tenant clubs in relation to points to be considered in the master plan.

Lara Sporting Club building

The Lara Sporting Club building is the social focus for all teams associated with the Lara Sporting Club. The building contains meeting and administration space as well as community space including a bistro and gaming areas. The building also has outdoor function space oriented towards Oval 1.

While the building is generally satisfactory for the needs of the Lara Sporting Club, the club did raise issues in relation to kitchen and bistro storage and functionality.

Lara Sporting Club building across Oval 1

Lara Football Clubrooms

The Lara Football Club building is located on the south-eastern pocket of Oval 1. It contains training and other club spaces for football, but has no provision for netball. The building also supports undercover terraced spectator viewing towards Oval 1.

The Lara Football Club has raised no specific issues with the current building.

Lara Football Club home and away change rooms

The Lara Football Club home and away change rooms are separate buildings located on the south-eastern pocket of Oval 1. The “home” change rooms have been upgraded in recent years, however the “away” change rooms have not been similarly upgraded and are not considered to meet current AFL community facility guidelines or DDA standards.

Lara Football Clubroom and change rooms

Lara United Football (soccer) Clubrooms

The Lara United Football Club building is a modular building located to the west of the soccer pitches. The first stage of the building was constructed in 2015 and the second stage is to be completed in 2019. When complete the building will provide change rooms, function space, meeting rooms, officials' rooms, storerooms and social spaces. The building will also provide formal covered spectator viewing space oriented towards the soccer pitches.

Lara United Football Clubrooms

Lara United Football Club storage shed

The Lara United Football Club storage shed is located to the north of the clubroom and was constructed in 2017. The shed provides for storage of mechanical and sporting equipment.

The Lara United Football Club has raised no specific issues with the current building.

Lara Wildcats Baseball Clubrooms

The Lara Baseball Club building is a large shed structure is located to the east of the baseball diamond. The building provides basic facilities, allows for storage and has shade for spectator via a skillion veranda to the west. A supplementary toilet facility, in the form of a temporary relocatable structure, was provided in 2018.

The Lara Wildcats Baseball Club has raised no specific issues with the current building.

Lara Bowls Clubrooms

The Lara Bowls Clubroom building is located to the south of the bowling greens, and is access from Alkara Avenue. The building provides social / function, administration and amenity spaces. The building was constructed in 2013 and opened in 2014.

The Lara Bowls Club has raised no specific issues with the current building.

Lara Bowls Clubrooms

Lara Tennis Clubrooms

The Lara Tennis Clubroom is a small timber building located near the north-western synthetic surface tennis court. The building is an older structure which is in poor condition and no longer provides a facility to contemporary standards. Most significantly it has no toilets or change rooms, requiring tennis players to utilise the nearby public toilet as a change facility.

St John's Ambulance Brigade headquarters

The St John's Ambulance Brigade headquarters is a large shed located to the north of the tennis courts. The building's primary purpose is storage, particularly for 1 -2 ambulance vehicles. The facility is large enough for its purpose, however it lacks lighting and has no support amenities. The building is also used by the Lara Lions Club.

1st Lara Scouts building

The 1st Lara Scouts building is located to the west of Oval 1. It is an older facility The facility is an older style corrugated iron sheet building, with an adjoining more recent colourbond shed. While the facility is basic in its provision of amenities, the scout group are happy with it. It should be noted that any expansion or reconstruction would be likely to impact upon nearby memorial trees.

While being satisfied with the current building, the club have indicated that the surrounds of the building are poorly maintained, and that traffic management should be improved for the safety of the scouts.

1st Lara Scouts building

Southern and Central public toilets

There are two public toilet facilities located at the reserve:

- Southern public toilet

The southern public toilet is located to the north-west of the plexipave (community) tennis courts. The toilets are also used as change rooms by the Lara Tennis Club. The toilets are an older style facility and do not comply with current Australian Standards, or BCA requirements.

- Central public toilets

The central public toilet is located to the north of Oval 2. It also is an older style facility which does not comply with current Australian Standards, or BCA requirements. They are considered unsafe in terms of personal security.

Buildings
Issues and Opportunities

- There is no current built facility for the Lara Netball Club;
- The Lara Football Club change rooms are likely to be inadequate in relation to the AFL community facility guidelines;
- The Lara Tennis Clubrooms are inadequate, providing no toilets or change rooms;
- The St John's Ambulance Brigade headquarters lave no toilets or change rooms and lack lighting;
- The 1st Lara Scouts building would be enhanced, from a safety point of view, from a review of traffic management around the facility;
- Both public toilet block are inadequate and do not comply with current Australian Standards, or BCA requirements.
- There is an opportunity to build a combined netball / tennis clubhouse, along with netball courts, in the vicinity of the existing tennis courts. Options would include:
  - south of the existing tennis courts
  - north of the courts, with new netball courts replacing the existing plexipave tennis courts.
- There is an opportunity to provide a new change / team facility in the vicinity of Oval 3 to provide for football, cricket and netball (should netball remain in its current playing location)
- There is an opportunity to further enhance the Lara United Football Clubrooms to support baseball, potentially through outdoor covered areas and a modular extension for change rooms.
- There should be an opportunity to provide new public toilets in any new building.

Figure 6 Buildings

3.3.4 Pedestrian Access and Circulation

Key points associated with pedestrian movement at Lara Recreation Reserve are summarised on Figure 7 below. These points include:

- Formal pedestrian paths through the reserve are limited to a series of disconnected paths as follows::
- A path linking the Lara Secondary College with the driveway to the public car park to the north of Alkara Avenue, and connecting to Oval three and the Lara Bowls Club;
- A short path connecting the Lara Bowls Club car park with the public car park to the east;
- A short path connecting the public car ark to the north of Alkara Avenue with the soccer pitches;
- The path to the perimeter of the Lara Primary School oval which adjoins the baseball field;
- A gravel path along the western edge of the soccer pitches, leading to the Lara Wildcat Baseball Clubrooms;

Pedestrian Access
Issues and Opportunities.

- The lack of formal pedestrian paths discourages informal community use of the reserve as well as discouraging walking between existing uses on the reserve.
- Alkara Avenue creates a barrier to pedestrian movement from the north to the south of the reserve, dividing the reserve into two distinct areas. There is an opportunity to investigate the closure of Alkara Avenue to unify the reserve into a single space and provide simpler and safer pedestrian movement.
- There is an opportunity to provide a comprehensive formal pedestrian circulation system to link all activities on the reserve and provide safe and clear community access into the reserve. This could be integrated with improvements to vehicle circulation and parking to enhance pedestrian safety and amenity.
- There is the opportunity to utilise the Avenue of Honour as a pedestrian route around the southern part of the reserve, provided this does not impact negatively upon the roots of the Avenue of Honour trees

Path from Lara Bowls Club to eastern car park

Unsealed path to Lara United Football Clubrooms

Pedestrian crossing of Alkara Avenue, connecting north and south sections of reserve

Figure 7 Pedestrian Access and Circulation

3.3.5 Vehicular Access and Car Parking

Key points associated with pedestrian movement at Lara Recreation Reserve are summarised on Figure 8 below. These points include:

- Formal vehicle access into the reserve occurs at:
  - Three locations on the northern edge of Alkara Avenue, into the Oval 3 car park, the Lara Bowls Club car park and into the car park east of the Lara Bowls Club;
  - One location on the southern edge of Alkara Avenue, into the car park to the north-west of Oval 1;
  - Two locations from Waverley Road, into the car park to the north-west of Oval 1, and along the south-western edge of the tennis courts;
  - Three locations from Mill Road, into the Lara Sporting Club car park, for maintenance vehicles into the eastern end of Oval 1 and along the northern boundary of the reserve to the Lara United Football Club storage shed.
- Formal car parking is provided in the following locations:
  - To the south of Oval 3, for 43 vehicles;
  - To the south of the Lara Bowls Clubrooms, for 50 vehicles;
  - To the east of the Lara Bowls Club, for 63 vehicles;
  - To the north-west of Oval 1, for 27 vehicles;
  - To the south-west of the Lara Sporting Club, for 70 vehicles.
- Large areas used for parking and vehicles circulation are unsealed and unformed;
- Alkara Avenue divides the reserve into two distinct areas, separating activities to the north from activities to the south.

A summary of investigations into vehicle movement around and within the reserve is included in Appendix C

Vehicle Access and Car Parking
Issues and Opportunities

- The unsealed and unformed nature of much of the parking and vehicle circulation on the reserve leads to a range of issues including:
  - Constraints upon access in wet weather;
  - Lack of control and direction for vehicle movement across the reserve;
  - Extension of open ground into adjoining grassed areas;
  - Reduced pedestrian safety.
- There is an opportunity to formalise car parking and vehicle circulation across the reserve, integrated with drainage to improve the ground surface and with pedestrian circulation to enhance user amenity
- There is an opportunity to introduce traffic management measures to control vehicle movement and enhance pedestrian safety.
- There is an opportunity to investigate the relocation of the existing school bus stop and the closure of Alkara Avenue to unify the reserve into a single space and provide simpler and safer pedestrian movement.

Baseball and soccer access and car park

Figure 8 Vehicle Access and Car Parking

3.3.6 Passive Recreation Areas

Key points arising from the review of the existing reserve in relation to passive recreation provision are summarised below. These points include:

- Passive recreation areas and elements at the reserve limited to:
- An existing playground at the southern end of Oval 3;
- An informal open space area at the eastern side of the soccer pitches. This area is used for dog walking and informal ball play, but makes no formal provision for these uses;
- An informal open space at the southern end of Oval 2.

Consideration of these points leads to a number of issues and opportunities to be addressed in the plan.

Passive Recreation
Issues and Opportunities

- There is almost no provision for passive recreation at Lara Recreation Reserve, and therefore limited encouragement for members of the local community who are not associated with sports clubs to use the reserve. Potential to provide opportunities for passive recreation, outside of sports times, should be explored, in line with the objectives of City of Greater Geelong strategic documents. This would include opportunities for play, walking, jogging, seating, group socialising, social sport, picnicking and so on.
- There is opportunity to make better use of the informal space to the east of the soccer pitches for a range of passive and informal recreation uses including small-sided soccer, social sport and community events;
- A number of specific locations exist with potential to provide community spaces providing play, seating, shelter and shade. These locations include:
  - In the informal space to the east of the soccer pitches;
  - To the south of the formal car park, east of the bowls club;
  - In the southern corner of the reserve, near the memorial gates;
  - Between Oval 2 and the Avenue of Honour.
- Should the tennis clubrooms be relocated, there would be opportunity to provide a small local community seating and gathering space viewing towards the tennis courts and access from the existing access through the Avenue of Honour.

Playground south of Oval 3

Informal space south of Oval 2

Informal open space east of soccer pitches

Figure 9 Passive Recreation Areas

3.3.7 Landscape Features

Key points arising from the review of the existing reserve in relation to existing landscape character and features are summarised on Figure 9 below. These points include:

- The reserve is lined on the Mill Road, Walkers Road and the majority of the Waverly Road frontages by Avenue of Honour plantation of *Pinus lambertiana* and *Cupressus macrocarpa*;
- The northern extent of Waverly Road and part of the southern edge of Alkara Avenue are lined with Returned Soldier Memorial plantings of *Eucalyptus cladocalyx*;
- Memorial gates into the reserve are located at the corner of Mill Road and Walkers Road;
- A memorial and remembrance garden was established in 2015 at the eastern end of Oval 1, to mark the 100 year ANZAC anniversary.
- Apart from these particular features, the landscape character of the reserve is undefined and provides few features or points of amenity. There reserve provides no general park furniture or amenities, such as seats, drinking fountains, bicycle racks etc.

Landscape Features
Issues and Opportunities

- Apart from the already strong character of the Avenue of Honour and Memorial Trees, there is opportunity to re-define the visual landscape of the reserve, and to provide a higher level of landscape amenity for sports related users and to attract users from the general community.

Avenue of Honour

ANZAC memorial

Returned Soldier Memorial trees

Figure 10 Landscape Features

4. STAKEHOLDER CONSULTATION: ISSUES and OPPORTUNITIES

4.1 PROJECT REFERENCE GROUP MEETINGS

A Project Reference Group, comprising representatives from each of the tenant clubs, was formed to advise on particular issues and opportunities to be addressed by the master plan.

Two meetings were held with the Project Reference Group to inform the identification of issues and opportunities. The first was held on 26th September 2018, to outline specific issues and opportunities from each club's point of view. The second was held on 12th December 2018 to confirm the issues and opportunities outlined in this report.

A summary of points raised at each meeting, extracted from the meeting minutes, is outlined below.

PROJECT REFERENCE GROUP MEETING 1
26TH SEPTEMBER 2018

Lara Netball Club

- Don't have canteen, currently facility is hidden, can use school change rooms and toilets, canteen is lions club caravan, live scoring outside -this occurs every home game
- Storage is in shipping container -no power to this
- Pay school to train at facility
- In an ideal world, netball facility would be closer to the oval and main clubrooms. That way could utilise existing facilities.
- Current set up is not sustainable
- 2 x netball courts
- Netball courts require resurfacing
- Also need warm up area (utilise basketball court adjacent at present)
- Lack of spectator seating for netball -bench seats only at present
- Floodlighting switch for courts is too far from parking and presents a safety concern. Have to walk in the dark (potential to have it on a timer)
- Toilet and change room facilities -do not have these within tennis pavilion. Use old public toilet block to change in/use as a toilet facility which is not suitable

Lara Tennis Club

- Hard to attract female players without appropriate facilities
- Parking is an issue as cannot park on the avenue of honour
- Keen to explore the idea of joint facilities for the future
- 8 x courts -2 x council maintained
- Other 6 courts are for members and/or for hire
- Experiencing growth in juniors
- Plexipave surface on Council courts does crack

Lara Football Club

- Safety issues around lack of lighting particularly netball courts
- Lack of infrastructure that Tennis Club has. Difficult to address growth in population growth given current facilities Football section continues to grow
- Oval 1 currently floodlit but lighting levels inadequate. Oval 2 has only 3 poles & Oval 3 has inadequate lighting Better lights would enable club to host Friday night junior games
- This will assist in driving junior program to support pathway into senior competition Lack of nets behind goals on Oval 2 -safety issue
- Any improvement based around safety and inclusion and providing better facility for everyone Spectator facilities are generally good

Lara United Soccer Club

- Access to two main soccer pitches working well
- New infrastructure under development shortly for another set of change rooms and social area
- Biggest issue at present is lack of flood lighting -unable to have all teams train at facility -presently spending $7-$8k per year on alternate venues.
- Car parking and access -inadequate -particularly when fixtures clash with netball -small car park near club rooms but is insufficient -5 senior teams playing over a Saturday & Sunday
- Playing surface is slowing improving but is a work in progress -PC noted that it is a rye grass field and requires lots of water Club is open to possibly changing to warm season grass to improve surface
- Cricket pitch between the two fields and is used on occasion
- Minimal spectator facilities -new change room/social room development will provide more undercover space Potential for small sided pitches in open space area in north-east corner
- So important to provide participants a good experience through way of facilities

St John's Ambulance

- Current garage on reserve is utilised to house vehicles
- Garage houses 1-2 vehicles -large vehicles that are stretcher capable utilised for events
- Lions Club also use facility for meetings
- Lack of amenities
- Comfortable with current space Lighting an issue

Lara Bowls Club

- Insulated from other activities in the reserve
- During pennant year number of participants is dictated by how many rinks available
- Car parks within the bowling club precinct are adequate however have identified that with increased usage, including football and soccer they may become limited, parking is bad on Sunday's in particular
- Would like to see more car parks for participants and spectators - possibly in the north-east area of the reserve
- Better public toilets and amenities for spectators are required
- Informal car park area near Soccer Club turns to mud in winter

Lara Sporting Club

- Baseball quite self-sufficient -issue for baseball is car parking -vehicle access -ambulance was bogged last year
- Entire northern precinct needs better traffic management and quality roads
- What works well currently is the community partnership. Want to include every user group and tenant of the reserve. Precinct is tired and has been neglected. Doesn't compare to other Clubs who are much better equipped in terms of facilities The Clubs priority is the Oval 3 project which accommodates Netball, Football, Cricket and baseball.
- Current plans developed by the Club are in place for a change facilities/community hub to accommodate baseball/football/cricket/netball on Oval 3 -unisex compliant
- Significant growth in women's football. Do not have a building that accommodates their needs. The planned facility has a cost of $2M In the meantime, netballers remain without suitable amenities
- Seven sport facility, want to see all sports brought up to a standard that is commensurate with modern standards. Particularly with growth in community.
- Netball courts need resurfacing
- Working closely with Principal of Secondary College on court resurfacing
- Oval 3 change facility has support from school, AFL & G21
- No traction for Oval 3 project at present. Need greater acknowledgment on collective advocacy for the project.
- Broader landscaping for reserve should be considered in Master Plan

Lara Cricket Club

- Restricted in progressing juniors -not enough training facilities
- Currently have 4 x practice nets. Would like additional practice wickets
- Changes to Cricket Aus formats have reduced team numbers, so greater amount of teams playing and training at once. Player numbers in U11 is now 7 per team so increased teams. U13's are also under review.
- Currently juniors play on Oval 2 & 3 as well as primary school oval
- Shelter has been built on Oval 2, need something similar on Oval 3. Portable marquees being used on Oval 3 and blow away in wind. Only shelter is away from ground
- Lack of oval lighting Entire area is outdated
- Ok with spectator parking and facilities for cricket -doesn't get as many people watching as football Restricted in developing facilities due to Avenues of Honour
- Storage -more required!
- Light above cricket training facilities required

1st Lara Scouts •

- Scout Hall is old however Scouts don't mind
- Traffic management needs to be addressed including speed humps etc. •
- Dumped rubbish occurs around Hall
- More places for community/school children to sit in a space that has good passive surveillance
- General lighting is inadequate
- Alkara Avenue is used to cut through, potentially making traffic as a problem. Does have a bus interchange for the school but is it required?
- Basketball train at Lara Lake and Lara Primary School. One of the biggest clubs in Geelong. Basketball could be considered - stadium -for training/playing

Other Considerations

- The whole area needs more kids playgrounds possibly down near memorial gates. There used to be a play area their many years ago.
- A walking trail/path (possibly concreted or hot mix) around the entire sports precinct would be good. Maybe some benches around the walk paths could be included.
- The entire sports precinct should be better lit for safety reasons
- The entire area should be tarred instead of dirt. Reduce dust, allow speed bumps. There is a large number of cars drive in to pick up/drop off school kids so a safety issue. Part of making the area look more presentable to the public.
- There is minimal signage at front gate to show what sports/ areas are within the precincts. So better signage. There are minimal signs within Lara to show where the sports grounds are.
- Oval 1 also needs to have the fence around the ground replaced. Rails are bent in multiple places.
- Oval 1 coaches box near Mill Rd needs to be replaced. Kids climb on the roof of it causing a safety issue. It is also not big enough.
- Public toilets in area need replacing and added to.
- The showers in the away change rooms on oval 1 were fixed last season. The toilets in the same building need to be fixed.
- More chairs/benches around/near ovals.

PROJECT REFERENCE GROUP MEETING 2
12TH DECEMBER 2018

Following presentation and discussion of the identified issues and opportunities, the following additional points were noted:

- Noted in reference to play areas - not a big residential catchment as to where it is noted in issues & ops (eastern side of reserve). May be more appropriate to locate on other side of the reserve.
- Noted that the airshow camping now use the proposed area where netball courts may move to.
- Noted that perhaps we could look to have Oval 3 and associated facilities as a junior facility and Oval 1 & 2 as senior.
- Noted that if netball courts be moved, may be opportunity to still use the courts on educational land
- Noted that Alkara Ave running through reserve is not ideal, due to safety issues. Would also create more parking opportunities if removed
- Noted that eastern area of bowling club and car park is drainage area, need to explore impact of additional car parking on drainage. It was noted that this will need to be investigated further.
- Noted need more info on current football/cricket away change rooms. Likely to need to be demolished and re-constructed
- Is there opportunity for additional car parking along north boundary of bowling club if required.
- Noted club uses south and north end of soccer ground (oval ends) for pre-season to alleviate main pitch. Also enough room in this area to facilitate small sided games
- Is there opportunity for soccer pitches could be moved north to allow for more room at the southern end for car parking etc. Noted that may want to retain this space for cricket to future proof. It was noted that should it only be a junior cricket field, this would likely still fit even if pitches were moved north. Would only require move of cricket pitch and soccer goals
- Noted would be good to include another play area around the Scout Hall area.
- Noted that there are heritage trees in close vicinity of scout hall. This may also pose problem for playgrounds in this area.
- Noted the warm up area for netball will be important and need to ensure it fits in this area the new proposed area. Potential to use synthetic cricket practice area as netball / multipurpose warm up.
- Noted that tennis courts are not regulation size - court size may need to be increased.
- Noted that the rotation of the baseball diamond needed to be documented at this stage as an opportunity for the master plan.

5. ISSUES AND OPPORTUNITIES PLAN

The issues and opportunities outlined above have been summarised on the Issues and Opportunities plan (Figure 11) following.

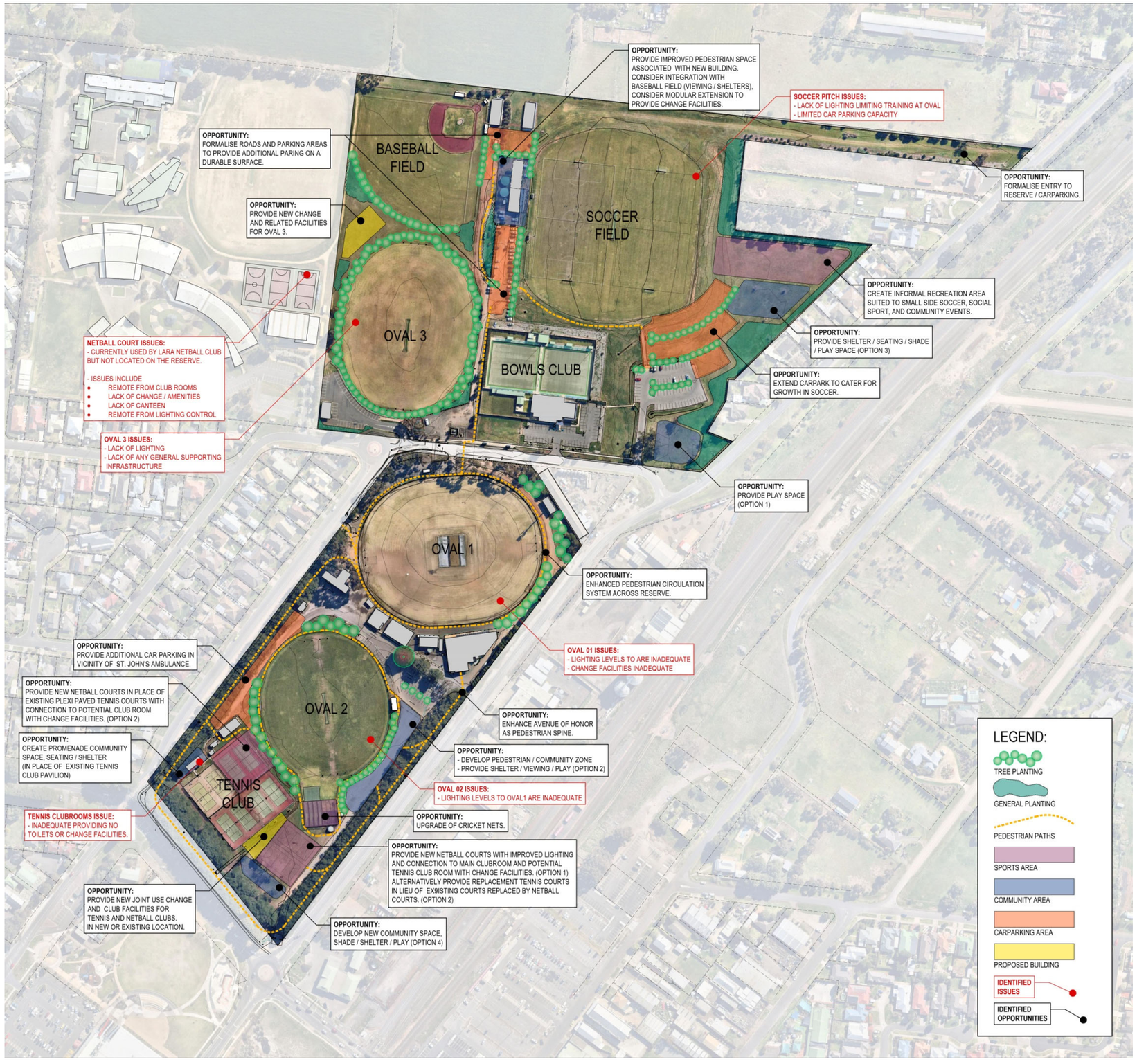


Figure 11 Issues and Opportunities summary

6. COMMUNITY CONSULTATION: ISSUES and OPPORTUNITIES

Following confirmation by the Project Reference Group, the identified issues and opportunities were provided to the broader community for further discussion in order to inform the preparation of the draft master plan. The display of the plan was accompanied by a survey to guide respondents. The period of community consultation on the issues and opportunities was from 13th March2019 to 2nd April 2019.

Community comment is summarised below. A full outline of the community consultation process and responses is included in Appendix A:

Favourite features

- Respondents describe the park as a community gathering point that is well-loved and family-friendly.
- Nature/open space is an important element of the reserve. Trees and the grassy areas were identified as
- 'Very important' by more than half of respondents.
- Respondents also see the public toilets, and parking as important features.
- As a reserve that is heavily used for sport, the existing sport facilities are highly valued by respondents. The numerous grounds and facilities allow for a range of sport at the reserve, co-located and situated in central Lara.

Top priorities for improvement

- Parking is the top priority for improvement at the reserve. According to respondents, more is needed to cater to the high volume of visitors, particularly on weekends. Respondents also support an enhancement of sport and spectator facilities, including change/club rooms, better quality of grounds. Lighting would support recreation activities at the reserve as well as promote safety and security after dark.
- Respondents also demonstrate demand for open space and facility improvements a running track at the reserve and general improvements to community facilities, including the dog area and the public toilets.

Responses to detailed questions

Q: Why do you/have you visited Lara Recreation Reserve?

Among respondents, the most popular reason for visiting the reserve is to play sport, followed by exercise. To attend an event or festival, to get out of the house/for fresh air, and to walk the dog are also popular reasons for visiting the reserve among respondents. Most of those who selected "other" cited their reason for visiting the reserve as either to watch sport (usually parents or grandparents watching children's sport) or to visit the Lara Sporting Club.

Q: How often do you visit Lara Recreation Reserve?

Most of the survey participants report regularly visiting the reserve. Approximately half of respondents visit the reserve a few times a week, and another 18% weekly. Only 4% of respondents stated that they 'Rarely' visit the reserve.

Q: How important to you are the following features at Lara Recreation Reserve?

The following were identified as 'Very important' features at the Reserve by more than half of respondents:

1. Grassed area
2. Public toilets
3. Oval
4. Seating
5. Trees
6. Pavilion
7. Parking

No features were identified by a majority as 'Not important', although the baseball/softball diamond, dogs off-lead area, and soccer pitch are less valued than other features

Q: What do you like most about the park?

Sport facilities are highly valued at the reserve. Respondents also appreciate open space, trees, and the dog areas at the reserve. The location is accessible to a large number of residents and serves as a community gathering point.

Q: Overall, what do you think are the three top priorities for improving the park?

Parking appears to be the biggest priority for improvements at the reserve. Most comments relevant to parking simply state that there should be more of it. There is also support for a running track and additional sport/spectator facilities, including change rooms. There is also support for upgrades to the sport grounds. Lighting/lights and additional trees were popular ideas, as were upgrades to toilets and dog areas.

A number of respondents answered that the park should be left as is.

7. DRAFT MASTER PLAN

Following the community consultation on the identified issues and opportunities, resulting in a consolidated understanding of stakeholder and community aspirations for the reserve, a draft master plan was prepared.

Key elements of the draft master plan, in response to the issues and opportunities, are summarised below:

Sports Spaces and Facilities

- New netball courts, in place of existing community tennis courts;
- New or upgraded floodlighting to soccer fields; baseball field; ovals 1,2 and 3; and new netball courts;
- Re-oriented baseball field;
- Enhanced cricket practice nets and storage;

Buildings

- New netball and tennis club facilities;
- New modular building to support baseball activity, as well as AFL and cricket activity on Oval 3;
- Upgrade of football club change rooms and social rooms, enabling creation of a stronger link between Oval 1 and Oval 2;
- Potential relocation of the existing scout hall and St John's Ambulance garage;
- Removal of old public toilets.

Pedestrian Access and Circulation

- New walking and jogging track around reserve;
- Upgraded pedestrian link across Alkara Avenue to reserve perimeter
- New pedestrian plaza connection between oval 1 and oval 2, through update of existing buildings;

Vehicle Access and Parking

- Formalisation of all existing informal parking area to make more efficient use of the available spaces;
- New parking and formalised access to the north of Alkara Avenue;
- Future formalisation of access from Mill Road along the northern boundary of the serve;
- New formalised indented parking along Waverley Road.

Passive Recreation

- Open grassed kickabout space to the east of the soccer pitches
- New playground and picnic facilities to south-east of Oval 3
- New playground following future relocation of Scout Hall
- New seating around reserve, particularly along new waling / jogging trail.

Landscape Features

- New informal tree planting for shade, shelter and habitat associated with all open grassed areas;
- Protection of all heritage listed and other significant trees.

8. COMMUNITY and STAKEHOLDER CONSULTATION: DRAFT MASTER PLAN

Following approval by the Project Reference Group and by Council, the draft master plan was available for review and comment by the local community, tenant clubs and sports associations.

8.1 COMMUNITY RESPONSES

The draft master plan was displayed on the City of Greater Geelong website and was supported by a short survey, and was available for comment from 12th June 2019 until 24th July 2019. In total there were 177 responses to the display and survey, with support for the plan indicated by the breakdown below:

Positive	**147**
Neutral	**28**
Negative	**2**

A full outline of the community consultation responses is included in Appendix B, however some of the key messages emerging from the consultation are summarised below:

- 25 respondents indicated strong support for the draft Master Plan, particularly noting the development of new netball facilities in proposed location in draft Plan.
- 36 respondents indicated strong support for the draft Master Plan, however, would like to see the baseball diamond reorientated and the new multi-purpose building relocated to north-west corner of oval 3.
- 15 respondent expressed concern regarding the lack of an indoor basketball stadium in the master plan
- 3 respondents indicated support to for the proposed walking and jogging track and to increase the length of the tack to 2.5km per lap, in order to qualify and a Park Run circuit.
- 17 respondents indicated support for floodlighting on sports grounds and around the reserve.
- 4 respondents expressed concern regarding location of proposed netball courts – and suggested instead to position netball courts in current scout hall location.
- 2 respondents expressed concern regarding loss of community tennis courts
- 2 respondents expressed support for protection of trees.
- 2 respondents requested that a dog park be included in the reserve.

8.2 TENANT CLUBS

Since the draft master plan had been developed and approved in conjunction with tenant clubs through the Project Reference Group, comments from the clubs during the consultation period were minimal. Key comments and requested revisions to the draft master plan included:

- Lara Sporting Club
  - Relocate proposed multi use building from central area between soccer pitches and baseball field and reorient baseball field to north-west pocket of Oval 3, orient to front both the baseball field and the oval
- Lara Baseball Club
  - Relocate and reorient baseball field 180 degrees.
  - Relocate indoor training / practice facility to western side of field.
  - Add training lights to baseball infield
- Lara Tennis Club
  - Maintain 8 tennis courts in total, while retaining new netball courts
- St John's Ambulance
  - Indicate current baseball club building as future St John's Ambulance building following construction of Oval 3 building
- Lara Bowls Club
  - Noted the need for a string signage strategy for the reserve

- Lara Cricket Club
  - Requested allowance for 6 synthetic practice wickets and 4 turf practice wickets
  - Requested reduction in oval 1 turf table from 9 pitches to 7 pitches

8.3 SPORTS ASSOCIATIONS

Peak Sports Associations sought a number of clarifications, such as playing field dimensions etc., during the draft master plan consultation period, however the only comments requiring a response in the master plan included:

- AFL Barwon
  - As change rooms at oval 1 service both oval 1 and 2 they will need to be suitable to service both ovals during games running concurrently.
  - Change rooms at Oval 3 (sharing with baseball) will also need to be sufficient to service both ovals during games running concurrently
  - Children changing in the multi-use facilities for oval 3 will need to walk across a road and car park to reach the oval. This would be overcome if the building was located between the baseball field and oval 3.

9. FINAL MASTER PLAN

Based on the support expressed and comments received during the consultation period, the draft plan was formalized into the final master plan. The final master plan is illustrated in figures 14 & 15.

9.1 RECOMMENDATIONS

The key recommendations as described on the final master plan are outlined below. Note that the listed order of the recommendations do not indicate an order of priority

Sports Spaces and Facilities

1. **Provide two new netball courts, incl.:**
   - Dimensions and support infrastructure in accordance with Netball Australia Facility Guidelines.
   - Surface of approved acrylic sports surface.
   - Fencing to all court edges.
   - Lighting to training standard.

2. **Provide two new tennis courts for community use, to replace those lost for new netball courts (refer recommendation 1 above).**
   - Lighting to competition standard.
   - Fencing to all court edges.

3. **Allow for future increase in tennis court size to club competition dimensions, in accordance with Tennis Australia facility guidelines.**

4. **Provide new floodlighting to soccer fields.**
   - Lighting to training standard.

5. **Reconstruct baseball field to new orientation incl.:**
   - Support infrastructure (coaches and player boxes) to Baseball Victoria facility guidelines.
   - Fences to Baseball Victoria facility guidelines.
   - Lighting to training standard.

6. **Upgrade floodlighting to Oval 1.:**
   - Lighting to training standard.

7. **Upgrade perimeter fencing to Oval 1.**

8. **Upgrade floodlighting to Oval 2.**
   - Lighting to training standard.

9. Upgrade floodlighting to Oval 3.
- Lighting to training standard.

10. Provide floodlighting to tennis courts.
- Lighting to competition standard.

11. Provide perimeter fencing to Oval 3.

12. Upgrade cricket practice nets.
- 4 synthetic pitches and 4 turf pitches with spatial allowance for 2 additional synthetic pitches.

13. Provide new cricket equipment storage adjacent to cricket nets.

14. Reduce Oval 1 turf table from nine pitches to seven pitches.

15. Provide goal netting to Ovals 1 and 2

16. Provide goal netting to Oval 3

17. Provide shade structure to eastern bowling green

Buildings

18. Provide new Oval 3 building to serve baseball, Oval 3 sports and potentially 1st Lara Scouts.

- Modular building construction.
- Building oriented to both baseball field and Oval 3.
- Undercover external viewing space (verandah or similar) oriented to baseball field, Oval 3 and primary school oval.
- General spatial allowances:

LARA RESERVE - OVAL 3 BUILDING

ARCHITECTUAL AREA SCHEDULE:

ROOM NAME	AREA m^2	SPORTS CLUB
MULTI PURPOSE ROOM	100	SHARED
ACCESSIBLE TOILET	6	SHARED
AMEN ITIES BASEBALL 1	19	BASEBALL
AMEN ITIES BASEBALL 2	19	BASEBALL
AMENITIES FOOTBALL / CRICKET 1	25	FOOTBALL / CRICKET
AMENITIES FOOTBALL / CRICKET 2	25	FOOTBALL / CRICKET
CHANGE ROOM BASEBALL 1	34	BASEBALL
CHANGE ROOM BASEBALL 2	34	BASEBALL
CHANGE ROOM FOOTBALL / CRICKET 1	45	FOOTBALL / CRICKET
CHANGE ROOM FOOTBALL / CRICKET 2	45	FOOTBALL / CRICKET
CIRCULATION	AS REQUIRED	SHARED
CLEANER'S ROOM	5	SHARED
KIOSK 1	15	BASEBALL
KIOSK 2	15	FOOTBALL / CRICKET
KIOSK STORE 1	5	SHARED
KIOSK STORE 2	5	SHARED
MASSAGE ROOM 1	10	FOOTBALL / CRICKET
MASSAGE ROOM 2	10	FOOTBALL / CRICKET
MEDICAL ROOM	15	SHARED
OFFICE	15	SHARED
PUBLIC TOILET FEMALE	10	PUBLIC
PUBLIC TOILET MALE	10	PUBLIC
STORE FOOTBALL	20	FOOTBALL / CRICKET
STORE BASEBALL	15	BASEBALL
STORE CRICKET	20	CRICKET
TIME KEEPER	10	SHARED
UMPIRES 1	15	SHARED
UMPIRES 2	15	SHARED
TOTAL MINIMUM AREA REQUIREMENT	562	

- Additional 200m2 spatial allowance for scouts.

19. Relocate St John's Ambulance to existing baseball club building, once new modular building constructed.

20. Provide new baseball training and practice shed closer to baseball club facilities in new Oval 3 building (refer recommendation 15).
- New shed to replace, but match existing.

21. Remove temporary buildings currently used by baseball club, but redundant once new Oval 3 building is constructed (refer recommendation 15).

22. Remove existing scout hall once new facility is provided, either in association with new Oval 3 building (refer recommendation 15) or on an alternate site.

23. Provide new tennis / netball clubrooms, following construction of new netball courts (refer recommendation 1) and relocation of St John's Ambulance (refer recommendation 16).
- Modular building construction.
- Building oriented to netball and tennis courts.
- Undercover external viewing space (verandah or similar) extended along edge of north-eastern tennis courts.
- Include new public toilets compliant with all current accessibility requirements, allowing removal of existing non-compliant toilet facilities.
- Refer Figure 15 below for indicative spatial plan – note that final plan is subject to detailed consultation with Lara Tennis club and Lara Netball Club.
- General spatial allowances are outlined in the table below:

City of Geelong

Project : Lara Recreation Reserve
Title : Areas Schedule - (Rev 1)
Date : 18-Sep-19

141 BURNLEY STREET,
RICHMOND VIC 3121
P : 03 9421 6266
F : 03 9421 6277
W: WWW.MANTRIC.COM.AU
E : INFO@MANTRIC.COM.AU

	No.	Name	Comparison SK	Comparison DD	Occupants	Size	Proposed Facility Area	Proposed Facility External	Remarks
ZONE 1 - Entry Area	1-01	Lobby	0.0	0.0			30.0		
	1-02		0.0	0.0					
	1-03		0.0	0.0					
	1-04		0.0	0.0					
	1-05		0.0	0.0					
	1-06		0.0	0.0					
	1-07		0.0	0.0					
	1-08		0.0	0.0					
	1-09		0.0	0.0					
	1-10		0.0	0.0					
	1-11		0.0	0.0					
	1-12		0.0	0.0					
	1-13		0.0	0.0					
	1-14		0.0	0.0					
		SUB-TOTAL	0.0	0.0	0.0		30.0	0.0	
ZONE 2 - Netball Areas	2-01	Player Change 1	0.0	0.0			20.0		
	2-02	Amenity 1	0.0	0.0			14.0		
	2-03	Player Change 2	0.0	0.0			20.0		
	2-04	Amenity 2	0.0	0.0			14.0		
	2-05	Accessible Change	0.0	0.0			9.0		
	2-06	Office	0.0	0.0			12.0		
	2-07	First Aid	0.0	0.0			10.0		
	2-08	Umpire Duty Room	0.0	0.0			10.0		
	2-09	Spectator Amenity 1	0.0	0.0			12.0		
	2-10	Spectator Amenity 2	0.0	0.0			12.0		
	2-11	Kitchen/Kiosk	0.0	0.0			14.0		
	2-12	Multi-Purpose Room	0.0	0.0			50.0		Increased to allowed shared space with Tennis (total 110sq.m)
	2-13	Store	0.0	0.0			20.0		
	2-14	External Shelter	0.0	0.0				40.0	20sq.m per court
			0.0	0.0					
		SUB-TOTAL	0.0	0.0	0.0		217.0	40.0	
ZONE 3 - Tennis	3-01	Social Room	0.0	0.0			60.0		Could combine with Netball 25sq.m space and separate with Op. Wall?
	3-02	Kitchen/Kiosk	0.0	0.0			10.0		Combine with Netball and share space with Netball?
	3-03	Change Room 1	0.0	0.0			20.0		
	3-04	Amenity 1	0.0	0.0			12.0		1 shower, 1 WC, 1basin
	3-05	Change Room 2	0.0	0.0			20.0		
	3-06	Amenity 2	0.0	0.0			12.0		1 shower, 1 WC, 1basin
	3-07	Accessible Change	0.0	0.0			8.0		
	3-08	Office	0.0	0.0			10.0		
	3-09	Store					10.0		
	3-10								
		SUB-TOTAL	0.0	0.0	0.0		162.0	0.0	
ZONE 4 - Community Areas	4-01	Store	0.0	0.0			20.0		
	4-02		0.0	0.0					
	4-03		0.0	0.0					
	4-04		0.0	0.0					
	4-05		0.0	0.0					
	4-06		0.0	0.0					
	4-07		0.0	0.0					
	4-08		0.0	0.0					
	4-09		0.0	0.0					
		SUB-TOTAL	0.0	0.0			20.0	0.0	
ZONE 5 - ????	5-01		0.0	0.0					
	5-02		0.0	0.0					
	5-03		0.0	0.0					
	5-04		0.0	0.0					
	5-05		0.0	0.0					
	5-06		0.0	0.0					
	5-07		0.0	0.0					
	5-08		0.0	0.0					
	5-09		0.0	0.0					
		SUB-TOTAL	0.0	0.0			0.0	0.0	
ZONE 6- BUILDING SERVICES	6-01	Meter Room	0.0	0.0			7.0		
	6-02	Waste Management	0.0	0.0			12.0		
	6-03	Hot Water Service	0.0	0.0			4.0		
	6-04	Cleaner	0.0	0.0			6.0		
	6-05	Elec & Comms	0.0	0.0			5.0		Assume secondary space - main comms within associated facility
	6-06	Fire Hose reels	0.0	0.0			4.0		
	6-07		0.0	0.0					
		SUB-TOTAL	0.0	0.0			38.0	0.0	
		Sub-total	0.0	0.0			467.0	40.0	
		Circulation (5%)					23.4		reduced due to sports hall & seating allowance
		Walls Grossing Factor					23.4		
		TOTAL					513.7		

24. Upgrade existing away change rooms to provide compliant change facilities and additional football club support facilities.

- Required uses and spatial allowances:

LARA RESERVE - FOOTBALL ROOMS

ARCHITECTUAL AREA SCHEDULE:

ROOM NAME	AREA m^2
LOBBY 1	10
LOBBY 2	10
ACCESSIBLE TOILET	7
NEW PLAYER AMEN ITIES	27
NEW AWAY CHANGE	49
GYM	56
FIRST AID	10
STORAGE 1	4
STORAGE 2	4
STORAGE 3	7
TREATMENT ROOM	16
EXISTING HOME CHANGE	53
EXISTING PLAYER AMENITIES	33
OFFICE	14
EXISTING REFEREES ROOM	25
KIOSK 2	15
KIOSK STORE 1	5
KIOSK STORE 2	5
MASSAGE ROOM 1	10
MASSAGE ROOM 2	10
MEDICAL ROOM	15
OFFICE	15
PUBLIC TOILETS	16
TOTAL MINIMUM AREA REQUIREMENT	416

- Include new public toilets compliant with all current accessibility requirements, allowing removal of existing non-compliant toilet facilities.
- Refer Figure 16 below for indicative spatial floor plan – note that final plan is subject to detailed consultation with Lara Football Club and AFL Barwon.

25. Remove existing non-compliant public toilet facilities once new facilities are constructed as part of other building works (refer recommendations 19 and 20).

26. Upgrade and extend existing Lara Sporting Club building to provide improved kitchen / kiosk facilities, increased storage and new club social / meeting space:

- Indicative spatial allowances:

LARA RESERVE - SPORTING CLUB (EXTENSION)

ARCHITECTUAL AREA SCHEDULE:

ROOM NAME	AREA m^2
LOUNGE / SOCIAL / MEETING SPACE	143
ACCESSIBLE TOILET	4
WOMEN'S TOILETS	25
MEN'S TOILETS	23
COOL ROOM	6
STORAGE	4
KITCHEN / SERVERY	27
KITCHEN / KIOSK	24
TOTAL INDICATIVE AREA PROVISION	256

- Refer Figure 16 below for indicative spatial floor plan – note that final plan is subject to detailed consultation with Lara Sporting Club.

Pedestrian Access and Circulation

27. Provide formal walking / jogging track around both northern and southern areas of reserve.

- Provide 2.5km circuit suitable for Park Run activity.
- Provide minimum 3m path width.
- Prefer “soft” pavement such as compacted granitic gravel, subject to further investigation.
- Ensure track construction and use does not impact negatively on heritage listed and other significant trees, taking account of arborist recommendations.
- Provide support infrastructure such as signs, distance markers and seats.

28. Upgrade pedestrian crossing of Alkara Avenue

- Integrate crossing with new reserve trail (recommendation 24).
- Provide signage on both sides of Alkara Avenue directing pedestrians to reserve facilities and activities.

29. Develop improved pedestrian plaza / connection between Oval 1 and Oval 2.

- Ensure upgrade of Lara Sporting Club building (recommendation 23) provides for the development of this space.

Vehicle Access and Parking

30. Expand existing car parking to the east of the Lara Bowls Club.

- Parking to primarily support bowls, soccer and Oval 3 activity.
- Parking to be sealed and drained, subject to future detailed design.

31. Formalise existing access along north of Lara Bowls Club from expand eastern car park (recommendation 26) and provide new car parking between Oval 3 and soccer field.

- Access to be sealed and drained, subject to future detailed design.
- Parking to primarily support Oval 3, baseball and soccer activity.
- Parking to be sealed and drained, subject to future detailed design.
- Close existing access from Alkara Avenue along western edge of Bowls Club, following formalisation of norther access.
- Maintain capacity to provide future formal access to existing baseball training and practice facility should its location be retained.

32. Allow for future formalization of existing access road along northern boundary of reserve from Mill Road.

- To be controlled access for overflow / match day parking.
- Maintain capacity to provide future formal access from new car parking (recommendation 27).

33. Formalise existing informal access and parking to the east of Oval 1.

- Parking to primarily support football and bowls activity.
- Parking to be sealed and drained, subject to future detailed design.

34. Formalise existing informal access and parking to the north and west of Oval 2.

- Parking to primarily support football, cricket, tennis and netball activity.
- Parking to be sealed and drained, subject to future detailed design.

35. Formalise existing unsealed angle parking on Waverley Road.

- Parking to supplement existing Oval 2, netball and tennis court parking during peak times, and provide for community access to the reserve from residential areas to the west.
- Parking to be sealed and drained, subject to future detailed design.

Passive Recreation

36. Develop an open grassed "kick-about" area to the east of the soccer field.

- Suitable for soccer warm-up and junior training if necessary.
- Provide scattered tree planting for shade and spatial definition, while not limiting informal and training activity.
- Provide seating and shelter if appropriate.
- Ensure detailed development takes account of adjacent residents.

37. Develop new playground / picnic area to south-east of Oval 3.

- Playground equipment.
- Picnic furniture and shelter.
- Integrated with reserve walking and jogging trail (recommendation 24).
- Suitable location for start of 2.5km circuit (recommendation 24).

38. Develop new playground / community open space following the relocation of the current 1st Lara Scouts hall.

- Playground equipment.
- Picnic furniture and shelter.
- Integrated with reserve walking and jogging trail (recommendation 24).
- Access from Waverley Road to provide for use by residents to the west of the reserve.

39. Develop an open grassed "kick-about" area to the south of the cricket nets.

- Suitable for netball warm-up.
- Provide scattered tree planting for shade and spatial definition.
- Provide seating where appropriate.
- Provide for access and connection with …..reserve to the south of….street.

40. Develop new small community space to the east of Oval 1.

- Suitable for community access to reserve walking / jogging trail from east and north-east.
- Suitable for spectator use during football and cricket games.
- Provide picnic furniture and shelter.
- Provide shade trees

Landscape Features

41. Provide new tree planting for shade, shelter, habitat and spatial definition around all open non-sporting areas of the reserve.

42. Provide tree planting as a buffer to residential boundaries, in consultation with adjacent residents.

43. Provide tree and shrub planting to buffer and screen the Lara Bowls Club fence.

44. Ensure all heritage list and other significant trees are protected in accordance with arborist recommendations.

45. General and directional signage across reserve.

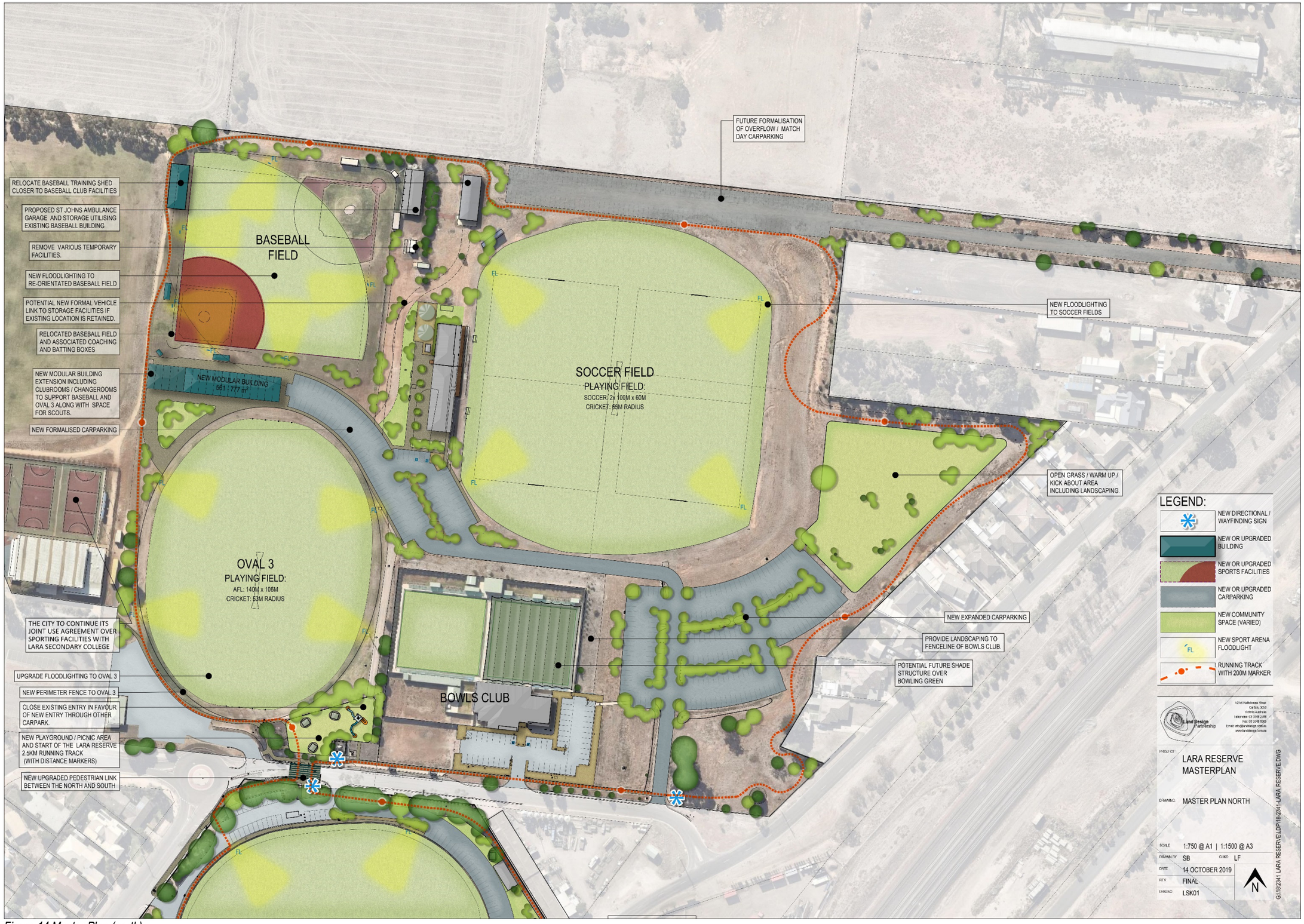


Figure 14 Master Plan (north)

Figure 15 Master Plan (south)

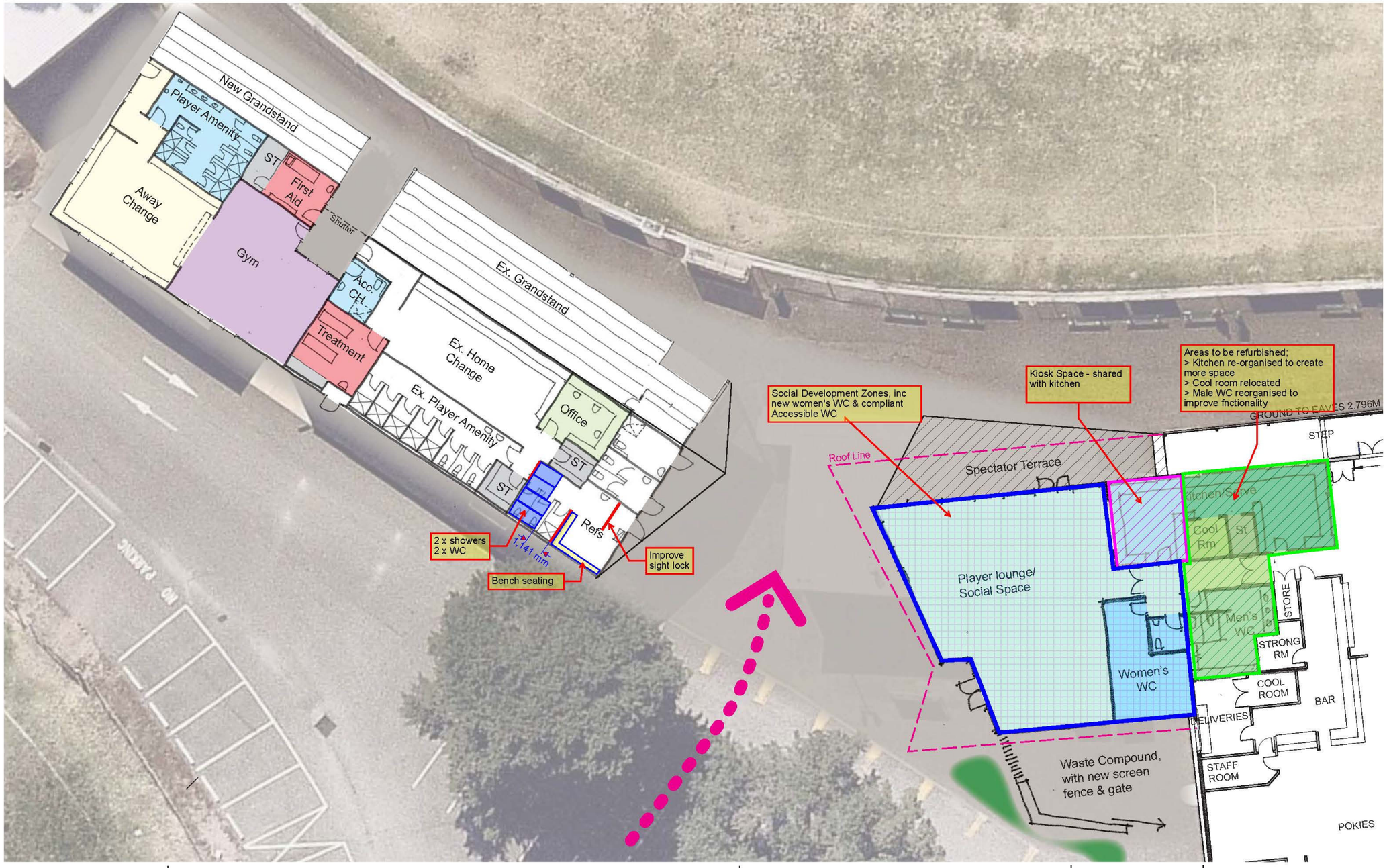


Figure 17 Change Rooms and Sporting Club Alterations and Expansion

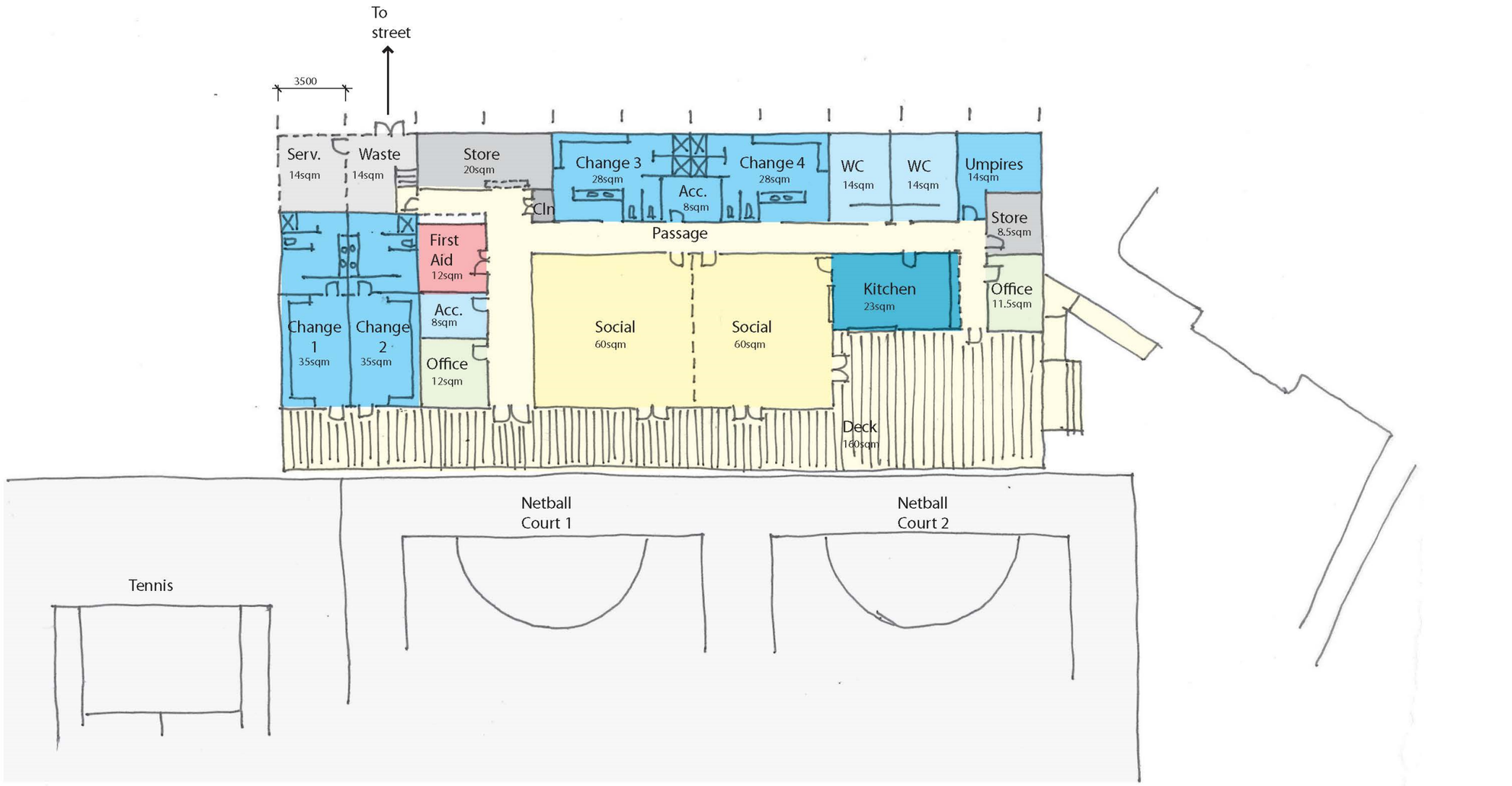


Figure 16 Tennis and Netball Club Building

9.2 COST SUMMARY

The recommendations outlined above and illustrated on the master plan have been broadly costed for budgeting and planning by the City of Greater Geelong, and are summarised below. Note that the listed order of the recommendations do not indicate an order of priority

RECOMMENDATION	COST ($)
1. Provide two new netball courts.	400,000
2. Provide two new tennis courts.	330,000
3. Allow for future increase in tennis court size.	TBC (subject to future design approach)
4. Provide new floodlighting to soccer fields.	275,000
5. Reconstruct baseball field to new orientation, incl. lighting.	220,000
6. Upgrade floodlighting to Oval 1.:	275,000
7. Upgrade perimeter fencing to Oval 1.	45,000
8. Upgrade floodlighting to Oval 2.	275,000
9. Upgrade floodlighting to Oval 3.	275,000
10. Provide floodlighting to tennis courts.	165,000
11. Provide perimeter fencing to Oval 3.	45,000
12. Upgrade cricket practice nets.	135,000
13. Provide new cricket equipment storage.	20,000
14. Reduce Oval 1 turf table.	TBC (subject to future management approach)
15. Provide goal netting to Ovals 1 and 2	90,000
16. Provide goal netting to Oval 3	45,000
17. Provide shade structure to eastern bowling green	620,000
18. Provide new Oval 3 building.	2,300,000
19. Relocate St John's Ambulance.	TBC (subject to building modification requirements)
20. Provide new baseball training and practice shed.	55,000
21. Remove temporary buildings currently used by baseball club.	20,000 (subject to confirming future use)
22. Remove existing scout hall.	20,000
23. Provide new tennis / netball clubrooms.	1,300,000
24. Upgrade existing away change rooms.	1,000,000
25. Remove existing non-compliant public toilet facilities.	20,000
26. Upgrade and extend existing Lara Sporting Club building.	1,000,000
27. Provide formal walking / jogging track.	500,000

28. Upgrade pedestrian crossing of Alkara Avenue.	20,000
29. Develop improved pedestrian plaza / connection between Oval 1 and Oval 2.	200,000
30. Expand existing car parking to the east of the Lara Bowls Club.	630,000
31. Formalise existing access along north of Lara Bowls Club.	220,000
32. Allow for future formalization of existing access road along northern boundary of reserve.	160,000
33. Formalise existing informal access and parking to the east of Oval 1.	330,000
34. Formalise existing informal access and parking to the north and west of Oval 2.	500,000
35. Formalise existing unsealed angle parking on Waverley Road.	160,000
36. Develop an open grassed "kick-about" area to the east of the soccer field	100,000
37. Develop new playground / picnic area to south-east of Oval 3.	280,000
38. Develop new playground / community open space following the relocation of 1st Lara Scouts.	250,000
39. Develop an open grassed "kick-about" area to the south of the cricket nets.	85,000
40. Develop new small community space to the east of Oval 1.	70,000
41. Provide new tree planting.	50,000
42. Provide tree planting as a buffer to residential boundaries.	50,000
43. Provide tree and shrub planting to buffer and screen the Lara Bowls Club fence.	50,000
44. Ensure all heritage list and other significant trees are protected.	-
45. General and directional signage across reserve.	45,000

APPENDIX A

Community Consultation: Issues and Opportunities

Summary Report

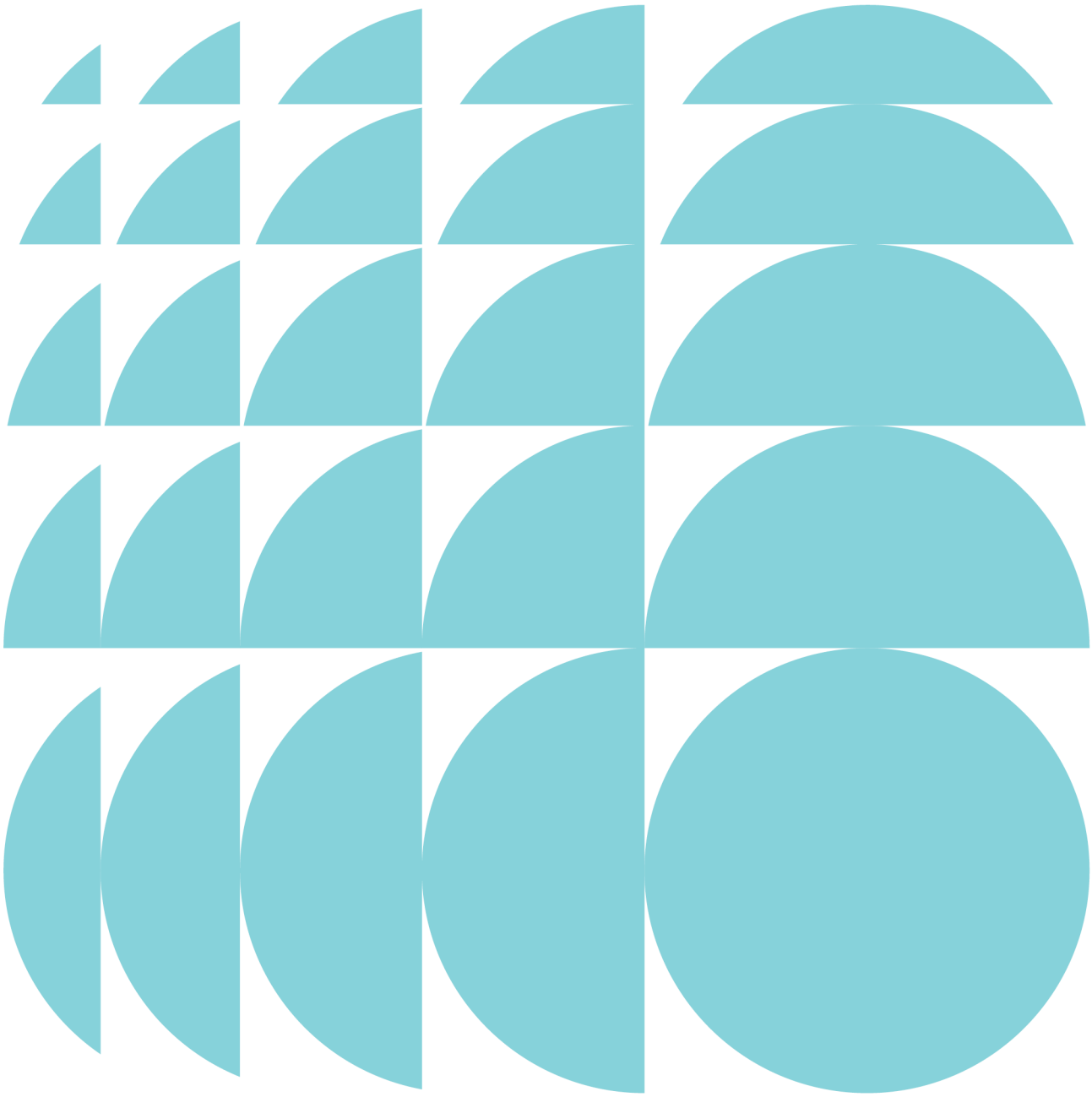
ETHOS URBAN

Lara Recreation Reserve Engagement Summary Report

City of Greater Geelong

Submitted to Land Design Partnership

April 2019 | 3190028



CONTACT

Jo Cannington | Director, Planning and Engagement | jcannington@ethosurban.com | +61 3 9419 7226

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This document has been prepared by:		This document has been reviewed by:	
Liz Webster	08/04/2019	Jo Cannington	08/04/2019

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Ethos Urban Pty Ltd
ABN 13 615 087 931.
www.ethosurban.com

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1.0 Context

1.1 Project Background

The City of Greater Geelong has engaged Land Design Partnership to develop a Master Plan for Lara Recreation Reserve. Lara Recreation Reserve plays a regional role in sport Greater Geelong as one of the largest open space precincts within the Lara growth area. It is utilised by a range of groups, including Scouts, St John's Ambulance, and sports clubs. Adjacent to the Reserve is Lara Secondary College, which contains an additional oval and two netball courts under a Joint Use Agreement between Council and the Department of Education.

Changes and increases in participation, and emerging constraints—particularly around the spatial distribution of existing facilities at the Reserve—have necessitated this project. Ethos Urban is supporting Land Design Partnership on this project through the design and facilitation of a community engagement process. Engagement is necessary to better understand and embrace the emerging needs of the community and local influences to ensure better outcomes for everyone now and into the future. Local input gathered from the engagement activities in this project will contribute to Land Design Partnership's masterplan for the reserve.

1.2 Purpose of this report

This document reports on Phase 1 of the engagement process undertaken by Ethos Urban with Land Design Partnership and the City of Greater Geelong in March 2019 to support the development of the Wal Turner Reserve Masterplan. Its purpose is to provide a summary of key feedback and insights received.

The long form survey results show three questions were answered by a few people., It is assumed that these questions were removed from the survey given they contained a typo and a repeat of other questions.,

2.0 Engagement Framework

Table 1 summarises the engagement framework and how it fits within the masterplan project. This document reports on Engagement Phase 1, undertaken March 2019.

Table 1: Project and engagement framework

Project Stage	Engagement Phase	Purpose of this Phase	Timing	Activity	Notes
1. Consultation, Design and Cost Plan	Phase 1	Create buzz and excitement about the project while building an understanding of the key issues and aspirations for the Reserve. Generate ideas to inform the draft Master Plan.	March 2019	Postcard Drop Community Survey	
2. Draft Master Plan	Phase 2	To promote the planning process and reach a range of voices and interests' groups to provide feedback on the draft Master Plan.	TBC by Land Design Partnership	Public exhibition of draft plan Consultation summary	Council to provide submissions made to the draft plan
3. Final Master Plan and Summary Document			TBC by Land Design Partnership		

2.1 Objectives

Community opinion is a vital component of the process, particularly in understanding the concerns and 'lived values' of the residents within the municipality.

The following objectives guide the community engagement process:

- To consider multi-cultural influences on sport, recreation, and social activities
- To engage a range of stakeholder groups and residents that represent the profile of the Lara community
- To reflect community ideas and aspirations for the Reserve
- To build community capacity to participate in the master planning process

2.2 Approach

Phase 1 Engagement informed Stage 1 (Consultation, Design, and Cost Plan) of the project. The aims of this Phase ware to build an understanding of the key issues and aspirations for Lara Recreation Reserve and to generate ideas to inform the draft Master Plan.

Feedback from Phase 1 is sourced from the community survey, which was online from Wednesday 13th March to 2nd April 2019. The survey was promoted by a postcard drop to approximately 480 homes within a 400m radius of the Reserve, and also through a page on the City of Greater Geelong website. The distribution area and post card is shown in Figure 1.

Figure 1: Postcard distribution area.

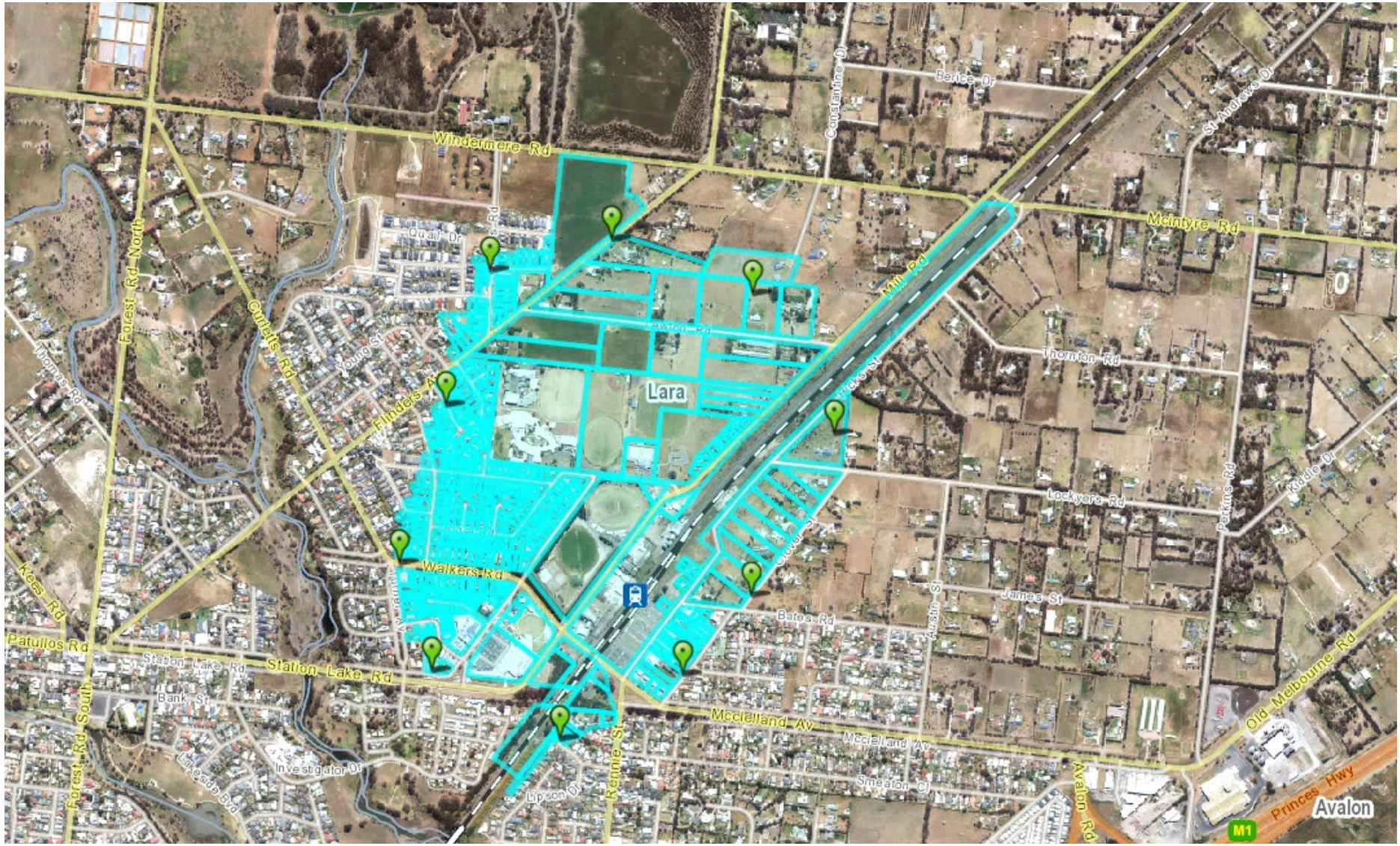


Figure 2: Lara Reserve survey postcard promotion

Lara Recreation Reserve Master Plan

Local resident survey

Have your say...

Do you visit or play sport at Lara Recreation Reserve?

Maybe there is a reason you don't use the park?

We want to know your ideas to help shape the future of Lara Recreation Reserve.

Why am I receiving this postcard?

You have been identified as a local resident living near Lara Recreation Reserve.

What's the project about?

The City of Greater Geelong would like to understand how you use Lara Recreation Reserve and your ideas to improve it. The master plan will aim to meet the needs of existing user groups and the emerging and future needs of the local community.

The first stage of this project involves gathering input from the local community, residents, sporting clubs and visitors who live nearby or visit the park

How can I have my say?

Complete a short survey online by visiting **https://tinyurl.com/lararec**

The survey closes **02 April 2019**

How can I find out more about the project?

Phone City of Greater Geelong on 03 5272 5272 or email spiadmin@geelongcity.vic.gov.au

Hard copies of the survey can be obtained by contacting Council.

Access the survey here: https://tinyurl.com/lararec

CITY OF GREATER GEELONG

3.0 Respondents

A total of 363 individuals engaged with the survey; 335 completed the survey while 28 partially completed it.

Two-thirds of respondents identified as a member of a club located within the Reserve, and one-third reported that they live within walking distance of the reserve. Approximately 9% of respondents are visitors to the reserve who do not live nearby.

Figure 2 summarises the household profile of respondents. Nearly three-quarters of respondents live as a family with parents and children. After this household type, the most common is a couple household.

Figure 3: Respondents' household types

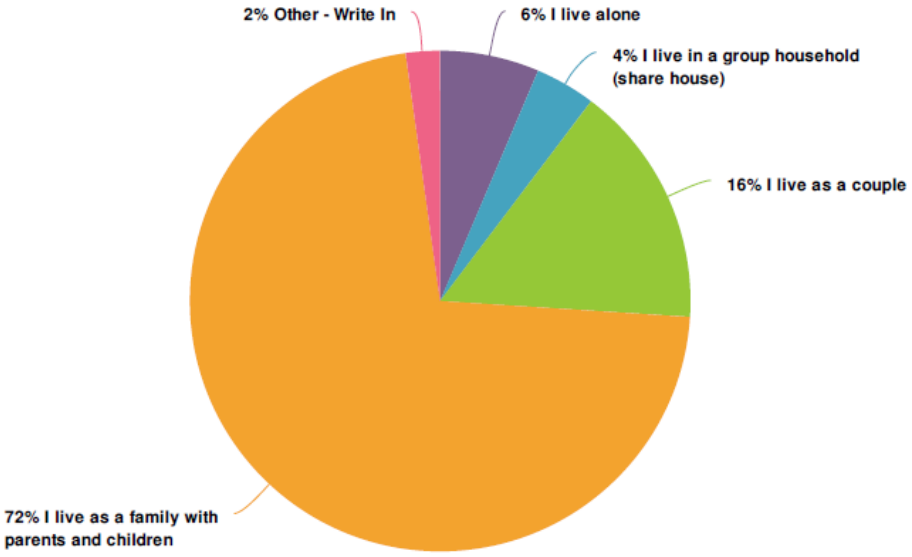


Figure 4: Respondents' age groups

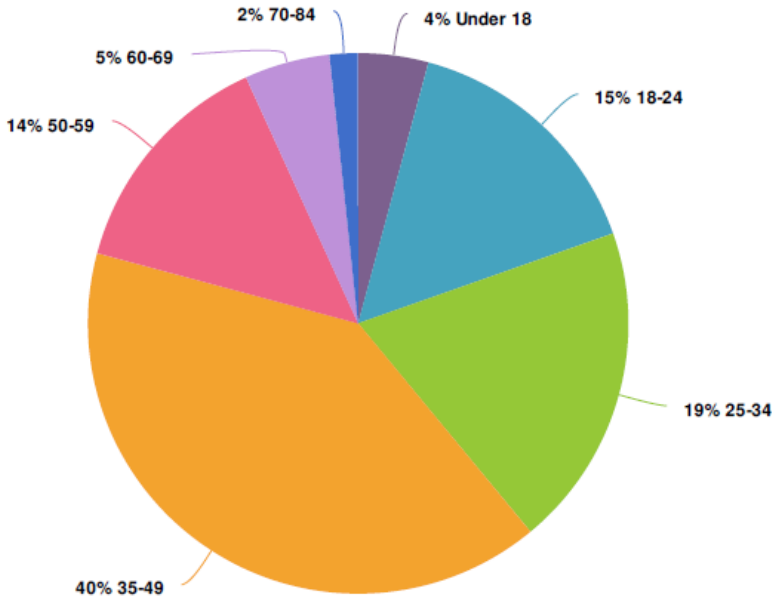


Figure 3 summarises the age profile of respondents. The most represented age group among respondents is those aged 35-49, at 40%. Those 18-24 and 50-59 are represented in nearly equal proportions, while those under 18, or aged 60-84 are narrowly represented (less than 10%).

Two-thirds of respondents are dog owners, and 99% have visited the Reserve (four respondents have not ever visited or used the Reserve).

4.0 Findings

4.1 Overall Summary

Lara Recreation Reserve is an active space most likely to be visited for sport or exercise, according to the survey participants. However, visitors are also commonly attracted to the reserve for events, to walk the dog, or simply to get some fresh air. Those who do visit are also likely to do so regularly.

Favourite features

- Respondents describe the park as a community gathering point that is well-loved and family-friendly.
- Nature/open space is an important element of the reserve. Trees and the grassy areas were identified as 'Very important' by more than half of respondents.
- Respondents also see the public toilets, and parking as important features.
- As a reserve that is heavily used for sport, the existing sport facilities are highly valued by respondents. The numerous grounds and facilities allow for a range of sport at the reserve, co-located and situated in central Lara.

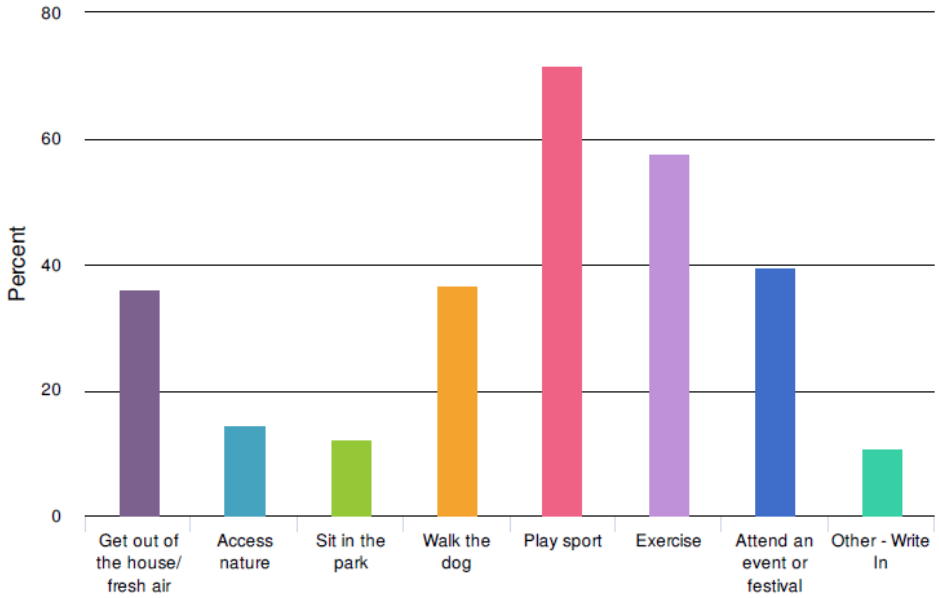
Top priorities for improvements

- **Parking is the top priority** for improvement at the reserve. According to respondents, more is needed to cater to the high volume of visitors, particularly on weekends. Respondents also support an enhancement of sport and spectator facilities, including change/club rooms, better quality of grounds. Lighting would support recreation activities at the reserve as well as promote safety and security after dark.
- Respondents also demonstrate demand for **open space and facility improvements** a running track at the reserve and general improvements to community facilities, including the dog area and the public toilets.

4.2 Detailed Responses

Q: Why do you/have you visited Lara Recreation Reserve?
Among respondents, the most popular reason for visiting the reserve is to play sport, followed by exercise (Figure 4). To attend an event or festival, to get out of the house/for fresh air, and to walk the dog are also popular reasons for visiting the reserve among respondents. Most of those who selected 'Other – write in' cited their reason for visiting the reserve as either to watch sport (usually parents or grandparents watching children's sport) or to visit the Lara Sporting Club.

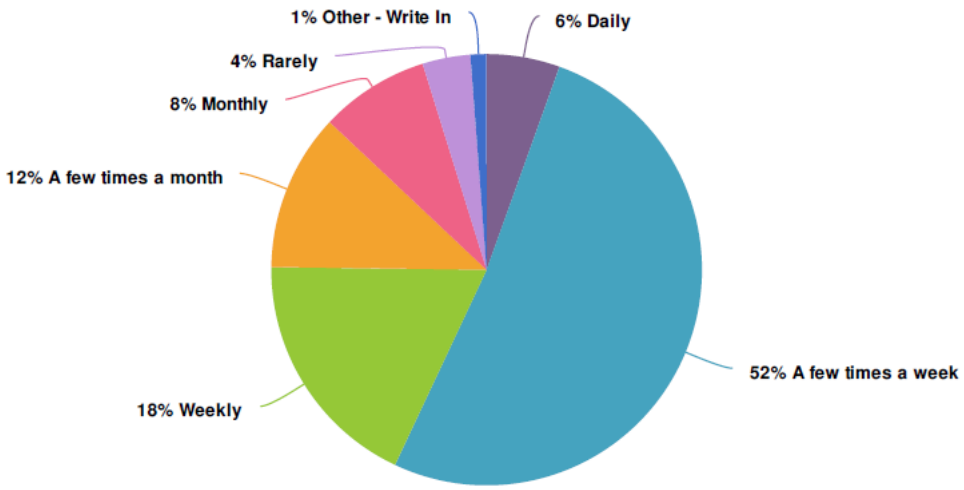
Figure 5: Reasons for visiting Lara Recreation Reserve



Q: How often do you visit Lara Recreation Reserve?

Most of the survey participants report regularly visiting the reserve. Depicted in Figure 5, approximately half of respondents visit the reserve a few times a week, and another 18% weekly. Only 4% of respondents stated that they 'Rarely' visit the reserve.

Figure 6: Frequency of visits to the reserve



Q: How important to you are the following features at Lara Recreation Reserve?

Results for this question are summarised in Table 2.

The following were identified as 'Very important' features at the Reserve by more than half of respondents:

1. Grassed area
2. Public toilets
3. Oval
4. Seating
5. Trees
6. Pavilion
7. Parking

Table 2: Importance of features at the reserve

Feature	Not important	Somewhat important	Very important
Trees	5.8%	34.2%	**60.0%**
Grassed area	4.3%	15.2%	**80.5%**
Baseball/softball diamond	**42.0%**	31.2%	26.9%
Cricket – nets or fields	26.1%	**37.7%**	36.2%
Dogs off lead	**44.0%**	27.2%	28.7%
Parking	8.8%	33.5%	**57.6%**
Netball court	21.2%	33.4%	**45.4%**
Oval	6.7%	19.9%	**73.4%**
Pavilion	10.1%	30.3%	**59.6%**
Playground	19.9%	39.8%	**40.4%**

Feature	Not important	Somewhat important	Very important
Public toilets	3.7%	17.1%	**79.2%**
Soccer pitch	**33.6%**	33.0%	33.3%
Tennis court	27.6%	**46.3%**	26.1%
Walking paths	12.7%	38.2%	**49.1%**
Seating	9.1%	30.4%	**60.5%**

No features were identified by a majority as 'Not important', although the baseball/softball diamond, dogs off-lead area, and soccer pitch are less valued than other features.

Q: What do you like most about the park?
Figure 6 represents the popularity of responses to the above question. Sport facilities are highly valued at the reserve. Respondents also appreciate open space, trees, and the dog areas at the reserve. The location is accessible to a large number of residents and serves as a community gathering point.

Figure 7: What respondents like most

Example responses:
"The open space, the mature trees"
"The main oval"
"That I can have dogs off lead and the netball courts"
"Location, range of sporting facilities, accessibility for all users"
"Open space, eating/drinking facilities, good sporting facilities"
"It's a central space and a good place to run"
"It is well utilised by a good number of sports, and also is a good meeting point for family and friends as well as community gatherings"
"That is a natural environment that I can exercise, relax, and enjoy"
"Getting outside"
"Proximity to centre of town and other sporting facilities"
"That it allows me to play soccer within my local community"
"I enjoy the space and freedom"
"Offers a nice place to walk"
"That all facilities are together & relatively close to the train station"
"Accessibility, facilities are available for all to use irrespective of membership"
"I like that they are starting to use it for family friendly outdoor events"
"Grassy area to sit on, track for running, and area to throw the ball for the dog, we play family cricket there at xmas, nice shady spot for picnics."

Q: Overall, what do you think are the three top priorities for improving the park?
Figure 7 represents the popularity of responses to the above question. Parking appears to be the biggest priority for improvements at the reserve. Most comments relevant to parking simply state that there should be more of it. There is also support for a running track and additional sport/spectator facilities, including changerooms. There is also support for upgrades to the sport grounds. Lighting/lights and additional trees were popular ideas, as was upgrades to toilets and dog areas.

A number of respondents answered that the park should be left as is.

Figure 8: Priorities for improving the park

Example responses:
"More seating on both ovals Bigger sporting club bar/bistro Players room upgrades"
"Modern Tennis club rooms Seats with shade Toilet and change rooms for tennis players"
"Better car park/ drive way access. More seats. Some shaded sitting / picnic areas"
"1. Improving the quality of the ovals 2. More areas for supporters to sit 3. More trees around ovals"
"Parking, foot paths, toilet facilities"
"1. Facilities for the third oval (Change rooms) 2. More cricket nets 3. Lighting surrounding the net area"
"Top priority is an enclosed off lead dog park"
"More trees, More 'wildness' areas, Walking paths"
"Playground, sporting club facilities, walking tracks"
"Parking / accessibility, Updated baseball ground, Updated facilities"
"Proper facilities for all sports clubs including change rooms, club rooms for each sport and toilets. Improve the road access and parking areas, Proper lighting for security and to assist training after hours"
"Improve the grass on the sporting fields"
"Tidy up or utilise better some of the dead areas. Increase the size of the kitchen at the Sports club. Fairness in facilities and funding for all sports using the facilities"
"Oval standard. Toilets. Lighting."
"Adequate amounts of parking around the sporting grounds. Developing the sporting grounds so that they can cater effectively for the differing needs of all the different sports. Easy access to the sporting grounds during game days."
"It looks old and needs to beautified and transported into a modern park and sporting complex, removing the trees and adding more lighting to ensure the safety off all our residents"

APPENDIX B

Stakeholder and Community Consultation: Draft Master Plan

Summary Report

SUMMARY KEY FINDINGS
THEMES AND RESPONSES

The following provides a summary of key themes as they relate to the feedback collected and considered through public exhibition of the draft Lara Recreation Reserve Master Plan.

Total number of respondents	**177**
Positive	**147**
Neutral	**28**
Negative	**2**

Please note that respondents may have expressed multiple views and the below table best represents a summary of the feedback received.

KEY THEMES	FEEDBACK / DISCUSSION	RESPONSE / RECOMMENDATION
STRONG SUPPORT FOR THE DRAFT MASTER PLAN PARTICULARLY FOR THE NEW NETBALL COURT LOCATION AND SHARED NETBALL/TENNIS CLUB FACILITIES Respondents: 25	Strong support for the draft Master Plan, including the development of new netball facilities in proposed location in draft Plan.	RECOMMENDATION: Noted. The development of netball courts in the proposed location will not only provide modern facilities and associated amenities but also provide better connection and opportunities for participants.
STRONG SUPPORT FOR THE DRAFT MASTER PLAN HOWEVER WOULD LIKE TO SEE BASEBALL DIAMOND REORIENTATED AND NEW MULTI-PURPOSE CHANGE FACILITIES RELOCATED TO NORTH-WEST CORNER OF OVAL 3 Respondents: 36	Strong support for the draft Master Plan, however preference for the baseball diamond to be reorientated to the south-west corner of the field and the proposed multi-purpose change facility to be realign to the north-west corner of Oval 3.	RECOMMENDATION: The final Master Plan for Lara Recreation Reserve will present options which reflect these suggested changes. Options will be presented to Council at their meeting for consideration.
CONCERN REGARDING LACK OF INDOOR BASKETBALL STADIUM IN MASTER PLAN Respondents: 15	Concern that an indoor basketball stadium has not been included within the draft Master Plan.	RECOMMENDATION: Due to spatial limitations and the existing high volume of usage at Lara Recreation Reserve, an indoor court facility is unable to be provided at this location. A two court indoor facility is to be developed in the Lara West growth area as part of the Lara West Precinct Structure Plan.

KEY THEMES	FEEDBACK / DISCUSSION	RESPONSE / RECOMMENDATION
SUPPORT FOR RUNNING TRACK AND INCREASE LAP SIZE TO 2.5KM Respondents: 3	Support for the proposed running/walking track around the perimeter of the reserve. Request to increase the length of the track to 2.5km. Increased length will allow venue to host Park Run events.	RECOMMENDATION: Noted and reflected within final Master Plan.
SUPPORT FOR FLOODLIGHTING ON SPORTS GROUNDS AND AROUND THE RESERVE Respondents: 17	Strong support for the provision of floodlighting on all fields and courts within the reserve to improve participation opportunities. In addition the provision of general lighting around the reserve to assist with patron safety.	RECOMMENDATION: Noted. The importance of adequate lighting for both participation/programming opportunities as well as patron safety is recognised within the final Master Plan.
CONCERN REGARDING LOCATION OF PROPOSED NETBALL COURTS – SUGGESTION TO POSITION NETBALL COURTS IN CURRENT SCOUT HALL LOCATION Respondents: 4	Some respondents indicated that they do not support the development of netball courts next to the tennis courts. Reasons noted that the netball courts will remain some distance from the main Lara Sporting Club rooms as well as concerns regarding the proximity/potential clash of sporting codes with netball and tennis being co-located.	RECOMMENDATION: A number of alternate locations for the netball courts were considered - including in place of the existing Scout Hall. To safely fit the netball courts and allow through traffic and parking, this could not all achieved in this location. After careful consideration, the current proposed location of netball courts and multi-purpose building has been identified as the most appropriate location. In relation to co-location of tennis and netball facilities and potential conflicting uses, both the Lara Tennis Club and Tennis Victoria have confirmed that they do not foresee any issue with netball and tennis being played concurrently. The operational and management of this facility will be determined during the detailed design phase of this project.

KEY THEMES	FEEDBACK / DISCUSSION	RESPONSE / RECOMMENDATION
CONCERN REGARDING LOSS OF TENNIS COURTS Respondents: 2	Concern has been raised regarding the proposed loss of two tennis courts being replaced by new netball courts.	RECOMMENDATION: The final Master Plan for Lara Recreation Reserve will present options which reflect an additional two tennis courts being developed in the south eastern corner of reserve (closest to cnr Walkers Rd & Mill Rd). These options will be presented to Council at their meeting for consideration.
SUPPORT FOR PROTECTION OF TREES Respondents: 2	Support for the protection and retention of trees within the reserve.	Noted. The draft Master Plan does not recommend any removal of trees. The significance of the protected Avenue of Honour in particular is of most importance.
REQUEST FOR DOG PARK TO BE INCLUDED Respondents: 2	Request the provision of a dog park within the Lara Recreation Reserve.	RECOMMENDATION: Due to spatial limitations and the high volume of usage at Lara Recreation Reserve, unfortunately a designated fenced dog park cannot be provided at this location. In line with the City's Dog Control in Public Places Policy, the sporting fields within the reserve can continue to be used as off leash activities outside of regular sporting activities (dogs must be under effective control).

DATA SUMMARY

RESPONDENT SUMMARY	TOTAL
Member of a club located at Lara Recreation Reserve	145
Lives within walking distance of the reserve	17
Other (Local Business owner, member of another club, Governing body, Work purposes, Resident)	10
Visits the reserve but does not live nearby	5
Total number of respondents	**177**
In support of the development	147
Neutral to the development*	28
Opposed to the development	2

*Some of these respondents were generally supportive of a redevelopment of the reserve but had suggested other changes or inclusions to be considered

THEMES	RESPONDENTS
Strong support for the draft Master Plan including the development of netball facilities in the proposed location	25
Strong support for the draft Master Plan, but would like to see baseball diamond reorientated and new multi-purpose change facilities relocated to north-west corner of Oval 3	37
Concern regarding lack of indoor basketball stadium	15
Support for running track and increase lap length to 2.5km	3
Concern regarding loss of two tennis courts	2
Support for floodlighting on sports grounds and around the reserve	17
Concern regarding location of proposed netball courts	4
Support for protection of trees	2
Request for dog park	2
Inclusion of new public toilet facilities	2
Inclusion of netting behind Oval 1 goal posts	2
Do not agree with the draft Master Plan and upgrading of the reserve	1
Inclusion of additional soccer pitch (synthetic or otherwise)	2
Inclusion of spectator shelter for Oval 3	2
Inclusion of community space for local Lions Club	3
Inclusion of separate cricketing facilities including stand-alone club room and indoor training centre	1
Considering purchasing private land cnr Mill Rd & Alkara Ave to include within reserve footprint	1

APPENDIX C

Preliminary Traffic Advice

MEMO

Lara Recreation Reserve

Preliminary Traffic Advice

To	Lindsay Fraser	**Date**	25 July 2019
Company	Land Design Partnership Pty Ltd		
Copy To			

Introduction

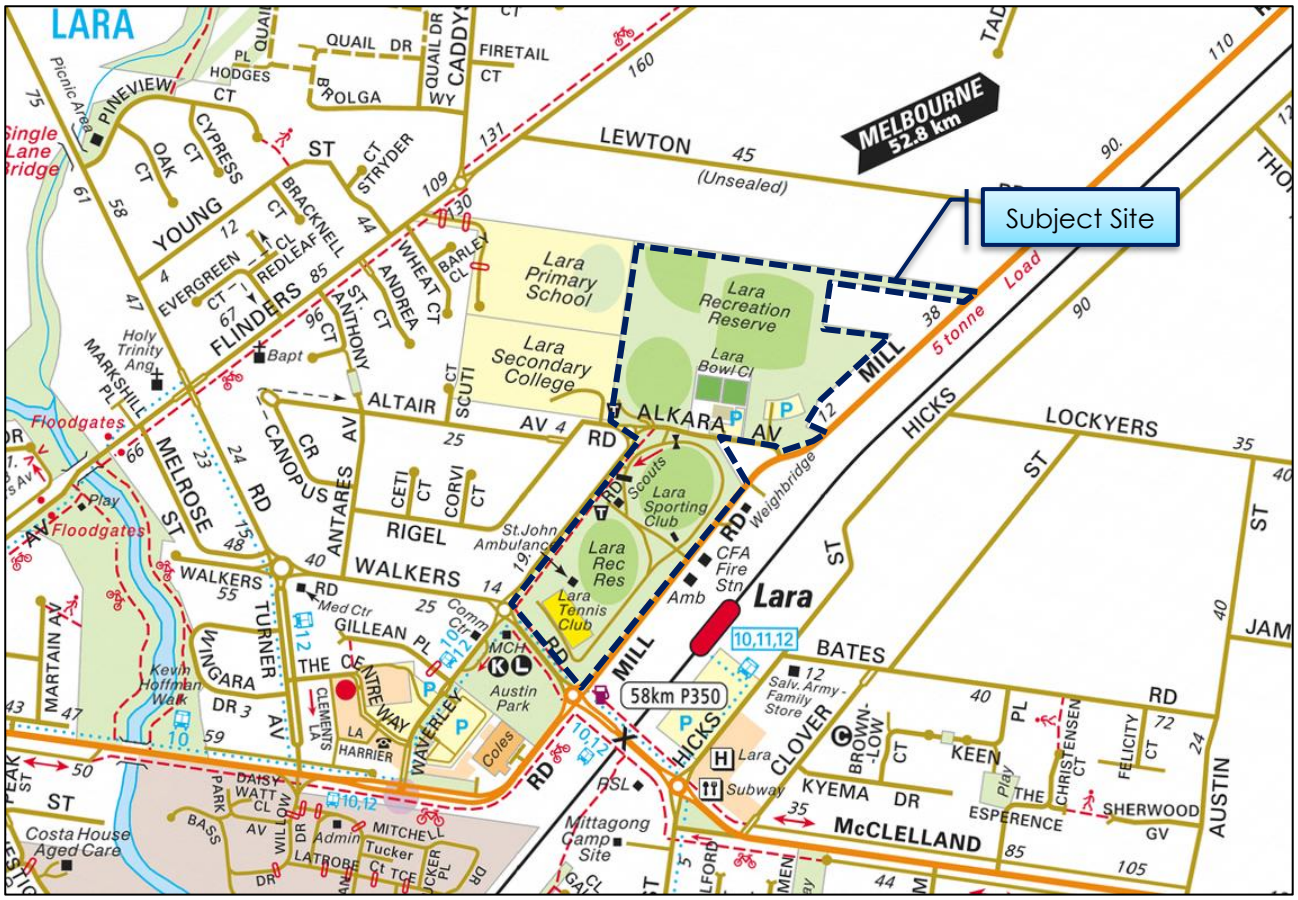
onemile**grid** has been requested by Land Design Partnership Pty Ltd to undertake a Preliminary Traffic Study of the Lara Recreation Reserve, to identify the

As part of this assessment the subject site has been inspected, traffic and parking data has been sourced and relevant background reports have been reviewed.

Existing Conditions

The Lara Recreation Reserve is comprised of two areas, generally bound by Waverley Road to the west, Mill Road to the east and Walkers Road to the south, with Alkara Avenue dividing the two areas of the reserve, as shown in Figure 1.

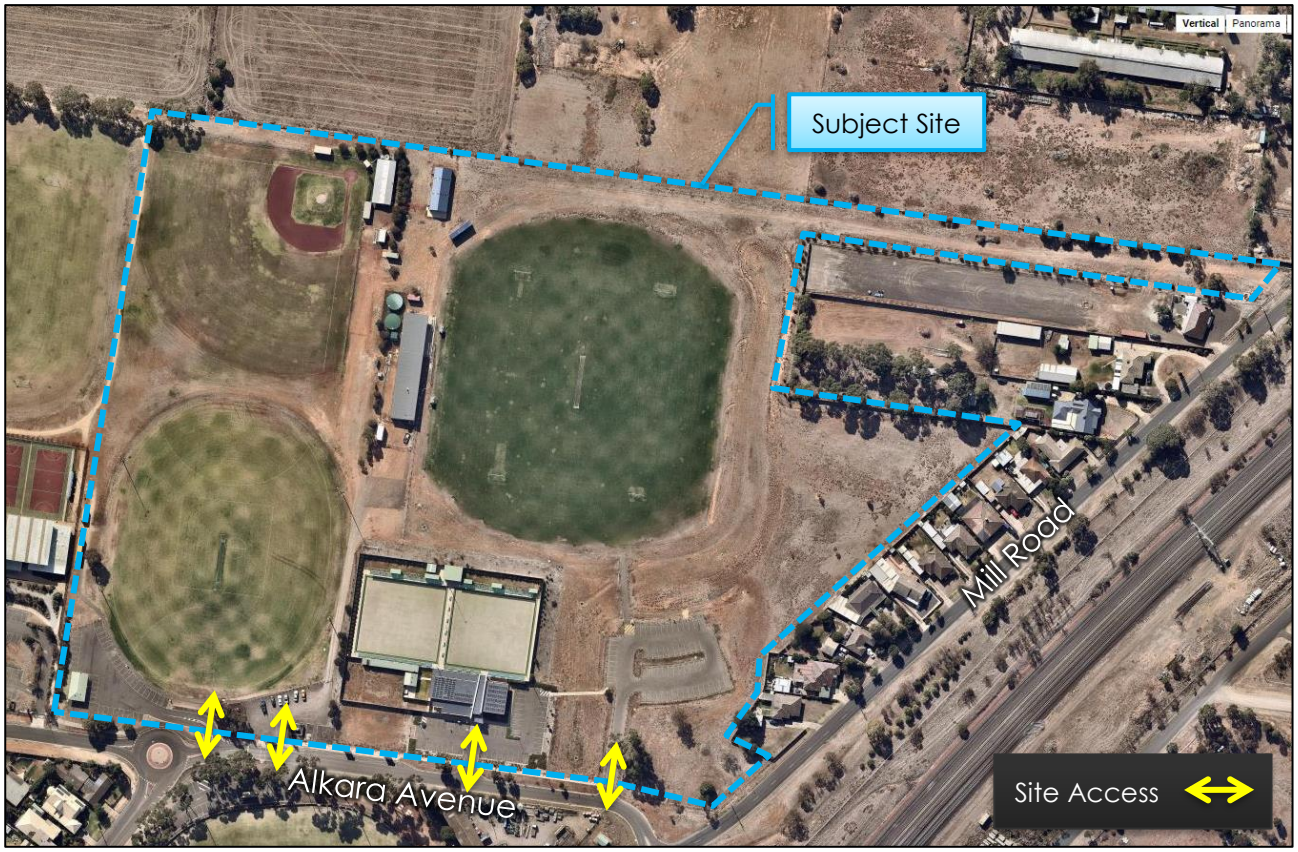
Figure 1 Site Location



The northern portion of the recreation reserve accommodates regular sporting events, and includes one football oval, a baseball field, two soccer fields and a bowls club. Access to the northern component is provided via four access points to Alkara Avenue, each of which leading to an at grade car park.

The northern component of the recreation reserve and vehicle access points are shown below in Figure 2.

Figure 2 Lara Recreation Reserve, North of Alkara Avenue



The southern portion of the recreation reserve also accommodates regular sporting events, and includes two football ovals and eight tennis courts. Access to the northern component is provided via an access point to Alkara Avenue and Waverley Road towards the north-western corner and an access point on Mill Road, each of which leading to an at grade car park.

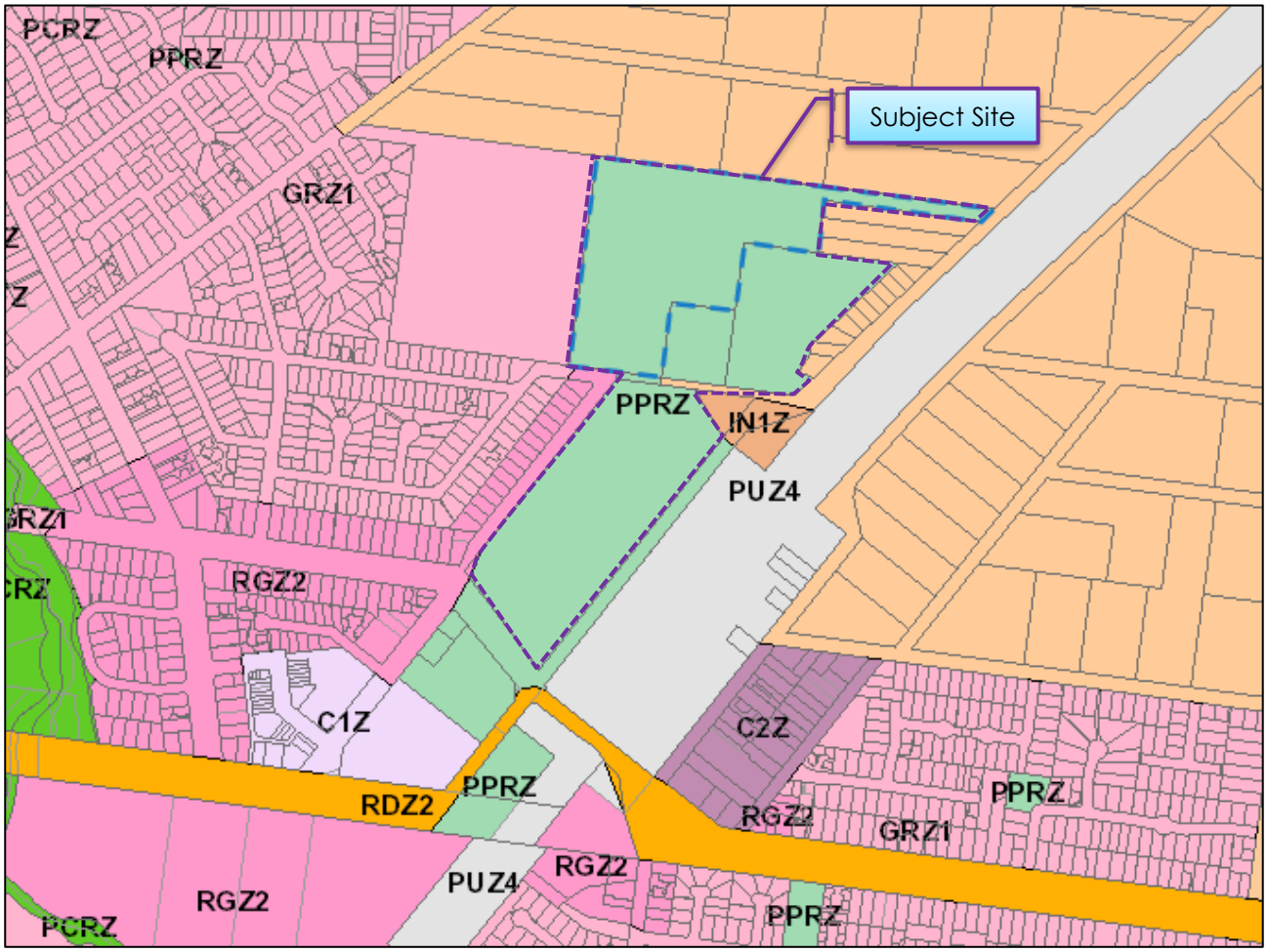
The southern component of the recreation reserve and vehicle access points are shown below in Figure 3.

Figure 3 Lara Recreation Reserve, South of Alkara Avenue

Planning Zones

As shown in Figure 4, the site is located within a Public Park and Recreation Zone (PPRZ), for which the permitted uses are listed in Clause 32.07 of the [Comments] Planning Scheme.

Figure 4 Planning Scheme Zones

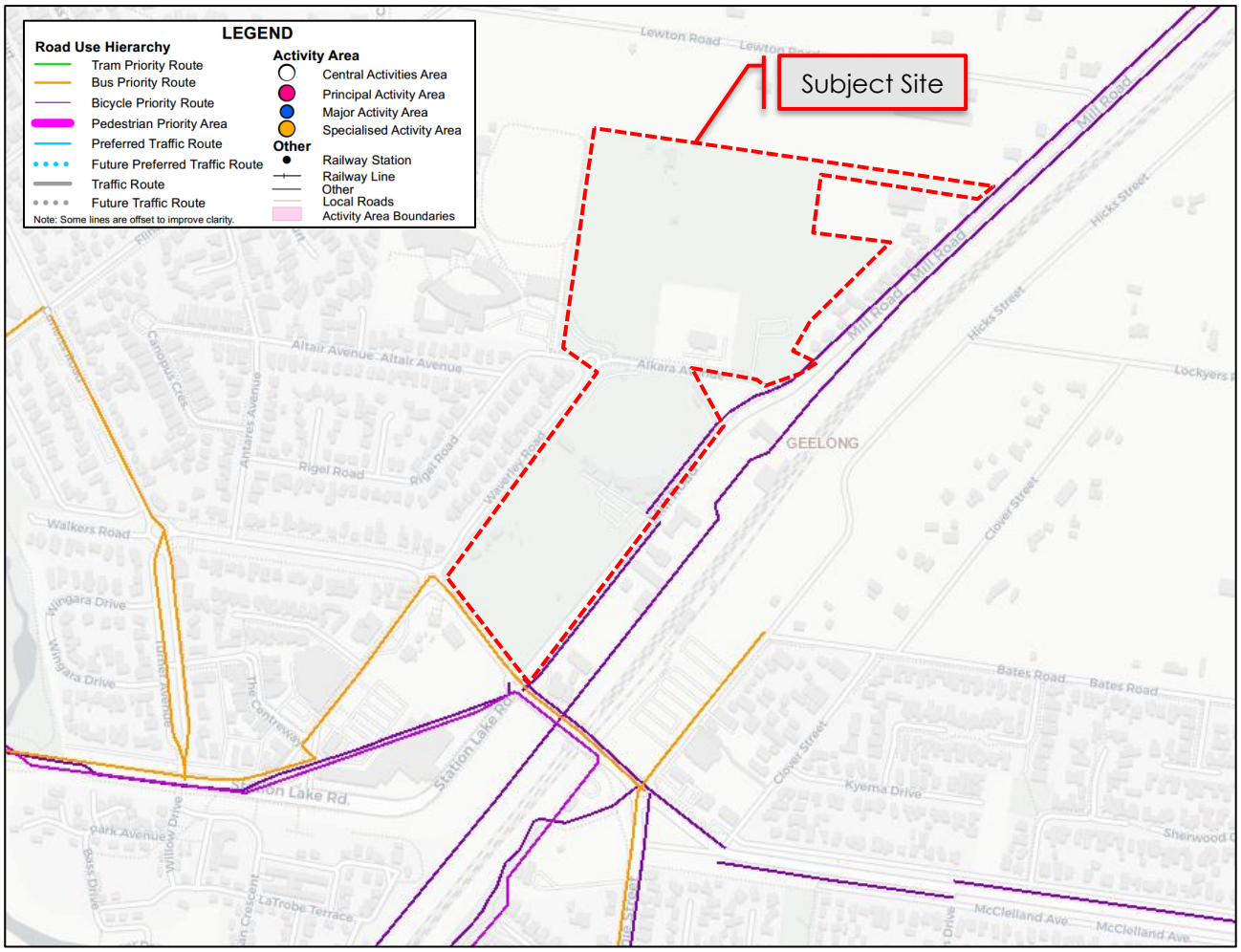


SmartRoads Road User Hierarchy Maps

In mid-2011 VicRoads developed the SmartRoads Road User Hierarchy Maps which aim to *'manage competing interests for limited road space by giving priority use of the road to different transport modes at particular times of the day.'*

The SmartRoads map, reproduced in Figure 5, identifies that Walkers Road is a Bus Priority Route between Hicks Street and Waverley Road, abutting the southern boundary of the site. McClelland Avenue and Station Lake Road is identified as a Bicycle Priority Route whilst Mill Road, Station Lake Road and McClelland Avenue are all identified as being a part of the Principal Bicycle Network.

Figure 5 SmartRoads Road User Hierarchy Map



Public Transport

The full public transport provision in the vicinity of the site is shown below in Figure 6 and detailed in Table 1.

Figure 6 Public Transport Network

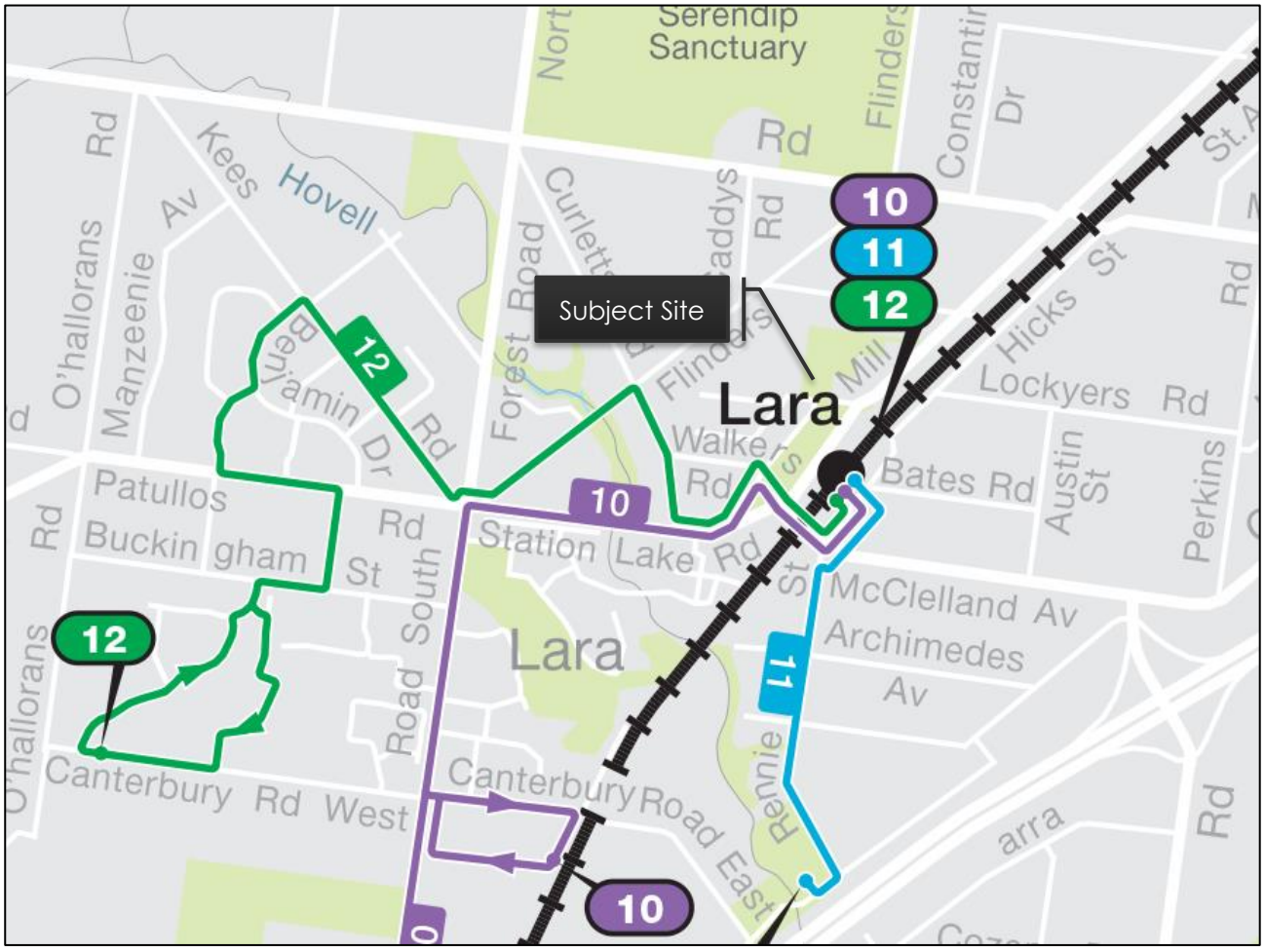


Table 1 Public Transport Provision

Mode	Route No	Route Description	Nearest Stop/Station
Bus	10	Lara Station - Lara South - Corio SC	Lara Railway Station
	11	Lara Station - Lara East via Rennie St and Lara Lifestyle Village	
	12	Lara Station - Lara West	
Train	V/Line	Warrnambool Railway Line	

It is shown that the site has good public transport accessibility, with the closest bus service (Routes 10, 11 and 12) located within approximately 300 metres walking distance from the site. The Lara Railway Station is also located within approximately 300 metres walking distance, connecting through to the Melbourne CBD via V/Line service.

Traffic Volumes

Tube count surveys were undertaken by Nationwide Traffic Surveys Pty Ltd, on behalf of **one**mile**grid** at two locations. Tube counts on Alkara Avenue and Mill Road were conducted from Friday 24th May to Friday 31st May 2018 inclusive.

It is noted that the tube count surveys were conducted during Saturday 25th May and Sunday 26th May, during which time the Lara Soccer Club and Football Club were playing on the Lara Recreation Reserve. As such, the results shown depict the typical peak operation of the surveyed roads. The results of the surveys are summarised below.

Figure 7 Alkara Avenue and Mill Road Tube Count Friday 24th May - Friday 31st May 2018

Mill Road

Table 2 Mill Road Weekday Average Friday 24th – Friday 31st May 2019

Direction	Daily	AM Peak 8am-9am	PM Peak 5pm-6pm
Northbound	1,263	85	135
Southbound	1,411	110	144
Total	**2,674**	**195**	**279**

Table 3 Mill Road Weekend Average Friday 24th – Friday 31st May 2019

Direction	Daily	AM Peak 11am-12pm	PM Peak 12pm-1pm
Northbound	1,743	187	165
Southbound	1,705	175	148
Total	**3,448**	**362**	**313**

As shown in Table 2 and Table 3, the average daily weekend traffic volumes are significantly higher than the average daily weekday traffic volumes (by approximately 22%). As noted above, this is expected to be largely due to the Lara Soccer Club and Football Club events occurring on the Lara Recreation Reserve over the weekend surveyed, which generally reflects the busiest period of Mill Road on any given week.

Mill Road appears to be identified as an Access Street Level 1, which are typically designed to have traffic volumes of less than 2,000 vehicles per day. Noting the weekday and weekend traffic daily volumes shown in the tables above, this capacity is well exceeded. It is therefore recommended that upgrade works be conducted along Mill Road in the vicinity of the site to cater for the existing traffic volumes.

Over the survey period, the surveys identified an average speed of 52.9km/h on Mill Road at the location of the tube count, and an 85th percentile speed of 59.9km/h. Mill Road has a signed speed limit of 60km/h in the vicinity of the tube count.

Alkara Avenue

Table 4 Alkara Avenue Weekday Average Friday 24th – Friday 31st May 2019

Direction	Daily	AM Peak 8am-9am	PM Peak 3pm-4pm
Eastbound	409	55	70
Westbound	260	41	36
Total	**669**	**96**	**106**

Table 5 Alkara Avenue Weekend Average Friday 24th – Friday 31st May 2019

Direction	Daily	AM Peak 9am-10am	PM Peak 2pm-3pm
Eastbound	493	69	57
Westbound	373	34	41
Total	**866**	**103**	**98**

As shown in Table 4 and Table 5, the average daily weekend traffic volumes are also higher than the average daily weekday traffic volumes (by approximately 22%). As noted previously, this is expected to be largely due to the Lara Soccer Club and Football Club events occurring on the Lara Recreation Reserve over the weekend surveyed, which generally reflects the busiest period of Alkara Avenue on any given week.

Alkara Road appears to be identified as an Access Street Level 1, which are typically designed to have traffic volumes of less than 2,000 vehicles per day. The surveyed daily traffic volumes fall well below the maximum design volume.

Over the survey period, the surveys identified an average speed of 30.7km/h on Mill Road at the location of the tube count, and an 85th percentile speed of 36.3km/h. Alkara Avenue has a signed speed limit of 40km/h in the vicinity of the tube count.

Crash History

Crash history information for the area was obtained through VicRoads CrashStats (the Victorian accident statistics and mapping program) for the latest 5-year period (2014 – 2019 inclusive).

The crash information is summarised in Figure 8 and summarised below.

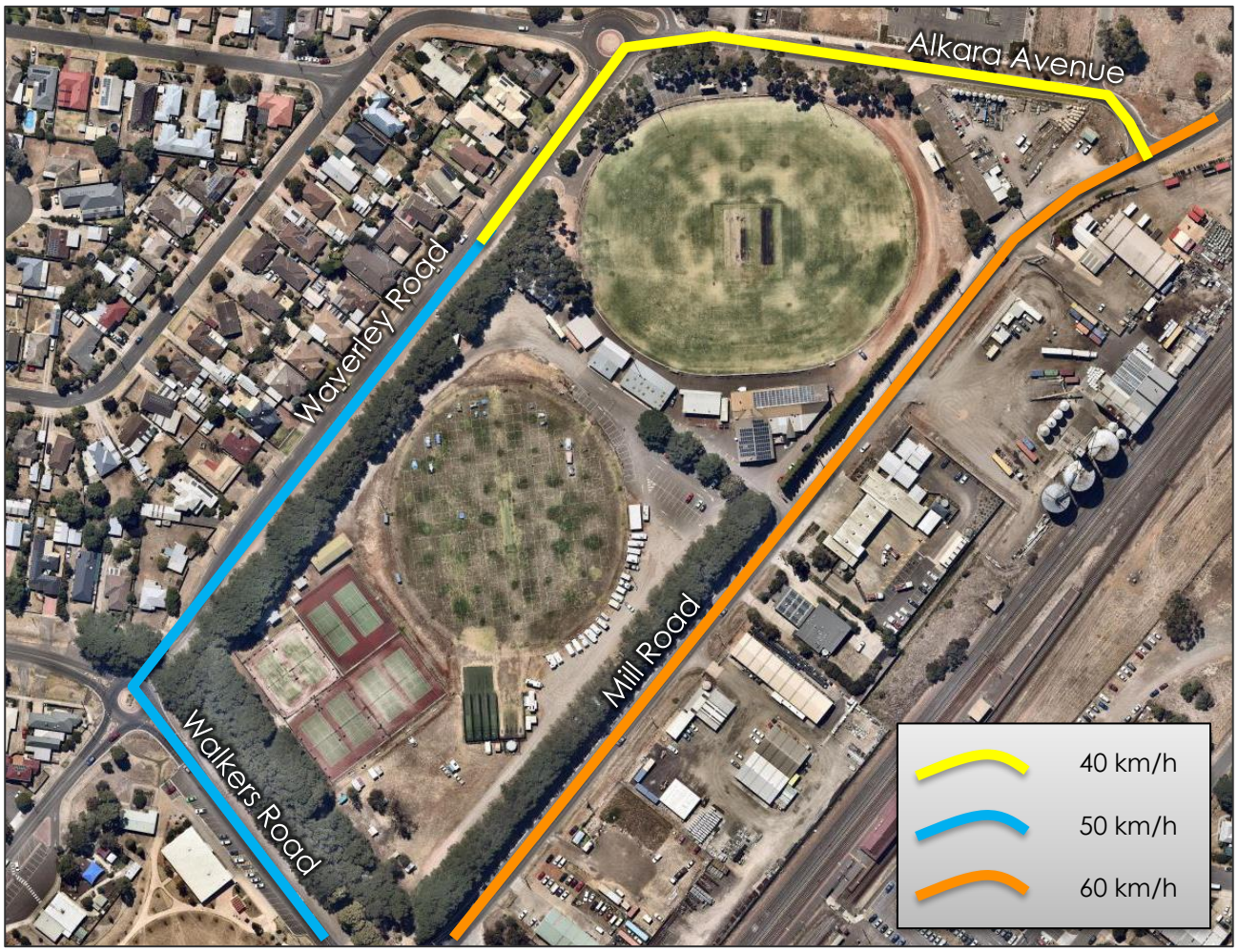
- One serious injury crash occurred, occurring on Mill Road on the northern leg of the roundabout intersection with Walkers Road;
- Three other injury crashes occurred, two occurring in the vicinity of the Mill Road/Walkers Road roundabout intersection and one occurring on Waverley Road approximately midway between Walkers Road and Alkara Avenue; and
- One fatality occurred on Mill Road, along the bend in the vicinity of Alkara Avenue.

Figure 8 VicRoads CrashStats Summary

Speed Limits

The existing speed limits within the study area are shown in Figure 9.

Figure 9 Existing Speed Limits



As a point of reference, the appropriate speed limits for roads are based on a number of factors. A brief summary of those factors, used to determine the appropriate speed limit of a road, is shown below in Figure 10.

Figure 10 VicRoads Speed Limit Guidelines

Speed limit	Application of speed limit
10 km/h	• Shared zones where pedestrians have priority (Refer to section 5.3)
20 km/h	• Car parks and similar areas where vehicles and pedestrians mix (Refer to section 5.3)
40 km/h	• Pedestrian activity areas, including shopping precincts, town centres and school zones (Refer to section 5.3) • Some local streets in urban areas (Refer to section 5.3)
50 km/h	• Default limit in urban (built-up) areas • Rural and outer metropolitan town centres (Refer to section 5.3)
60 km/h	• Most undivided urban arterial roads (Refer to section 5.2) • Divided urban arterial roads with a high number of access points and / or significant pedestrian and / or cyclist activity (Refer to section 5.2) • Some local urban collector roads (Refer to section 5.2)
80 km/h	• Divided urban arterial roads with a limited number of access points and little or no pedestrian and cyclist activity (Refer to section 5.2) • Undivided roads on the urban / rural fringe, or in a rural area where there is an elevated risk of crashes (Refer to sections 5.1 & 5.2) • Roads through small rural settlements (hamlets) (Refer to section 5.1) • Freeways where there is an elevated risk of crashes (Refer to section 5.2) • Low volume rural roads with sub-standard infrastructure (Refer to section 5.1) • Across rail level crossings on sealed rural roads (Refer to section 5.1)
100 km/h	• Default limit in rural areas • Urban freeways (Refer to section 5.2)
110 km/h	• High standard rural freeways (Refer to section 5.1)

It is noted that the VicRoads current policy does not permit new 70 km/h zones. Existing 70 km/h zones are typically found on divided urban arterial roads which have direct access to the through carriageway from abutting properties (i.e. no services roads) and undivided urban roads with a limited number of access points.

The characteristics of the surrounding roads in the vicinity of the site are generally in accordance with VicRoads Speed Limit Guidelines.

Bicycle Usage

A view of cyclist activity (collected by Strava) is shown below in Figure 11, providing an indication of cyclist activity in the area.

Figure 11 Strava Cycling Heatmap

It is shown that there is considerable cyclist activity on Mill Road, Station Lake Road, Walkers Road and McClelland Avenue. Some cyclist activity is shown along Waverley Road and Alkara Avenue abutting the Recreation Reserve, seemingly as a bypass connection from Walkers Road to Mill Road.

Pedestrian Connectivity

Warrants for Pedestrian Crossings

VicRoads Supplement to AS 1742.10:2009 – Manual to uniform traffic control devices highlights the following as examples of principle decision making when considering pedestrian crossings:

- A pedestrian crossing (zebra) may be appropriate on low speed roads where pedestrians are a high priority; and
- A pedestrian crossing (zebra) may not be appropriate on high speed roads where the propriety is for the through traffic and zebra crossings on high speed roads are unlikely to be safe.

In addition, VicRoads Supplement to Austroads Guide to Traffic Management Part 6: Intersections, Interchanges and Crossing details the acceptable and unacceptable locations for pedestrians crossing without flashing lights along with some general guidelines. These tools help to assist in determining whether or not an unsignalised pedestrian crossing is warranted and are detailed below.

Acceptable Locations:

- Collector and local roads on which traffic speeds are low;
- Left-turn slip lanes at signalised intersections where VicRoads Regions consider them to be necessary;
- Car parks;
- Other off-road situations, e.g. caravan parks, reserves; and
- Service roads where pedestrian operated signals or intersection signals operate on the main carriageway.

Unacceptable Locations:

- Across arterial roads;
- Left turn slip lanes at unsignalised intersections (unless considered necessary for pedestrian safety); and
- Where there is poor visibility on the approach to the proposed site of the crossing, or where conspicuity of the device may be less than optimal.

General Guidelines:

- Pedestrian volumes of 20 or more per hour;
- Vehicle volumes of 200 or more per hour for the same hour;
- Speed limit of 50 km/h or less; and
- Vehicle speeds of 60 km/h (85th percentile) or less.

NOTE: In determining pedestrian numbers, each older person, person with a disability and unaccompanied child of primary school age should count as two.

Appropriateness of Pedestrian Crossings

In order to improve pedestrian safety and accessibility between the northern and southern components of the recreation reserve, interest has been expressed to provide additional pedestrian crossings along Alkara Avenue.

Based on the above guidelines and the traffic volumes observed along Alkara Avenue, the following is noted:

- Alkara Avenue is a local road;
- Alkara Avenue is generally straight and provides adequate sight distance in both the east and west direction;
- It is expected that the the pedestrian crossing on Alkara Avenue, adjacent to the roundabout connecting to Waverley Road, typically caters for less than 20 pedestrians per hour. However, during sporting events held at the recreation reserve on weekends and during the hour prior to Lara Secondary College opening and the hour after closing on weekdays, it is expected that pedestrian volumes would exceed the VicRoads Guidelines of 20 pedestrian movements per hour;
- Alkara Avenue has an average peak hour traffic volume of 106 vehicle movements. This is noted to be below the threshold of 200 vehicle movements noted within the VicRoads General Guidelines;
- Alkara Avenue has a speed limit of 40km/h; and
- Alkara Avenue has a length of approximately 240 metres, with intersections at either end acting as speed control devices.

Based on the above, the peak hour traffic volumes surveyed along Alkara Avenue are below the threshold of 200 vehicle movements during a one hour period as outlined by VicRoads. Nevertheless, given the low speed of vehicles and the expected number of pedestrians crossing the road during the peak times, it is considered that the provision of an additional crossing on Alkara Avenue would be beneficial to the community, without having an impact on existing motorists.

Further to the above, appropriate pedestrian facilities will need to be provided on the southern side of the road, including fencing, a paved footpath and connections to existing footpaths to allow continuous flow of pedestrians.

Closure of Alkara Avenue

Further to the above, in the interest of providing optimal pedestrian connectivity, the option to close Alkara Avenue between Mill Road and Waverley Road has been investigated.

In relation to the proposed closure of Alkara Avenue, the following is noted:

- Access to the northern section of the recreation reserve and circulation through the site would need to be reconsidered. There is potential to use the existing eastern and western access points to Alkara Avenue and close the remaining length of the street;
- The bus stops Alkara Avenue will need to be reviewed and an alternative location considered;
- It is not expected that any additional vehicles will be generated to Mill Road, which is currently identified as being over capacity. Rather, additional vehicle trips will be generated to Waverley Road; and
- A detailed intersection analysis at the Walkers Road/Waverley Road and Walkers Road/Mill Road roundabouts should be undertaken to assess the potential impacts on the surrounding road network.

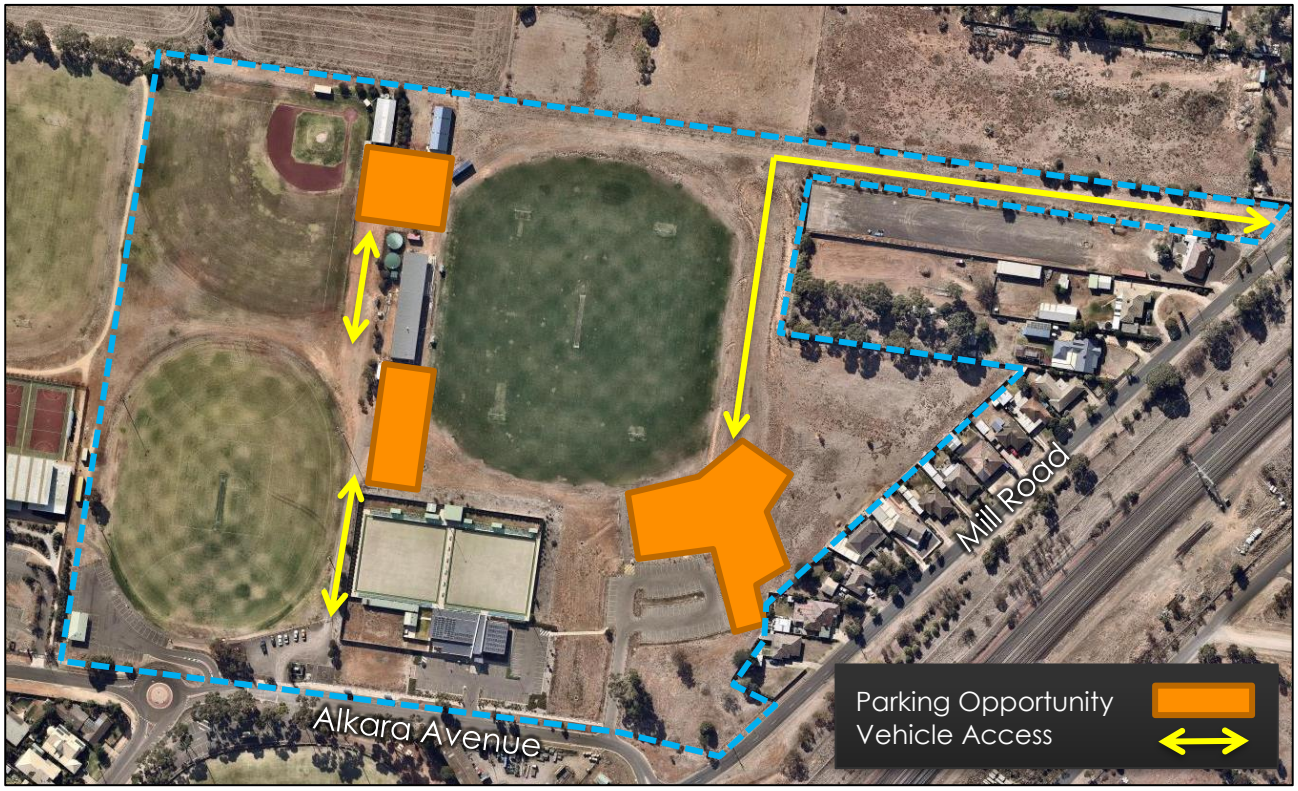
Car parking

A total of approximately 173 spaces are provided across the four car parking areas of the Lara Recreation Reserve north of Alkara Avenue, as shown below in Figure 12.

Figure 12 Lara Recreation Reserve - Northern car park

It is understood that expressions of interest have been put forward to increase the car parking capacity of the Lara Recreation Reserve, with the following parking opportunities identified in Figure 13.

Figure 13 Lara Recreation Reserve – Additional Parking Opportunities



Having reviewed the opportunities for potential car parking, the following is noted:

- The second westernmost access point to Alkara Avenue should be formalised to facilitate the additional vehicles generated to the northern car parking areas, with a double width crossover in accordance with Council standards;
- The car parking areas and internal accessways should be paved and line marked;
- The internal accessways should be provided with a paved width of 5.5 metres with an additional clearance of 300mm on either side to allow for two-way traffic flow;
- The vehicle connection to Mill Road towards the north-eastern corner is not considered to be necessary. The existing connection to Alkara Avenue is expected to be sufficient to cater for traffic generated to this car park, though intersection analysis for the surrounding intersections should be considered.

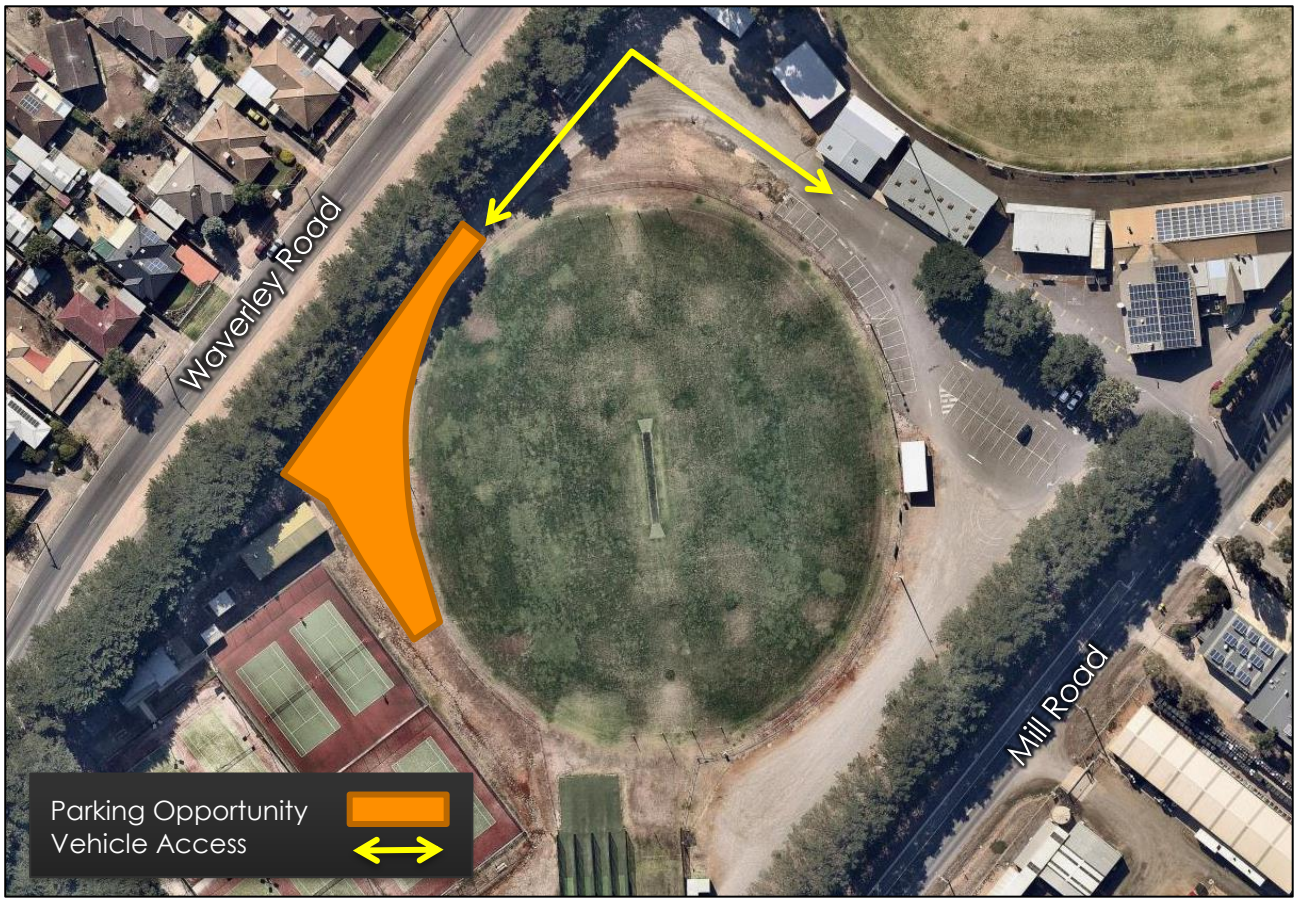
Lara Recreation Reserve, south of Alkara Avenue, provides approximately 99 spaces across the two car parking areas, as shown below in Figure 14 and Figure 15.

Figure 14 Lara Recreation Reserve - Southern car park via Waverley Road & Alkara Avenue

Figure 15 Lara Recreation Reserve - Southern car park via Mill Road

It is understood that expressions of interest have been put forward to increase the car parking capacity in the vicinity of St John's Ambulance, as identified in Figure 16.

Figure 16 Lara Recreation Reserve – Additional Parking Opportunities



There appears to be sufficient space adjacent to St John's Ambulance to accommodate in the order of eight formal parking spaces. It is noted that the section of the accessway abutting Waverley Road has sufficient width to accommodate one direction of traffic at a time, though given that these parking spaces will not be allocated to the public, the traffic generated to this area is expected to be minimal. Appropriate signage should be installed to notify motorists that this parking area is for St John's Ambulance parking only.

Please do not hesitate to contact Jamie Spratt should you wish to discuss the above.

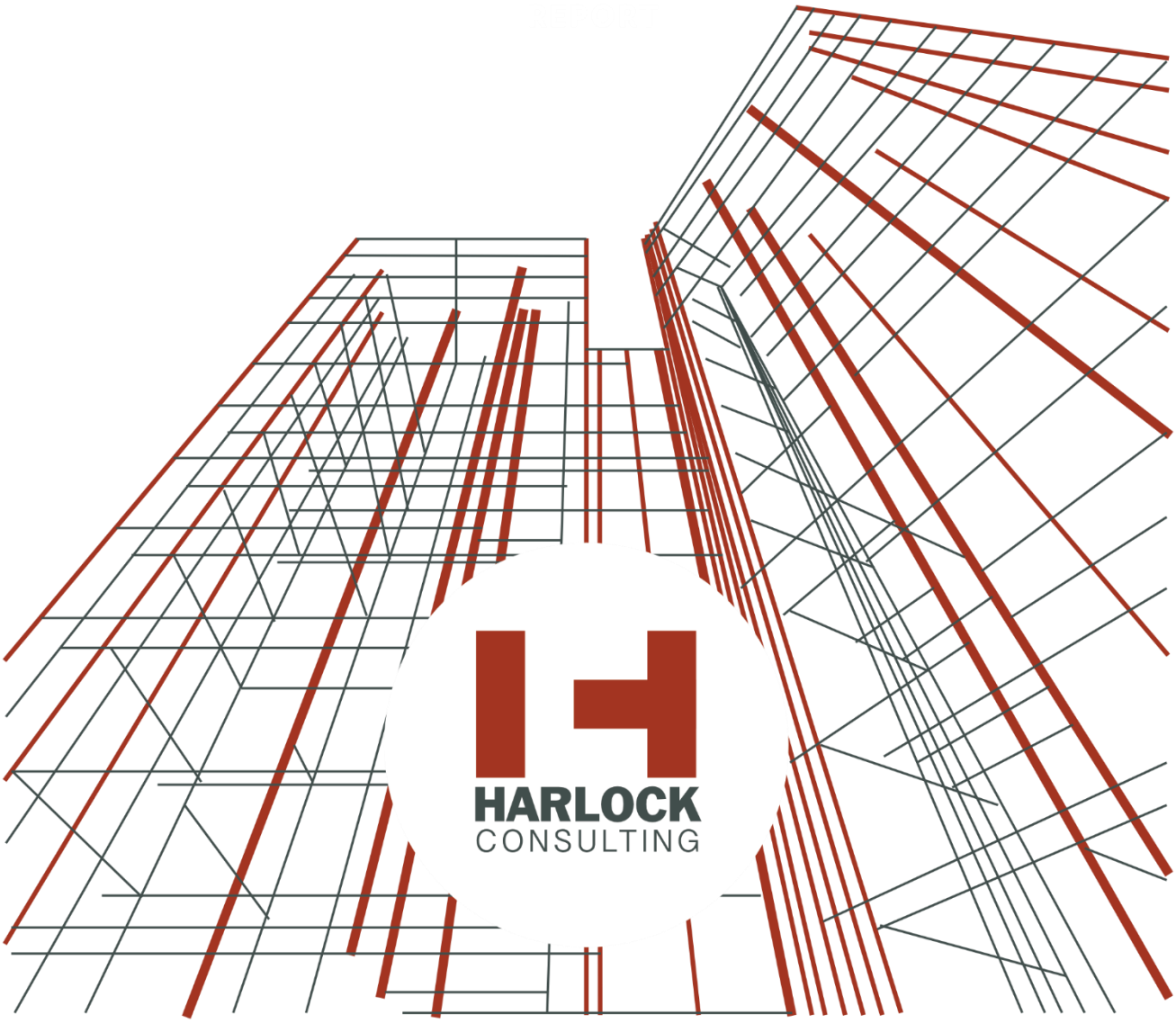
Regards,

Jamie Spratt

Director - Senior Engineer

onemile**grid**

m: 0401 154 825
d: (03) 9982 9715
e: jamie.spratt@onemilegrid.com.au



MASTERPLAN COST ESTIMATE

Project: Lara Recreation Reserve
Issued to: Land Design Partnership
Date: 3rd October 2019 Rev 4

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2 Basis of Cost Plan 3

3 Cost Plan 3

4 Notes & Exclusions 3

5 Tendering & Market Assumptions 4

Appendix 1: Cost Estimate 5

1 Executive Summary

As requested, Harlock Consulting have prepared a masterplan estimate for the proposed works to Lara Recreation Reserve.

The total estimated cost of the works (Option 2) is **$15,020,000 (excluding GST).** This estimate is inclusive of a 10% design and construction contingency.

The cost premium associated with the adoption of Option 1 is estimated to be $140,000 as is largely related to the services reticulation distances to the new building location and a formal new vehicle link to the storage facilities

2 Basis of Cost Plan

This Cost Plan has been prepared on the basis of the following information

- Aerial images of the site
- Documentation by Land Design Partnership – Drawings LSK01 to 03 dated 3rd October 2019
- Discussions with Land Design Partnership
- Client mark ups of draft estimate

3 Cost Plan

Refer to Appendix 1 for a full breakdown of the full Cost Plan.

4 Notes & Exclusions

Please note that any allowance for the following have been excluded from the estimate:

- GST
- Professional fees
- Costs associated with contaminated soil or adverse ground conditions, if encountered
- Irrigation systems
- Cost escalation beyond October 2019

Note: Harlock Consulting has no control over, without limitation, cost of labour, cost of materials, cost of equipment, pricing methods used by third parties, availability of competitive bids, economic factors and specific market conditions. Accordingly, Harlock Consulting does not guarantee or warrant that actual costs will not vary from any estimates or forecasts

5 Tendering & Market Assumptions

A traditional lump sum procurement methodology is assumed to be adopted for this project and it is assumed to be tendered to multiple appropriately sized contractors. This estimate reflects the expected preliminaries level and trade pricing associated with this form of procurement.

The rates in this estimate are based on current market prices and no allowance has been made for cost escalation beyond October 2019. A cost escalation allowance of 3.5% per annum would be recommended up until the anticipated construction commencement date.

Appendix 1: Cost Estimate

Elemental Summary

Project: Lara Recreation Reserve
Details: Estimate 2 Rev 3
Building: Lara Recreation Reserve

Code	Description	%BC	Cost/m2	Quantity	Unit	Rate	Subtotal	Factor	Total
	Preliminaries, overheads and profit	11.07%							1,677,708
	North								
	New community space - clubrooms and changerooms	13.46%					2,039,800		2,039,800
	New formalised car parking - adjacent Baseball/Soccer	4.27%					646,800		646,800
	Link road between car parks	1.23%					185,000		185,000
	Remove temporary facilities	0.14%					20,000		20,000
	New formalised overflow/match day parking	0.93%					140,000		140,000
	Open grass/warm up / kick about area including landscaping	0.60%					90,500		90,500
	New floodlights to soccer fields	1.65%					250,000		250,000
	New expanded carparking - adjacent Bowls/Soccer	3.80%					576,000		576,000
	Netting to Oval 3	0.27%					40,000		40,000
	Roof over bowling green	3.70%					560,000		560,000
	New playground / picnic area	1.67%					253,000		253,000
	Relocate baseball field	0.66%					100,000		100,000
	Baseball field flood lighting	0.66%					100,000		100,000
	New floodlights to Oval 3 - Optional	1.65%					250,000		250,000
	Directional/way finding signage	0.07%					10,000		10,000
	General								
	Running track	3.17%					480,000		480,000
	General upgrade of landscaping around site - Provisional	0.99%					150,000		150,000
	South								
	Remove existing old scoreboard	0.07%					10,000		10,000
	New formalised parking to Oval 1	1.98%					299,250		299,250
	New scoreboard	0.33%					50,000		50,000
	New floodlights to Oval 1	1.65%					250,000		250,000
	Upgraded change rooms / kitchen and social room extension and plaza connection	14.16%					2,146,250		2,146,250
	Remove existing scout hall / public toielts	0.14%					20,000		20,000
	Community open space / playground	1.96%					296,000		296,000
	Remove existing old public toilets	0.14%					20,000		20,000
	Formalise street parking spaces to Waverley Road	0.98%					147,250		147,250
	New formalised car parking to Oval 2 / Netball	1.71%					259,200		259,200
	New floodlights to Oval 2	1.65%					250,000		250,000
	Netting to Oval 1 and 2	0.53%					80,000		80,000

Elemental Summary

Project: Lara Recreation Reserve
Details: Estimate 2 Rev 3
Building: Lara Recreation Reserve

Code	Description	%BC	Cost/m2	Quantity	Unit	Rate	Subtotal	Factor	Total
	New netball courts	1.88%					284,750		284,750
	Lighting to netball courts (2 No)	0.50%					75,000		75,000
	Additional tennis courts (2 No) including ligthing - Option	1.98%					300,000		300,000
	Lighting to tennis courts (6 No)	0.99%					150,000		150,000
	New netball change rooms and tennis club rooms	6.60%					1,000,000		1,000,000
	Open grass kickabout area including landscaping	0.51%					76,500		76,500
	New cricket equipment storage	0.10%					15,000		15,000
	Upgraded and expanded cricket nets and pitches	0.80%					120,000		120,000
	New formalised car parking to support Oval 2 and cricket club	1.37%					206,550		206,550
	Directional/way finding signage	0.20%					30,000		30,000
	SUBTOTAL	90.07%							13,654,558
	Design and construction contingencies (10%)	9.01%							1,365,442
	TOTAL ESTIMATED MASTER PLAN CONSTRUCTION COST - OPTION 2	99.08%							15,020,000
	Option 1 - Alternative Pavilion Location and Carparking (Cost Premium)	0.93%					140,000		140,000
		100.00%							15,160,000

Trade Detail

Project: Lara Recreation Reserve
Building: Lara Recreation Reserve
Details: Estimate 2 Rev 3

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
New community space - clubrooms and changerooms							
	New community space - clubrooms and changerooms (Modular)	561	m2	2,300.00	1,290,300		1,290,300
	Fire services	561	m2	100.00	56,100		56,100
	Associated external works and services		Item		150,000		150,000
	Optional additional space for Scouts	216	m2	2,300.00	496,800		496,800
	Fire services	216	m2	100.00	21,600		21,600
	Associated additional external works and services		Item		25,000		25,000
	New community space - clubrooms and changerooms				**2,039,800**		**2,039,800**
New formalised car parking - adjacent Baseball/Soccer							
	New formlaised car parking - adjacent Baseball/Soccer						
	Strip site, site levelling, preparation	3,850	m2	10.00	38,500		38,500
	Asphalt surfacing	3,850	m2	75.00	288,750		288,750
	Kerbs and channels	3,850	m2	20.00	77,000		77,000
	Line marking and signage	3,850	m2	3.00	11,550		11,550
	Stormwater drainage	3,850	m2	20.00	77,000		77,000
	Lighting	3,850	m2	25.00	96,250		96,250
	Landscaping, sundries	3,850	m2	15.00	57,750		57,750
	New formalised car parking - adjacent Baseball/Soccer				**646,800**		**646,800**
Link road between car parks							
	Link road between car parks						
	Strip site, site levelling, preparation	1,000	m2	7.50	7,500		7,500
	Asphalt surfacing	1,000	m2	65.00	65,000		65,000
	Kerbs and channels	1,000	m2	30.00	30,000		30,000
	Line marking and signage	1,000	m2	2.50	2,500		2,500
	Stormwater drainage	1,000	m2	50.00	50,000		50,000
	Lighting	1,000	m2	20.00	20,000		20,000
	Landscaping, sundries	1,000	m2	10.00	10,000		10,000
	Link road between car parks				**185,000**		**185,000**
Remove temporary facilities							
	Removal of various temporary facilities in favour of new consolidated baseball club rooms		Item		20,000		20,000
	Remove temporary facilities				**20,000**		**20,000**
New formalised overflow/match day parking							
	New formlaised overflow/match day parking (gravel, unsealed)						
	Assume gravel surface, no lighting or stormwater drainage		Note				

Trade Detail

Project: Lara Recreation Reserve
Building: Lara Recreation Reserve
Details: Estimate 2 Rev 3

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
New formalised overflow/match day parking							*(Continued)*
	Strip site, site levelling, preparation	2,800	m2	5.00	14,000		14,000
	Gravel	2,800	m2	35.00	98,000		98,000
	Landscaping, sundries	2,800	m2	10.00	28,000		28,000
	New formalised overflow/match day parking				**140,000**		**140,000**
Open grass/warm up / kick about area including landscaping							
	Open grass/warm up / kick about area including landscaping						
	Grassing - re-sowing, seeding	4,600	m2	7.50	34,500		34,500
	Seating for running track		Item		10,000		10,000
	Shelters		Item				Excluded
	Landscaping allowance - average over site	4,600	m2	10.00	46,000		46,000
	Open grass/warm up / kick about area including landscaping				**90,500**		**90,500**
New floodlights to soccer fields							
	New floodlights to soccer fields		Item		250,000		250,000
	New floodlights to soccer fields				**250,000**		**250,000**
New expanded carparking - adjacent Bowls/Soccer							
	New expanded carparking - adjacent Bowls/Soccer						
	Strip site, site levelling, preparation	3,500	m2	7.50	26,250		26,250
	Asphalt surfacing	3,500	m2	65.00	227,500		227,500
	Kerbs and channels	3,500	m2	15.00	52,500		52,500
	Line marking and signage	3,500	m2	2.50	8,750		8,750
	Stormwater drainage	3,500	m2	15.00	52,500		52,500
	Lighting	3,500	m2	20.00	70,000		70,000
	Landscaping, sundries	3,500	m2	10.00	35,000		35,000
	Make good existing car park as required	2,070	m2	50.00	103,500		103,500
	New expanded carparking - adjacent Bowls/Soccer				**576,000**		**576,000**
Netting to Oval 3							
	Netting to Oval 3		Item		40,000		40,000
	Netting to Oval 3				**40,000**		**40,000**
Roof over bowling green							
	Roof over bowling green	1,600	m2	350.00	560,000		560,000
	Roof over bowling green				**560,000**		**560,000**
New playground / picnic area							
	New playground / picnic area						
	Site preparation	800	m2	10.00	8,000		8,000
	Surfacing - average rate	800	m2	75.00	60,000		60,000

Trade Detail

Project: Lara Recreation Reserve **Details:** Estimate 2 Rev 3
Building: Lara Recreation Reserve

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
New playground / picnic area							*(Continued)*
	Playground equipment		Item		75,000		75,000
	Landscaping - average rate	800	m2	50.00	40,000		40,000
	Furniture		Item		30,000		30,000
	Drainage	800	m2	25.00	20,000		20,000
	Sundries	800	m2	25.00	20,000		20,000
	New playground / picnic area				**253,000**		**253,000**
Relocate baseball field							
	Relocate baseball field		Item		100,000		100,000
	Remove existing surfacing						Included
	New surfacing						Included
	Remove and replace fencing						Included
	Relocate spectator/coach shelters						Included
	Relocate baseball field				**100,000**		**100,000**
Baseball field flood lighting							
	Baseball field flood lighting, power upgrades as required		Item		100,000		100,000
	Baseball field flood lighting				**100,000**		**100,000**
New floodlights to Oval 3 - Optional							
	New floodlights to Oval 3		Item		250,000		250,000
	New floodlights to Oval 3 - Optional				**250,000**		**250,000**
Directional/way finding signage							
	Directional/way finding signage	2	No	5,000.00	10,000		10,000
	Directional/way finding signage				**10,000**		**10,000**
Running track							
	Running track						
	Site preparation	2,400	m	25.00	60,000		60,000
	Track - granitic gravel	2,400	m	150.00	360,000		360,000
	Sundries including demolition works, distance markers, etc	2,400	m	25.00	60,000		60,000
	Running track				**480,000**		**480,000**
General upgrade of landscaping around site - Provisional							
	General upgrade of landscaping around site - Provisional		Item		150,000		150,000
	General upgrade of landscaping around site - Provisional				**150,000**		**150,000**
Remove existing old scoreboard							
	Remove existing old scoreboard		Item		10,000		10,000
	Remove existing old scoreboard				**10,000**		**10,000**
New formalised parking to Oval 1							
	New parking to northern half of Oval 1						

Trade Detail

Project: Lara Recreation Reserve
Building: Lara Recreation Reserve
Details: Estimate 2 Rev 3

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
New formalised parking to Oval 1							*(Continued)*
	Strip site, site levelling, preparation	2,100	m2	15.00	31,500		31,500
	Asphalt surfacing	2,100	m2	65.00	136,500		136,500
	Kerbs and channels	2,100	m2	15.00	31,500		31,500
	Line marking and signage	2,100	m2	2.50	5,250		5,250
	Stormwater drainage	2,100	m2	15.00	31,500		31,500
	Lighting	2,100	m2	20.00	42,000		42,000
	Landscaping, sundries	2,100	m2	10.00	21,000		21,000
	New formalised parking to Oval 1				**299,250**		**299,250**
New scoreboard							
	New scoreboard		Item		50,000		50,000
	New scoreboard				**50,000**		**50,000**
New floodlights to Oval 1							
	New floodlights to Oval 1		Item		250,000		250,000
	New floodlights to Oval 1				**250,000**		**250,000**
Upgraded change rooms / kitchen and social room extension and plaza connection							
	Extensions - Social Spaces, Gym, Away Change, First Aid, Player Amenitiy	375	m2	2,750.00	1,031,250		1,031,250
	Internal alterations		Item		250,000		250,000
	Upgrades to existing facilities		Item		500,000		500,000
	Associated external works and services including plaza connection		Item		150,000		150,000
	Kiosk/canteen area added to kitchen		Item		100,000		100,000
	Store room to be changed to additional shower		Item		20,000		20,000
	New grandstand		Item		75,000		75,000
	Waste compound		Item		20,000		20,000
	Upgraded change rooms / kitchen and social room extension and plaza connection				**2,146,250**		**2,146,250**
Remove existing scout hall / public toielts							
	Remove existing scout hall and public toilets including asbestos removal		Item		20,000		20,000
	Remove existing scout hall / public toielts				**20,000**		**20,000**
Community open space / playground							
	New playground / picnic area						
	Site preparation	1,100	m2	10.00	11,000		11,000
	Surfacing - average rate	1,100	m2	75.00	82,500		82,500
	Playground equipment		Item		70,000		70,000
	Landscaping - average rate	1,100	m2	40.00	44,000		44,000
	Furniture		Item		50,000		50,000
	Drainage	1,100	m2	20.00	22,000		22,000

Trade Detail

Project: Lara Recreation Reserve
Building: Lara Recreation Reserve
Details: Estimate 2 Rev 3

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
Community open space / playground							*(Continued)*
	Sundries	1,100	m2	15.00	16,500		16,500
	Community open space / playground				**296,000**		**296,000**
Remove existing old public toilets							
	Remove existing old public toilets		Item		20,000		20,000
	Remove existing old public toilets				**20,000**		**20,000**
Formalise street parking spaces to Waverley Road							
	New formalised car parking to support Oval 2 and cricket club						
	Strip site, site levelling, preparation	775	m2	7.50	5,813		5,813
	Gravel surfacing	775	m2	40.00	31,000		31,000
	Kerbs and channels	775	m2	25.00	19,375		19,375
	Line marking and signage	775	m2	2.50	1,938		1,938
	Stormwater drainage	775	m2	50.00	38,750		38,750
	Lighting	775	m2	50.00	38,750		38,750
	Landscaping, sundries	775	m2	15.00	11,625		11,625
	Formalise street parking spaces to Waverley Road				**147,250**		**147,250**
New formalised car parking to Oval 2 / Netball							
	New formlaised car parking						
	Srip site, site levelling, preparation	1,920	m2	7.50	14,400		14,400
	Asphalt surfacing	1,920	m2	65.00	124,800		124,800
	Kerbs and channels	1,920	m2	15.00	28,800		28,800
	Line marking and signage	1,920	m2	2.50	4,800		4,800
	Stormwater drainage	1,920	m2	15.00	28,800		28,800
	Lighting	1,920	m2	20.00	38,400		38,400
	Landscaping, sundries	1,920	m2	10.00	19,200		19,200
	New formalised car parking to Oval 2 / Netball				**259,200**		**259,200**
New floodlights to Oval 2							
	New floodlights to Oval 2		Item		250,000		250,000
	New floodlights to Oval 2				**250,000**		**250,000**
Netting to Oval 1 and 2							
	Netting to Oval 1 and 2		Item		80,000		80,000
	Netting to Oval 1 and 2				**80,000**		**80,000**
New netball courts							
	New netball courts						
	Site preparation - cfut and fill	1,500	m2	20.00	30,000		30,000
	Paving and surfacing - acylic over concrete	1,500	m2	95.00	142,500		142,500
	Drainage		Item		20,000		20,000
	Linemarking		Item		2,000		2,000

Trade Detail

Project: Lara Recreation Reserve **Details:** Estimate 2 Rev 3
Building: Lara Recreation Reserve

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
New netball courts							*(Continued)*
	Posts	4	No	1,750.00	7,000		7,000
	Lighting		Item		50,000		50,000
	Fencing	155	m	150.00	23,250		23,250
	Sundries		Item		10,000		10,000
	New netball courts				**284,750**		**284,750**
Lighting to netball courts (2 No)							
	Lighting to netball courts (2 No)		Item		75,000		75,000
	Lighting to netball courts (2 No)				**75,000**		**75,000**
Additional tennis courts (2 No) including ligthing - Option							
	Additional tennis courts (2 No) including ligthing		Item		300,000		300,000
	Additional tennis courts (2 No) including ligthing - Option				**300,000**		**300,000**
Lighting to tennis courts (6 No)							
	Lighting to tennis courts (6 No)		Item		150,000		150,000
	Lighting to tennis courts (6 No)				**150,000**		**150,000**
New netball change rooms and tennis club rooms							
	New netball change rooms and tennis club rooms (Modular)	292	m2	2,300.00	671,600		671,600
	Decking	110	m2	500.00	55,000		55,000
	Associated external works and services		Item		150,000		150,000
	Sundries		Item		123,400		123,400
	New netball change rooms and tennis club rooms				**1,000,000**		**1,000,000**
Open grass kickabout area including landscaping							
	Open grass/warm up / kick about area including landscaping						
	Site preparation	3,400	m2	5.00	17,000		17,000
	Grassing - re-sowing, seeding	3,400	m2	7.50	25,500		25,500
	Landscaping allowance - average over site	3,400	m2	10.00	34,000		34,000
	Open grass kickabout area including landscaping				**76,500**		**76,500**
New cricket equipment storage							
	New cricket equipment storage shed	20	m2	750.00	15,000		15,000
	New cricket equipment storage				**15,000**		**15,000**
Upgraded and expanded cricket nets and pitches							
	Upgraded and expanded cricket nets and pitches	1,200	m2	100.00	120,000		120,000
	Upgraded and expanded cricket nets and pitches				**120,000**		**120,000**
New formalised car parking to support Oval 2 and cricket club							
	New formalised car parking to support Oval 2 and cricket club						
	Srip site, site levelling, preparation	1,530	m2	7.50	11,475		11,475
	Asphalt surfacing	1,530	m2	65.00	99,450		99,450

Trade Detail

Project: Lara Recreation Reserve
Building: Lara Recreation Reserve
Details: Estimate 2 Rev 3

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
New formalised car parking to support Oval 2 and cricket club							*(Continued)*
	Kerbs and channels	1,530	m2	15.00	22,950		22,950
	Line marking and signage	1,530	m2	2.50	3,825		3,825
	Stormwater drainage	1,530	m2	15.00	22,950		22,950
	Lighting	1,530	m2	20.00	30,600		30,600
	Landscaping, sundries	1,530	m2	10.00	15,300		15,300
	New formalised car parking to support Oval 2 and cricket club				**206,550**		**206,550**
Directional/way finding signage							
	Directional/way finding signage	3	No	10,000.00	30,000		30,000
	Directional/way finding signage				**30,000**		**30,000**
Option 1 - Alternative Pavilion Location and Carparking (Cost Premium)							
	Preliminaries, overheads and profit		Item		15,050		15,050
	Car parking - reduced area of 50m2 and less complex shape		Item		-25,000		-25,000
	Services cost premiums associated with services reticulation to remove location of site relative to existing services infrastructure						
	Additional stormwater services		Item		25,000		25,000
	Additional water services		Item		10,000		10,000
	Additional sewer services		Item		15,000		15,000
	Additional fire services		Item		10,000		10,000
	Additional communications services		Item		7,500		7,500
	Additional electrical services		Item		25,000		25,000
	New link road to storage facilities	80	m	500.00	40,000		40,000
	Design and construction contingencies (15%)		Item		17,450		17,450
	Option 1 - Alternative Pavilion Location and Carparking (Cost Premium)				**140,000**		**140,000**

Cr Grzybek re-entered the meeting room at 7.36pm

2. DRAFT SOCIAL HOUSING PLAN 2018-2041

Source: **Healthy Communities**
Director: **Robyn Stevens**
Portfolio: **An Inclusive and Diverse Community**

Purpose

1. To present the City of Greater Geelong Draft Social Housing Plan 2018-2041 for public exhibition until the end of December 2019 prior to Council adoption.

Background

2. In 2018, the City applied for a Victorian Government grant under its Social Housing Investment Planning (SHIP) program and has developed a Social Housing Plan 2018-2041 (the Plan). The timeframe for the Plan aligns with the City's Settlement Strategy. The overarching purpose of this project is to facilitate an increase in the supply of social housing.

3. Social housing is housing that is appropriate for people on low incomes and includes public housing and housing owned and controlled by a registered housing association.

4. Without adequate social housing, the numbers of people experiencing homelessness and living on the streets will continue to increase, while living standards that should be accessible to all members of our community will be further out of reach.

5. The Plan identifies the social housing needs and options to expand the supply of social housing in Greater Geelong, in partnership with other responsible levels of government.

Key Matters

6. The Plan identifies:

   6.1 A 32% growth in population over the next 18 years. Geelong is a community with a higher than state average of lone and single households and house prices are escalating while private rental, social and public housing options are unable to meet the increasing demand;

   6.2 Across the City of Greater Geelong 3,300 households currently live in social housing; 3.6% of all households;

   6.3 10,800 households are currently living in housing stress; 11.3% of all households (i.e. very low, and low-income households that are paying more than 30% of household income on rent); and

   6.4 The current estimated need for social housing is 13,500 new dwellings over 21 years including the replacement of 1,500 existing public housing dwellings that will come to the end of their economic life.

7. The Plan is built around five key goals as outlined in **Attachment 2**.

8. The Plan also recommends specific roles for the City in its implementation including: leadership, investment, partnerships, planning, urban revitalisation and capacity building. Officers have reviewed and identified the benefits and resources required. (**Attachment 2**).

Cr Mansfield moved, Cr Murnane seconded -

9. That Council approve the release of the draft Social Housing Plan 2018-2041 for community consultation until the end of December 2019.

Carried.

Attachment 1

Financial Implications

1. There are costs associated with a range of recommended actions as outlined in this report. In the immediate future, it is recommended to prepare a business case for a dedicated planning specialist residing in the Strategic Planning team to commence activation of the Plan. A new officer position will be subject to a business case, and it is recommended that $130k is sought to commence the implementation plan. This request will form part of the budget process for the next financial year.

Community Engagement

2. Extensive community engagement was undertaken during the project planning process. Workshops were held with:

    2.1 social housing tenants;

    2.2 community service agencies;

    2.3 housing providers;

    2.4 industry sector; and

    2.5 general community, Let's Talk About Social Housing Forum held in June with over 80 people in attendance.

3. It is proposed to publicly exhibit the draft Plan for broad community feedback over four weeks prior to finalising the Plan.

Social Equity Considerations

4. The Plan meets all of Council's social equity principles.

5. All activities of the City will be informed by up to date demographic and geographic information on social equity in the region which identified priority areas and groups for attention.

6. Safe, secure and affordable housing is a central ingredient to personal wellbeing and community safety. Housing also plays a role in facilitating access to services such as health, education and employment providing the foundation for participation in local, neighbourhood and community life.

7. The Plan is evidence based, using the most up to date demographic forecast data from .id forecasts. It includes attention to community groups such as the Aboriginal and Torres Strait Islander communities and a presentation was made to Council's Access and Inclusion Committee.

8. Planning for all activities will be informed by focussed, partnerships and engagement with priority groups and areas aimed at fully understanding the particular needs and obstacles they experience in accessing services and facilities.

9. The engagement report documents the issues experienced by service providers tenants, those who are housed in public housing and agencies that service/assist people who require housing.

10. Service infrastructure design, location, communication and support arrangements will address the particular needs and obstacles faced by priority areas and groups.

    The Plan supports the locations of social housing as part of a residential mix that is close to services.

Policy/Legal/Statutory Implications

11. The Victorian Government has recently created planning and funding mechanisms to promote increased delivery of social housing across the state by the not-for-profit sector through registered housing associations, in addition to its direct provision of public housing. The Victorian Government wants the assistance of local government through identifying local needs, using the planning system to encourage social housing development and by providing land.

12. The right to housing is a right to have somewhere to live that is adequate. Relevant policy and statutory implications include:

    12.1 *Victorian Housing Act 1983*;

    12.2 *Planning and Environment Act 1987*;

    12.3 National Housing and Homelessness Agreement (NHAA); *and*

    12.4 *Victorian Charter of Human Rights and Responsibilities 2006*.

Alignment to Council Plan

13. Under the *Informed Social Infrastructure and Planning* key priority, *Council Plan 2018-2022* states that Council will advocate and plan for a range of social and affordable housing options.

14. In addition, under the Planned Sustainable Development priority, *Council Plan 2018-2022* states that Council will make sure housing supply, diversity and affordability can meet the needs of our growing community.

Conflict of Interest

15. There is no officer conflict of interest associated with the development of the Plan and report.

Risk Assessment

16. To do nothing is a risk when considering the extent of housing stress in Greater Geelong.

Environmental Implications

17. There are no immediate environmental implications associated with this report.

THE CITY OF
GREATER GEELONG

SOCIAL HOUSING PLAN 2018 - 2041
Recommended Strategies and Actions

CITY OF GREATER GEELONG

Attachment 2

The Social Housing Plan 2018 – 2041 (the Plan) strategies and actions are tabled here including the five key goals and recommendations of specific roles for the City.

1. The Plan is built around five key goals:

   1.1 Increase the supply of social housing from the current 3% to 7% of total households by 2031, an estimated increase in supply of 6,000 dwellings and to 10% by 2041 (a further 6,000 dwellings).

   1.2 Increase the supply of social housing through: the provision of the City's owned land for social housing developments; and a new requirement for all development of the City's owned land to contribute to an increase supply of social housing. There is significant land supply in Geelong and the municipality is not "locked" by adjacent populated municipalities.

   1.3 Maximise State and Commonwealth investment in new social housing across the City.

   1.4 Amend the City of Greater Geelong Planning Scheme to require the inclusion of social and affordable housing in new developments based on identified need.

   1.5 Complete an '*Urban Refreshment'* of areas of high social housing concentration to enhance the utilisation and quality of social housing and increase the liveability and social wellbeing of these areas.

2. The Plan also recommends specific roles for the City in its implementation:

   2.1 Leadership – advocating for an increase in social housing in public policy and in the local community.

   2.2 Investment – investing in social housing by contributing City land and cash to leverage significant funding from State and Commonwealth Governments.

   2.3 Partnerships – developing partnership agreements with the Commonwealth and Victorian Governments to expand the supply of social housing in Greater Geelong.

   2.4 Planning – utilising recent amendments to the *Planning & Environment Act* to negotiate the inclusion of new social housing within all new residential developments where development approvals have added value to land.

   2.5 Urban revitalisation – contributing to public urban improvements in Corio, Norlane and Whittington.

   2.6 Capacity building – developing the capacity of the City of Greater Geelong to deliver the implementation of the Plan.

Strategy	Actions	Timelines	Resources	Benefits
Leadership Strategies				
1. Establish an Affordable Housing Advisory Committee to Council	Involve key stakeholder groups (including community services, private business, property development industry, and DHHS) in meetings to: consider the City of Greater Geelong reports on issues and activities related to social and affordable housing; and provide feedback on issues and opportunities for an increase in the supply of social and affordable housing in Geelong	Short-term	An internal Social Housing Team including research and policy expertise and public relations expertise	Key stakeholder support for City initiatives and policies
2. Develop a better understanding of social housing needs	Publish data on housing needs in the City of Greater Geelong which can inform the location, volume and type of required new social housing dwellings. Research and document appropriate housing responses to the different groups experiencing housing need	Short-term	An internal Social Housing Team including research and policy expertise and public relations expertise	Evidenced based policies in relation to social housing
3. Raise community awareness of housing need and the benefits of social housing	Promote the social and economic benefits of social housing to the community. Promote good practice examples of social housing including the positive impact on low income households.	Short- term (dependent upon a dedicated resource to be funded by Council)	An internal Social Housing Team including research and policy expertise and public relations expertise	Resident and community support for the City's policies and for individual social housing projects undergoing planning approval
4. Articulate a clear understanding of Council's role in the supply of social housing	Publish data on social housing supply. Monitor Commonwealth and State Government policies which impact on housing supply and promote opportunities that will benefit Geelong. Advocate for increased investment in social housing to Commonwealth and State governments	Short- term	An internal Social Housing Team including research and policy expertise and public relations expertise	Informed negotiations with other levels of government and better resourced social housing programs
5. Support the inclusion of mandatory planning controls	Advocate to the state government for the inclusion of mandatory planning controls in the Victorian planning for the provision of affordable housing	Ongoing	An internal Social Housing Team including research and policy expertise and public relations expertise	Informed negotiations with other levels of government and better resourced social housing programs

Strategy	Actions	Timelines	Resources	Benefits
Investment Strategies				
1. Demonstrate commitment through early investment in showcase projects	Identify one or two suitable City of Greater Geelong sites for the inclusion of social housing, employing best practice in social, economic and environmental sustainability Document and promote those developments within the City and externally to State and Commonwealth Governments	1-2 years	Contribution of City owned land. Housing planner/officer to deliver project	Improved public awareness of both the quality and benefits of social housing

Strategy	Actions	Timelines	Resources	Benefits
2. Invest in a *Social Housing Growth Agreement* for the City	Contribute the City's owned land which is surplus to requirements for residential developments that include social housing. Annual budget contribution of $1M to City of Greater Geelong *Social Housing Growth Strategy*	Medium – Long term (this action needs to be part of an overall approach by the City)	$1M Subject to a successful Business Case	Leverages significant increase in social housing investment from State and Commonwealth governments

Strategy	Actions	Timelines	Resources	Benefits
Planning Strategies				
1. Amend the Greater Geelong Planning Scheme to require the inclusion of social and affordable housing in new developments based on identified need	The State Government has not set a mandatory or minimum affordable housing requirement. There is a broad state-based policy supporting the provision of affordable housing. There is a broad strategic planning basis to include affordable housing matters in local policy and in site specific planning controls. The City will include the current and future demand and supply of affordable housing within the municipality in the Planning Policy Framework. Future housing development will include a meaningful contribution to meeting the identified needs for social and affordable housing where there is a demonstrated uplift in land value. A site-specific inclusion relevant to the context of the site will be negotiated when: • A rezoning for a residential use is sought; • A residential precinct structure plan is prepared; • A development concession or incentive is provided as part of a development application[2]. Delivery models will include the gifting, discounted sale or leasing of land or dwellings to a Registered Housing Agency (RHA) appropriate to the needs of the RHA and the location. Alternative arrangements such as the sale of dwellings to households under an affordable home purchase arrangement such as a shared equity program will also be considered. A Social and Affordable Housing Assessment should be prepared as part of the relevant planning assessment process.		Within existing resources	An amended Planning Scheme which enables the planning process to negotiate development contributions to the provision of social housing supply in accordance with recent amendments to the Planning and Environment Act

Strategy	Actions	Timelines	Resources	Benefits

[2] It is noted that the State Government has not set a mandatory or minimum affordable housing requirement, however, there is broad state based policy supporting the provision of affordable housing. There is a broad strategic planning basis to include affordable housing matters in local policy and in site specific planning controls.

2. Negotiate Section 173 Agreements with applicants	Voluntary agreements will set out: - the percentage of total dwellings on site to be contributed to social housing; - the type of social housing dwellings to be provided; - the location of the social housing dwellings to be provided; - the owner and manager of the social housing dwellings to be provided; and - the cost of the dwellings (or land) to be provided for social housing. Prepare guidance materials to assist negotiations including criteria for eligible developments.	Ongoing	Housing planner in the Planning & Growth team to negotiate agreements $130,000 per annum subject to a successful business case	New social housing included in major developments or a contribution procured for investment in new social housing
3. Identify principles to guide negotiations with developers on appropriate social and affordable housing outcomes	Principles for negotiation will include: - **Commercial**: the cost to the developer should not exceed the value uplift in the land value generated by the development approval. - Integration: the scale, design and finish of the social housing should be compatible with the surrounding streetscape and not distinguishable from other dwellings. The social housing dwellings will have access to the same communal facilities and services as the other dwellings. - **Progressive**: the social housing should be delivered progressively in accordance with an agreed program. - **Certainty**: the party identified as the owner and manager of the social housing must have the financial capacity to complete the acquisition and the operational capacity to manage the dwellings in accordance with recognised good practice. - **Sustainable**: the social housing dwellings provided should be consistent with an evidenced based model of good practice that demonstrates social, economic and environmental sustainability.	Short term	Cost included in 2 above	Provides developers with confidence that negotiations will not be unrealistic and uncommercial

Strategy	Actions	Timelines	Resources	Benefits
Partnership Strategies				
1. Negotiate a Social Housing Agreement with the Commonwealth Government	Including: - Identification of Commonwealth Government owned sites that can be made available for residential development including social housing - Commitment of NHFIC finance to major new residential zones with a commitment to social housing inclusion - Commitment of NHHA funding to the renewal of large public housing estates in Geelong - Commitment of NRAS incentives to the development of affordable housing in Geelong	Short term-medium term	This action is dependent upon funding provided by Council based on a successful Business Case	Secures Commonwealth investment in social housing in Geelong leveraging Council Investment
2. Negotiate a Social Housing Growth Agreement with the Victorian Government	Including: - Growth targets for new social housing dwellings through the Geelong Affordable Housing Trust - Allocation of State-owned sites for residential development including social housing - Provision of a recurrent subsidy over 30 years under the Social Housing Growth Fund (or similar) to meet the identified gap between revenues and costs (operating and finance) - Business plan which demonstrates the financial viability of the growth strategy over a 30-year period including the full amortisation of all debt	Short term-medium term	(This action is dependent upon a Business Case and secured funding provided by the City)	Secures State investment in social housing in Geelong leveraging City investment
3. The development of a Neighbourhood Revitalisation Partnership between the City of Greater Geelong and DHHS	Including: - 10-year Neighbourhood Renewal Strategy. - 5-year Neighbourhood Renewal Plan for Corio, Norlane & Whittington. - A commitment to an approach that integrates improvements to the physical environment and builds the social capital of each community; and enhances the desirability to live in each area while ensuring the traditional public housing residents are not displaced but can enjoy improved living conditions. Guiding principles: - Redevelopment of public housing dwellings at the end of their useful life or no longer appropriate to housing needs - Improvement of public housing that is physically sound to meet the needs of existing and future social housing tenants - Place based tenancy and property management of the public housing dwellings - Place based maintenance of the public domain including parks, gardens and community facilities - Coordination of training and employment programs which link local residents to the economy of place-based management - Community development program designed to enhance health and well-being, improve community safety, and increase participation in community and civic activities	Short – Medium term	(This action is dependent upon a successful business case and funding explored between the City and the Victorian State Government)	Long term collaborative strategy backed by appropriate resources to complete the process of urban renewal in areas of concentrated social disadvantage

Strategy	Actions	Timelines	Resources	Benefits
Capacity Building Strategies				
1. The creation of an Affordable Housing Trust by the City of Greater Geelong	Legal establishment of a special purpose social housing investment vehicle which is: - The recipient of any land identified as surplus to the City's requirements and suitable for social housing - The recipient of the annual Social Housing Budget approved by the City - The beneficiary of any Affordable Housing Development Contribution negotiated by Council through a Section 173 Agreement during a Development Approval process - The investment vehicle in which State and Commonwealth investments can be secured	Medium – Long Term	(This action is dependent upon a business case to be developed and approved by the City) Significant resourcing is required	A special purpose investment vehicle providing security for all investments in social housing from the City, State and Commonwealth governments and through the planning system
2. The incorporation of a Geelong Affordable Housing Development Company to be appointed as Trustee of the Geelong Affordable Housing Trust	Incorporation of a special purpose Trustee Company to manage the Affordable Housing Trust with: - Membership based on key stakeholders in the economy such as the City of Greater Geelong, G21, Committee for Geelong and Give Where You Live - Directors appointed for their skills and experience to develop a social housing property portfolio and manage the assets for the benefit of the community - Employ property professionals with social values and the capacity to implement an approved business plan for the growth of social housing - Secure registration as a Housing Agency under the Victorian Housing Act - Appoint existing Registered Housing Agencies to develop projects and manage properties owned by the Affordable Housing Trust based on their proven capacity to provide excellent service to the designated resident group (role to be dependent on which option is selected for the company)	Medium – Long term	(This action is dependent upon a business case to be developed and significant City resourcing is required)	A competent and capable company at arm's length to the City which can provide focused attention on the development if a social housing investment strategy and oversee its implementation

K2 PLANNING

City of Greater Geelong - Social Housing Plan 2018 - 2041

FINAL REPORT

October 2019

PART A: CITY OF GREATER GEELONG SOCIAL HOUSING PLAN 2018 - 2041

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Terminology

- **The City of Greater Geelong** (CoGG) refers to the local Council, or administrative body, for the local government area of Geelong (sometimes also referred to as 'Council')
- The term **Geelong** is used to refer to the geographical areas covered by the City of Greater Geelong
- **Planning Area –** this document uses the Planning Areas developed by K2 Planning in the City of Greater Geelong *Children's Services Infrastructure Plan* 2012 and subsequently used in future City of Greater Geelong Community Infrastructure Plans. The Planning Areas groups suburbs into areas that reflect where people travel to access services

List of Abbreviations

ABS	Australian Bureau of Statistics
AHURI	Australian Housing and Urban Research Institute
CEHL	Common Equity Housing Limited
CGDA	Central Geelong Development Authority
CoGG	City of Greater Geelong
DHHS	Department of Health and Human Services
DOT	Department of Transport
GAHC	Geelong Affordable Housing Company
GAHT	Geelong Affordable Housing Trust
IAP2	International Association of Public Participation
IHDA's	Increased Housing Diversity Areas
LGA	Local Government Area
MPHP	Municipal Public Health and Wellbeing Plan
NATSEM	National Centre for Social and Economic Modelling
NDIA	The National Disability Insurance Agency
NGRHC	North Geelong Rental Housing Co-operative
OoH	Office of Housing
PPHA	Port Phillip Housing Association
PPHT	Port Phillip Housing Trust
PSP	Precinct Structure Plan
RHA	Registered Housing Association
SEIFA	Socio-Economic Index for Areas
SHP	Social Housing Plan
TAC	The Victorian Transport Accident Commission
UDIA	Urban Development Institute of Australia
VACRO	Victorian Association for the Care and Resettlement of Offenders
UDIA	Urban Development Institute of Australia

Please refer to Table 21, p. 83 for a Glossary of Key Terms

Part A: City of Greater Geelong Social Housing Plan

1. Executive Summary

Housing affordability is constantly in the news. After a decade of rising house prices fewer people are purchasing a home and private rental costs are causing financial problems for many households. Front pages of many newspapers carry the stories of those who are suffering the most – the homeless and those in housing poverty.

Funding cuts to blame for homeless increase, Corio MP Richard Marles says

With next week marking Homelessness Week, Corio MP Richard Marles has called on the Government to demonstrate more leadership to take real action on combating homelessness…There are more homeless people in Geelong than ever before amid increasing funding cuts to frontline services, warns Corio MP Richard Marles.

(Geelong Advertiser August 5, 2019)

In theory the solution is simple. International research backed by Australian experience indicates that 'housing first' is the right approach – regardless of the many factors contributing to homelessness providing people with safe, secure and affordable **housing first** enables them to gain the stability necessary to deal with other pressures in their lives.

Social housing is the solution. Social housing is rental housing provided to the lowest income groups in the community, at a rent that is based on their income (generally 30%). Social housing is provided by the State Government (public housing) or by Registered Housing Agencies (RHA's) (community housing). To achieve the affordability outcome the construction or operations of social housing must be subsidised.

Currently there are only 3,300 social housing dwellings in Geelong. However, there are an estimated 7,200 households in Geelong who urgently need social housing with about 6,400 living in the private rental market and paying in excess of 30% of their income on rent (often more than 50%) and a further 900 who are homeless altogether. The total demand for social housing is therefore estimated at 10,500 dwellings or approximately 11% of all households.

With the population of Geelong expected to grow by at least another 50,000 dwellings over the next two decades, a current shortfall of 7,200 social housing dwellings, and 50% of the existing social housing needing to be replaced over that period, it is estimated that a Social Housing Plan designed to overcome homelessness and housing poverty will need to deliver **13,500 new social housing dwellings by 2041**.

This implies the addition of an average 675 social housing dwellings per annum over the next 20 years requiring an estimated investment of $235M per annum. This level of investment is far beyond the capacity of any local government and will only be addressed if State and Commonwealth Governments are committed to addressing the problem.

The City of Greater Geelong (Council) is the level of government closest to the lived experience of homelessness and housing poverty. Council best understands the impact of the lack of social housing on individuals and families and has to carry the burden of supporting people when housing costs force them into poverty, contribute to physical and mental health problems, and eventually lead to a crisis.

Council therefore needs to take a strategic role in driving a new social housing growth strategy for Geelong. This Plan outlines the elements of such a strategy including the following roles for Council:

1. Take a **LEADERSHIP** role in advocating for an increase in social housing by presenting compelling data and a coherent strategy to both the State and Commonwealth Governments.
2. **INVEST** in social housing by contributing suitable sites surplus to Council requirements and a modest annual budget thereby demonstrating Council's commitment and credibility.
3. Develop **PARTNERSHIPS** with both the State and Commonwealth Government culminating in funding agreements that will lead to significant growth in social housing over the next 20 years.
4. Amend the **PLANNING** Scheme in the context of recent amendments to the Victorian Planning & Environment Act and the anticipated outcomes of the new Victorian Ministerial Advisory Committee on the role of planning legislation to support social housing to enable Council to negotiate significant developer contributions to social housing.
5. Participate in ongoing **URBAN RENEWAL** plans for Corio, Norlane and Whittington thereby contributing to increased social, environmental and economic sustainability in these three very disadvantaged suburbs.
6. **BUILD CAPACITY** in the local infrastructure necessary to achieve the social housing growth and regeneration objectives by building key operational infrastructure organisations.

In practical terms, the key initiatives within the Social Housing Plan include a commitment by the City of Greater Geelong to:

1. Make available all suitable unutilised Council owned land for residential development in a timely manner with a minimum of 30% social housing (42 sites identified).
2. Contribute an annual budget of $1M to social housing to leverage investment from other levels of government.
3. Adopt a Local Planning Policy for Social Housing and amend the Geelong Planning Scheme to enable Council to negotiate development contribution to social housing in all new developments where the approval of the planning application increases land value.
4. Negotiate a Social Housing Agreement with the Victorian State Government which includes: State commitments to funding ambitious growth targets; releasing suitable surplus land for residential development with a minimum of 30% social housing; and completion of urban renewal plans for Corio, Norlane and Whittington.
5. Negotiate an Agreement with the Commonwealth government that includes a commitment by the Commonwealth to release all suitable surplus land for residential development including: a minimum of 30% social housing; financial support for the social housing growth strategy through the National Housing Finance Investment Corporation (NHFIC); and allocation of a significant

number of National Rental Affordability Scheme (NRAS) incentives to Geelong, if that scheme is reopened.

In order for the Social Housing Plan to be implemented Council will commit to the establishment of the following two key components of local infrastructure necessary to support social housing growth:

1. **Geelong Affordable Housing Trust** - a special purpose investment vehicle to hold all assets and contributions provided by Council, the State Government, the Commonwealth Government and the private sector (via Section 173 Affordable Housing Agreements). The Trust will provide assurance to all parties that the value of their contributions will be retained as social housing within the municipality in perpetuity.

2. **Geelong Affordable Housing Company (GAHC) -** a special purpose affordable housing development company that is registered as a Housing Association under the Victorian Housing Act and which is appointed by Council as the Trustee of the Trust. It is anticipated that the GAHC will take responsibility for developing and implementing an investment program based on the commitments of Council, the State and Commonwealth Governments and the anticipated contributions to social housing provided through Section 173 Agreements, and subsequently arranging long term management of social housing assets, including the appointment of housing managers with the capacity to provide the best service to the specific residents of each development.

1.1 Vision, Aims, Objectives and Targets

The City of Greater Geelong *Social Housing Plan* seeks to give effect to the aspiration for an inclusive community which cares for the most vulnerable members of that community outlined in the community's vision for the City, *Greater Geelong: A Clever and Creative Future*.

COMMUNITY VISION
Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment (Greater Geelong: A Clever and Creative Future) *Community Aspiration:* An inclusive, diverse, healthy and socially connected community. *Success will be achieved by:* A variety of affordable options for people to rent or buy a home.

PURPOSE OF SOCIAL HOUSING PLAN
The City's Social Housing Plan reflects the Greater Geelong community values of access to affordable housing and support for vulnerable community members. The Plan provides a framework designed to meet the housing needs of the lowest income households in the community.

STRATEGIES			
Consider the suitability of council owned land which is identified as surplus, for social housing	Update and complete urban renewal plans for areas of high public housing concentration (Corio, Norlane, and Whittington)	Negotiate the inclusion of social housing in all new private developments where rezoning and planning approvals add value to land	Maximise State and Commonwealth investment in new Social Housing in the municipality

SOCIAL HOUSING PLAN TARGETS
Increase the supply of social housing from the current 3% to **7% by 2031** (an estimated increase in supply of 6,750 dwellings including the replacement of 750 existing public housing dwellings.)
Increase the supply of social housing from the proposed 7% in 2031 to **10% by 2041** (an estimated further increase in supply of 6,750 dwellings including the replacement of 750 existing public housing dwellings.)

ROLES FOR COUNCIL	
Leadership	Assume a leadership role in advocating for an increase in social housing in public policy and in the local community
Investment	Evaluate the suitability of surplus Council land for social housing which leverages significant funding from State and Commonwealth Governments
Partnerships	Develop partnership agreements with Commonwealth and State Governments for investment in social housing which expands the supply of social housing in Geelong
Planning	Negotiate the inclusion of social housing in all new private developments where rezoning and planning approvals add value to land
Urban Renewal	Contribute to continued urban renewal plans for Corio, Norlane and Whittington
Capacity Building	Develop the capacity of the City of Greater Geelong to manage the implementation of the Social Housing Plan by establishing essential elements of local infrastructure needed to support an increase in social housing

1.2 A Social Housing Plan Based on Partnerships

State Government has the constitutional responsibility to plan for and provide housing assistance, including social housing. Local Government is not the level of government responsible for the delivery of social housing. However, as the level of government closest to the community, Local Government has the closest understanding of local issues such as homelessness and housing poverty. Local Government also has the closest understanding of the impact of the lack of social housing on individuals and families. In turn, Local Government carries most of the burden of supporting people when housing costs force them into poverty, contribute to physical and mental health problems, and eventually leading to crisis. However, Local Government does *not* have the resources necessary to achieve the targets required to address the current and future need for social housing identified within the City of Greater Geelong.

The implementation of any Plan to deliver on these targets will therefore depend on the negotiation of a partnership arrangement between the City of Greater Geelong and both the State and Commonwealth Governments. These partnerships will respond to the following key issues that will impact directly on the effectiveness of the City of Greater Geelong *Social Housing Plan*:

The scale of investment required in social housing is significant

- An estimated 13,500 new dwellings over 20 years including the replacement of 1,500 existing public housing dwellings that will come to the end of their economic life within that period
- This is an average of approximately 675 dwellings per annum at a total development cost of about $235M (assuming an average cost of $350,000)

Mechanisms are available to Local Government to reduce the cost required to invest in social housing

- the value of land contributed by Local, State and Commonwealth Governments, plus contributions negotiated with private developers during planning negotiations, is estimated to be able to lower the overall cost of development of social housing by about 20% on average; and
- the impact of the GST rebate if the social housing is delivered through a Registered Housing Agency will further reduce the cost by about 9%; therefore
- the total annual net cost to develop this quantum of social housing is in the order of $170M per annum.

The subsidy required to meet the target for social housing is far greater than any return on investment to Council

- the subsidy required to meet the cost of servicing this level of investment, (even if all borrowed through an entity such as the National Housing Finance & Investment Corporation at government bond rates plus margin), would be in the vicinity of $10,000 per dwelling per annum or about $6.5M per annum for the annual target of 643 dwellings; whereas
- Council would only generate about $650K in rate revenue from the additional social housing.

The central features of the City of Greater Geelong *Social Housing Plan* therefore are:

i. The negotiation of a **Social Housing Agreement with the Commonwealth Government** that includes:
    a. A review of all Commonwealth land holdings within the City of Greater Geelong and a commitment to release all sites no longer required, in an orderly manner, for use as residential development with a minimum of 30% of the lots produced designated for social housing and transferred to a Registered Housing Agency at cost; and
    b. Debt finance through NHFIC to an approved Registered Housing Agency in the order of $3.4B distributed over 20 years.

ii. The negotiation of a **Social Housing Growth Agreement with State Government of Victoria** that includes[1]:

    a. A review of all State land holdings within the City of Greater Geelong and a commitment to release all sites no longer required, in an orderly manner, for use as residential development with a minimum of 30% of the lots produced designated for social housing and transferred to a registered Housing Agency at cost; and
    b. A commitment to complete urban renewal plans for Corio, Norlane and Whittington including the replacement of 1,500 public housing dwellings over the next 20 years as they reach the end of their economic life; and
    c. A **Social Housing Growth Fund** operating subsidy estimated in the order of $3B spread over 50 years

iii. A **commitment by the City of Greater Geelong** through partnerships with the Commonwealth and Victorian Governments to:

    a. A review of all Council land holdings within the City of Greater Geelong and a commitment to release all sites no longer required, in an orderly manner, for use as residential development with a minimum of 30% of the dwelling produced designated for social housing and transferred to a Registered Housing Agency at cost with an option for Council to continue to hold title to the land; and
    b. Where there is a demonstrated uplift in the value of private land, through a rezoning or development approval, the City of Greater Geelong will negotiate the inclusion of affordable housing appropriate to the context and scale of the development (a legitimate target based on the identified demand suggests that 10% social housing is not unreasonable); and

[1] The City of Greater Geelong recognises that neither the Commonwealth nor State Governments are likely to enter long-term commitments and hence will seek to negotiate 5 year Agreements, with intention to renew in 5 year intervals.

c. A commitment to work with the State Government in the implementation of Urban Renewal Plans for Corio, Norlane and Whittington, including the resourcing of a community development strategy in each neighbourhood; and
d. A commitment to invest $1M per annum for 20 years into the Registered Housing Agency commissioned with the task of implementing the Social Housing Growth Strategy.

iv. Negotiation of a **Partnership Agreement with a Registered Housing Agency** to ensure the establishment of the following key components of local infrastructure necessary to support social housing growth including:

a. **Geelong Affordable Housing Trust (GAHT)** – a special purpose investment entity that will hold all assets and contributions provided by Council, State and Commonwealth governments, and private sector (via Sec 173 Affordable Housing Agreements) and social housing assets; and
b. **Geelong Affordable Housing Company (GAHC)** – a special purpose affordable housing development company that is registered as a Housing Association under the Victorian Housing Act and appointed by Council as Trustee of the above rust (refer to **Executive Summary** for more details).

This ambitious expectation by Council is premised on the **following facts which set Geelong apart**:

1. The municipality is the largest by population in Victoria with significant growth expectations driven by State and Commonwealth settlement and regional development plans – Council has every right to expect the support of both levels of government to address the major social infrastructure requirements of the City.
2. The municipality is unique in Victoria in that it has all of the features of a major metropolis including a central business district undergoing rejuvenation through redevelopment including high rise service oriented office towers alongside apartment buildings; an outer fringe which is undergoing rapid growth through greenfield developments; and established suburban communities being reshaped around local retail centres and transport hubs.
3. The municipality has been at the forefront of the restructuring of Australian industry with the closure of many significant manufacturing industries resulting in considerable unemployment and transitional employment options.
4. There is currently a very low proportion of social housing in the municipality, much of which is nearing the end of its economic life, is underutilised, and is not matched to current demand.
5. That level of investment is way beyond the capacity of Council to meet and can only be addressed through a coordinated strategy which has the commitment of both the State and Commonwealth Governments as well as the City of Greater Geelong.

1.3 Strategies

Strategies required to implement the City of Greater Geelong *Social Housing Plan 2018 – 2041* are set out below under the following roles identified for Council:

1. Leadership
2. Investment
3. Partnerships
4. Planning
5. Capacity Building

Each Strategy includes:

1. **Actions** – activities identified as appropriate for each Strategy
2. **Timelines** – an approximate timeline based on Short Term (1-2 years); Medium Term (3-5 years); Long Term (5-10 years) and Ongoing
3. **Budgets** – an estimate of the budget that Council may be required to commit to each activity
4. **Benefits to Council** – what each action will contribute to the achievement of the overall Plan and related social and economic benefits to Council

Table 1: City of Greater Geelong - Recommended Strategies and Actions

Strategy	Actions	Timelines	Resources	Benefits
A. Leadership Strategies				
1. Establish an Affordable Housing Advisory Committee to Council	Involve key stakeholder groups (including community services, private business, property development industry, and DHHS) in meetings to: consider City of Greater Geelong reports on issues and activities related to social and affordable housing; and provide feedback on issues and opportunities for an increase in the supply of social and affordable housing in Geelong	Short-term	An internal Social Housing Team including research and policy expertise, urban planning expertise and public relations expertise	Key stakeholder support for Council initiatives and policies
2. Develop a better understanding of social housing needs	Publish data on housing need in the City of Greater Geelong which can inform the location, volume and type of required new social housing dwellings Research and document appropriate housing responses to the different groups experiencing housing need	Short-term		Evidence based policies in relation to social housing
3. Raise community awareness of housing need and the benefits of social housing	Promote the social and economic benefits of social housing to the community Promote good practice examples of social housing including the positive impact on low income households	Short- term (dependent upon a dedicated resource to be funded by Council)		Resident and community support for Council policies and for individual social housing projects undergoing planning approval
4. Articulate a clear understanding of Council's role in the supply of social housing	Publish data on social housing supply Monitor Commonwealth and State Government policies which impact on housing supply and promote opportunities that will benefit Geelong Advocate for increased investment in social housing to Commonwealth and State Governments	Short- term		Informed negotiations with other levels of government and better resourced social housing programs
5. Support the inclusion of mandatory planning controls	Advocate to the State Government for the inclusion of mandatory planning controls in the Victorian planning for the provision of affordable housing	Ongoing		

Strategy	Actions	Timelines	Resources	Benefits
B. Investment Strategies				
1. Demonstrate commitment through early investment in showcase projects	Identify one or two suitable Council sites for the inclusion of social housing, employing best practice in social, economic and environmental sustainability Document and promote those developments within the City and externally to State and Commonwealth Governments	1-2 years	Nil budget allocation but impact on balance sheet	Improved public awareness of both the quality and benefits of social housing
2. Invest in a *Social Housing Growth Agreement y* for the City	Contribute Council owned land which is surplus to Council requirements for residential developments that include social housing Annual budget contribution of $1M to City of Greater Geelong *Social Housing Growth Strategy*	Medium – Long term (this action needs to be part of an overall approach by the City)	$1M Subject to a successful Business Case	Leverages significant increase in social housing investment from State and Commonwealth Governments

Strategy	Actions	Timelines	Resources	Benefits
C. Planning Strategies				
	The State Government has not set a mandatory or minimum affordable housing requirement. There is a broad state based policy supporting the provision of affordable housing. There is a broad strategic planning basis to include affordable housing matters in local policy and in site specific planning controls. The City will include the current and future demand and supply of affordable housing within the municipality in the Planning Policy Framework.			
1. Amend the Greater Geelong Planning Scheme to require the inclusion of social and affordable housing in new developments based on identified need	Future housing development will include a meaningful contribution to meeting the identified needs for social and affordable housing where there is a demonstrated uplift in land value A site-specific inclusion relevant to the context of the site will be negotiated when: - A rezoning for a residential use is sought - A residential precinct structure plan is prepared - A development concession or incentive is provided as part of a development application[2]. Delivery models will include the gifting, discounted sale or leasing of land or dwellings to a Registered Housing Agency appropriate to the needs of the RHA and the location. Alternative arrangements such as the sale of dwellings to households under an affordable home purchase arrangement such as a shared equity program will also be considered.	Short term	Within existing resources	An amended Planning Scheme which enables the planning process to negotiate development contributions to the provision of social housing supply in accordance with recent amendments to the Planning & Environment Act

[2] It is noted that the State Government has not set a mandatory or minimum affordable housing requirement, however, there is broad state based policy supporting the provision of affordable housing. There is a broad strategic planning basis to include affordable housing matters in local policy and in site specific planning controls.

Strategy	Actions	Timelines	Resources	Benefits
	A Social and Affordable Housing Assessment should be prepared as part of the relevant planning assessment process.			
2. Negotiate Section 173 Agreements with applicants	Voluntary agreements will set out: - the percentage of total dwellings on site to be contributed to social housing; - the type of social housing dwellings to be provided - the location of the social housing dwellings to be provided - the owner and manager of the social housing dwellings to be provided, and - the cost of the dwellings (or land) to be provided for social housing. Prepare guidance materials to assist negotiations including criteria for eligible developments	Ongoing	Housing planner in the Planning and Growth team to negotiate agreements $130,000 per annum subject to a successful Business Case	New social housing included in all eligible - developments or a contribution procured for investment in new social housing
3. Identify principles to guide negotiations with developers on appropriate social and affordable housing outcomes	Principles for negotiation will include: - **Commercial**: the cost to the developer should not exceed the value uplift in the land value generated by the development approval. - **Integration**: the scale, design and finish of the social housing should be compatible with the surrounding streetscape and not distinguishable from other dwellings. The social housing dwellings will have access to the same communal facilities and services as the other dwellings. - **Progressive**: the social housing should be delivered progressively in accordance with an agreed program. - **Certainty**: the party identified as the owner and manager of the social housing must have the financial capacity to complete the acquisition and the operational capacity to manage the dwellings in accordance with recognised good practice. - **Sustainable**: the social housing dwellings provided should be consistent with an evidenced based model of good practice that demonstrates social, economic and environmental sustainability.	Short term	Cost included in 2 above	Provides developers with confidence that negotiations will not unrealistic and uncommercial

Strategy	Actions	Timelines	Resources	Benefits
D. Partnership Strategies				
1. Negotiate a Social Housing Agreement with the Commonwealth Government	Including: - Identification of Commonwealth Government owned sites that can be made available for residential development including social housing - Commitment of NHFIC finance to major new residential zones with a commitment to social housing inclusion - Commitment of NHHA funding to the renewal of large public housing estates in Geelong - Commitment of NRAS incentives to the development of affordable housing in Geelong	Short term-medium term	This action is dependent upon funding provided by Council based on a successful Business Case	Secures Commonwealth investment in social housing in Geelong leveraging Council Investment
2. Negotiate a Social Housing Growth Agreement with the Victorian Government	Including: - Growth targets for new social housing dwellings through the Geelong Affordable Housing Trust - Allocation of State-owned sites for residential development including social housing - Provision of a recurrent subsidy over 30 years under the Social Housing Growth Fund (or similar) to meet the identified gap between revenues and costs (operating and finance) - Business plan which demonstrates the financial viability of the growth strategy over a 30 year period including the full amortisation of all debt	Short term-medium term	This action is dependent upon funding provided by Council based on a successful Business Case	Secures State investment in social housing in Geelong leveraging Council investment
3. The development of a Neighbourhood Revitalisation Partnership between the City of Greater Geelong and the State Government Department of Health and Human Services (DHHS)	Including: - 10 year Neighbourhood Renewal Strategy. - 5 year Neighbourhood Renewal Plan for Corio, Norlane & Whittington. - A commitment to an approach that integrates improvements to the physical environment and builds the social capital of each community; and enhances the desirability to live in each area while ensuring the traditional public housing residents are not displaced but can enjoy improved living conditions	Medium term-long term	This action is dependent upon a successful Business Case and funding explored between Council and the Victorian State Government.	Long term collaborative strategy backed by appropriate resources to complete the process of urban renewal in areas of concentrated social disadvantage

Strategy	Actions	Timelines	Resources	Benefits
	Guiding principles: - Redevelopment of public housing dwellings at the end of their useful life or no longer appropriate to housing needs - Improvement of public housing that is physically sound to meet the needs of existing and future social housing tenants - Place based tenancy and property management of the public housing dwellings - Place based maintenance of the public domain including parks, gardens and community facilities - Coordination of training and employment programs which link local residents to the economy of place-based management - Community development program designed to enhance health and well-being, improve community safety, and increase participation in community and civic activities			

Strategy	Actions	Timelines	Resources	Benefits
E. Capacity Building Strategies				
1. The creation of an Affordable Housing Trust by the City of Greater Geelong	Legal establishment of a special purpose social housing investment vehicle which is: - The recipient of any land identified as surplus to Council requirements and suitable for social housing - The recipient of the annual Social Housing Budget approved by COGG - The beneficiary of any Affordable Housing Development Contribution negotiated by Council through a Section 173 Agreement during a Development Approval process - The investment vehicle in which State and Commonwealth investments can be secured	Short term	This action is dependent upon a Business Case to be developed and approved by Council. Some resourcing is required.	A special purpose investment vehicle providing security for all investments in social housing from Council, State and Commonwealth Governments and through the planning system
2. The incorporation of a Geelong Affordable Housing Development Company to be appointed as Trustee of the Geelong Affordable Housing Trust	Incorporation of a special purpose Trustee Company to manage the Affordable Housing Trust with: - Membership based on key stakeholders in the economy such as COGG, G21, Committee for Geelong and Give Where You Live - Directors appointed for their skills and experience to develop a social housing property portfolio and manage the assets for the benefit of the community - Employ property professionals with social values and the capacity to implement an approved business plan for the growth of social housing - Secure registration as a Housing Agency under the Victorian Housing Act - Appoint existing Registered Housing Agencies to develop projects and manage properties owned by the Affordable Housing Trust based on their proven capacity to provide excellent service to the designated resident group (role to be dependent on which option is selected for the company)	Medium – Long term	This action is dependent upon a Business Case to be developed. Significant Council resourcing is required.	A competent company at arm's length to Council which can provide focused attention on the development if a social housing investment strategy and oversee its implementation

1.4 Implementation Plan

In order to implement the City of Greater Geelong *Social Housing Plan* it will be appropriate for Council to commit to the following tasks during 2020-21.

Strategy	Tasks	Outcomes	Resources	Responsibility
Leadership	Identify suitable persons and invite them to form the Affordable Housing Advisory Committee	Establishment of key advisory body for Council	Nil	Governance, Strategy & Performance
	Commission a Social Housing Communications Strategy for consideration and sign off by Advisory Committee	Agreed strategy for promoting the benefits of Social Housing and Council's Social Housing Plan	$20,000	Governance, Strategy & Performance
Investment	Identify 2 Council owned sites for Social Housing demonstration projects	Council resolution to develop sites as Social Housing	Value of sites	Planning, Design & Development
	Commission feasibility studies on the development of the sites	Documented good practice development model and identification of finance and subsidies required to develop	$100,000	Customer & Corporate services
Planning	Social and Affordable Housing Assessments	Social and Affordable Housing Assessment is prepared as part of Council initiated rezoning or PSP	Within Project Budget	Planning, Design & Development
	Amendment to Planning Scheme	Planning Scheme articulates the intent of the Social Housing Plan	Existing	Planning, Design & Development
Partnership	Meet with Minister for Housing & Planning to discuss Social Housing Plan and Council's goal for Social Housing Agreement with Victorian government	Ministerial in-principle support for a partnership Agreement on growing social housing (including redevelopment of existing public housing).	Existing	CEO

Strategy	Tasks	Outcomes	Resources	Responsibility
	Meet with the Director of Housing to discuss the scope of a Social Housing Agreement between Council and DOH	In-principle agreement on scope of agreement and process for negotiating details.	Existing	CEO's Office
Capacity Building	Engage lawyers to draft Trust Deed for the formation of Geelong Affordable Housing Trust for Council consideration	Adoption by Council and establishment of the Trust.	$25,000	Governance, Strategy and Performance
	Engage lawyers to incorporate a company limited by guarantee to act as manager of the Geelong Affordable Housing trust	Approval by Council and incorporation of company	$25,000	Governance, Strategy and Performance
	Recruit 5-7 Council residents with the skills and experience to provide an effective Board of the Trust Manager	Appointment by Council of Board of Directors of Trustee	Internal	Governance, Strategy and Performance

Part B: Context for a Social Housing Plan

2. What is social and affordable housing?

2.1 How is social and affordable housing defined?

Affordable Housing

The term 'affordable housing' generally refers to housing available to lower income households which is affordable relative to their incomes.

The *Planning and Environment Act 1987* introduced a definition of affordable housing in June 2018: *Affordable Housing is defined as housing, including social housing that is appropriate for the housing needs of very low, low- and moderate-income households.*

These income levels have been defined by the Victorian Government based on the household income distribution derived from the most recent Census of Population and Housing undertaken by the Australian Bureau of Statistics. Very Low income is defined as less than 50 percent of the median household income, Low is 50-80 percent of the median, and Moderate is 80-120 percent of the median household income.

The income ranges are shown in Table 1 for three types of household. The Victorian Government publishes income bands for Greater Melbourne and the Rest of Victoria. Geelong belongs in the 'Rest of Victoria'.

Table 1: Annual income ranges - households eligible for Affordable Housing, Rest of Victoria

Household Type	Very low income range (annual)	Low income range (annual)	Moderate income range (annual)
Single Adult	Up to $18,380	$18,381 - $29,400	$29,401 - $44,100
Couple, no dependents	Up to $27,560	$27,561 - $44,100	$44,101 - $66,160
Family (one or two parents and dependent children)	Up to $38,590	$38,591 - $61,750	$61,751 - $92,610

Source: Victorian Government Gazette, 29 May 2018.

Housing Stress

Households in the very low, low- and moderate-income ranges which are paying more than 30% of their usual gross weekly income on housing costs (i.e. rent or mortgage payments) are said to be experiencing housing stress. This measure is greater than that used by the National Centre for Social and Economic Modelling, which uses only the very low- and low-income bands (i.e. the lowest 40% of incomes (i.e. 80% of the median). A significant proportion of households experiencing housing stress may be eligible for social housing.

Social Housing

Social housing is affordable housing, which is owned by government and community-based organisations, where rents are set at an affordable level (i.e. proportion of income) for eligible households. The majority of social housing is either Public Housing or Community Housing.

Public Housing

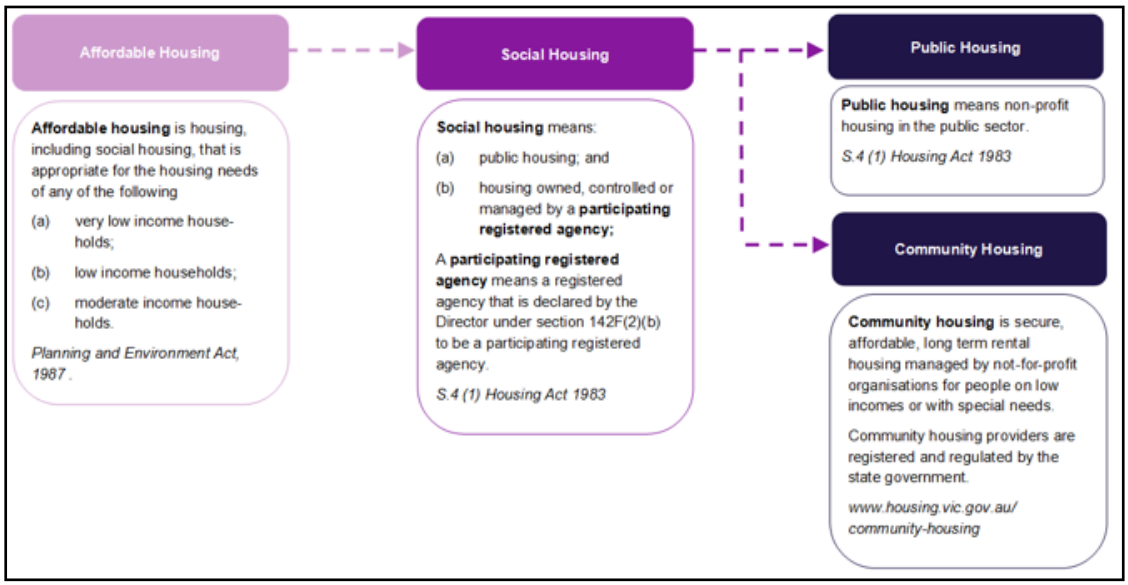
Public housing is housing that is owned and managed by the Government, as per the Housing Act 1983. It refers to rental housing that is provided to very-low and low-income households on an affordable basis (no more than 25 percent of income on rent). Most households in public housing receive Commonwealth income support (e.g. the disability or aged pension). Public Housing is owned and managed by the Victorian Department of Health and Human Services (DHHS). Tenure is not time limited but is subject to tenants meeting rental conditions contained in their tenancy agreement. These agreements are renewed every 3 years.

Community Housing

Community housing is housing that is managed by a Registered Housing Agency. Community housing may be owned by the RHA or leased from DHHS or private landlords. Community housing is targeted to very low-to-moderate income and/or special needs households who meet income and asset tests, in accordance with the Residential Tenancies Act 1997. Rents are commonly capped at between 25 percent and 30 percent of household income with a maximum generally set at 75 percent of market rent. Many providers provide local support services and encourage tenant participation in maintenance and management. Community Housing thus includes:

- Social Housing – long term housing for very low- and low-income households mostly reliant on Commonwealth income support
- Affordable Housing – long term housing for moderate income households mostly reliant on low and casual wages
- Crisis and transitional housing - provide to people experiencing homelessness.

The relationship between affordable, social, public and community housing is shown in Figure 1, below.



Source: Victorian Government DHHS, *Affordable Housing voluntary contributions: Public Housing as an Affordable Housing contribution*, June 2018

Please refer to Table 21, p. 83 for a Glossary of Key Terms

2.2 Why is Social Housing so important?

Social housing is housing for low income households, who are paying a high proportion of their income on rent, and who are struggling to meet the cost of living, due to their family circumstances, and/or as a result of unemployment, disability, poor health or other factors.

Households who rely on government benefits (e.g. pensions, Newstart) as their primary source of income often find it difficult to meet rental payments, even if they receive rent assistance payments as part of their benefits.

Some groups are particularly vulnerable. For example, single parents seeking to provide adequate care for their children may struggle to earn sufficient income, young people on low incomes who leave their parental home; or older pensioners who are renting.

Some people may be unable to pay rents, due to unexpected rent increases, financial difficulties, health issues or unemployment, and as a result find themselves without accommodation. Other people may be forced to leave their home due to conflict and relationship breakdown, including family violence, and find it extremely difficult to access affordable rental properties.

Households which cannot meet rental payments are forced to relocate to less appropriate accommodation, away from family, friends and other support networks. A poor rental history increases the difficulty of finding alternative accommodation in a competitive rental market, and some households experience discrimination in the private rental market.

Some people experience homelessness for a period of time, staying temporarily with friends or relatives, living in substandard accommodation, or living on the streets. With the assistance of homelessness agencies and other support services to find alternative accommodation, the experience of homelessness may be short term. This depends on the availability of suitable accommodation, and for some people, access to support services. Some people who have experienced homelessness may be able to live independently with little additional support. Others may require longer term support.

Whatever the circumstances the provision of social housing in the first instance is considered the most appropriate response to homelessness and the imminent threat of homelessness. The 'Housing First' model is based on the principle that safe and secure housing should be quickly provided prior to, and not conditional upon, addressing other issues. This is now the preferred approach to tackling homelessness in a number of jurisdictions – both nationally and internationally.[3]

[3] Australian Housing and Urban Research Institute (AHURI) 2019 *Social housing as infrastructure: rationale, prioritisation and investment pathway.*

In summary, social housing can provide:

a. Improved access to secure housing and greater security of tenure
b. Greater housing stability, providing a secure basis from which to access employment, education, and community services
c. An enhanced quality of life, including improved health and welfare
d. A reduction in homelessness
e. A reduction in demand for services for people experiencing homelessness
f. Access to support services for social housing tenants, which are designed to help stabilise tenancies.

2.3 What does Social Housing look like?

Social housing may take many forms, in response to the different housing needs of households in the population. Current social housing is indistinguishable from other forms of housing in the community, and is constructed by mainstream builders, to a particular price point.

Social housing may be provided as single dwellings, distributed throughout the community. Social housing may also be provided in multi-dwelling clusters (which could be located in courts), and could be single storey units, or two storey townhouses. Some designs may facilitate interaction between residents, for example for older people or single parent families who can benefit from living in small communities.

Social housing may be included in mixed use apartment developments where there is a mixture of private and social housing, and/or private commercial space on the ground floor, depending on the location and zoning.

A small proportion of social housing may be designed specifically to assist people experiencing housing crises and homelessness, and include crisis and transitional accommodation.

Community consultation and data analysis undertaken for this project identified significant diversity in the types of households at risk, and requiring social housing across Geelong. 'Housing needs' vary in terms of dwelling size, built form, number of bedrooms, location, and disability access.

2.4 What principles should be used in determining appropriate housing for low income households?

Principles to be considered in determining appropriate housing for low income households are shown below. These include parameters in the Victorian Government Ministerial Note (2018).

Table 2: Principles for consideration in developing social housing outcomes

Parameter	Principle	Issues
Location	Housing should be located in reasonable proximity to the range of services the resident requires including retail, education, health, employment and transport.	Most low income households are reliant on public transport and therefore locations close to train stations and bus stops and which are in walking distance to local shops is important.
Design	Housing should be designed to provide adequate space and amenity to minimise anxiety.	Overcrowding is linked to mental health issues and family violence. For single people small homes may be appropriate but if dependent on shared living spaces may be counterproductive to mental health.
Amenity	Housing for low income households should not be too dissimilar in appearance to typical housing in the immediate neighbourhood.	Low income households should not be stigmatised by their housing having a much lower amenity than neighbouring housing as this can lead to social isolation.
Form	Housing should be provided in a form which matches the life stage and amenity required by the household.	High density housing will be suitable for smaller households and those with pre-school age children provided there are recreational areas close by but are unlikely to be appropriate for larger families with school age children.
Integration	Housing should offer the potential to live in a community that is stable, supportive and safe.	Positive relationships with neighbours and sharing common interests with some neighbours can contribute to a sense of belonging and inclusion and enhance community sustainability.
Affordability	Housing should be provided at a cost to the household that does not leave them with insufficient income to meet the other basics of life such as food, clothing, utilities, medical and education costs.	This principle is well defined with the commonly accepted definition being that household costs should not exceed 30% of income for those households in the Very Low, Low and Moderate incomes categories.
Sustainability	Housing should be designed so that the costs associated with living in the dwelling such as utilities and maintenance are minimised.	The cost of construction is often reduced through the use of lower cost materials however these may result in an increase in maintenance costs over time (undermining long term viability for the provider) and/or a reduction in environmental efficiency/ energy (increasing the living costs for the resident).
Support	Housing should be linked to support services which are appropriate to household members and which enable them to maintain a stable tenancy.	Secure and affordable housing will automatically contribute to housing stability however some people such as those with significant physical disabilities and people with acute mental health problems may require ongoing or periodic professional support to assist them maintain their accommodation.

NB: When applying these Principles to certain social groups a range of 'service models' are used, e.g. the Youth Foyer model has a proven track record of not only housing young people at risk of homelessness but linking them with training and employment opportunities.[4].

[4] More examples of how the application of these principles can lead to certain social housing 'service models' are provided in *Background Paper No. 2 - Affordable Housing Models*

2.5 What is the development model for social housing?

There are four main parameters which need to be decided when developing social housing, as shown in Table 3. Key to any growth in social housing is the ability to access the subsidies necessary to make the housing financially viable and sustainable over the long term.

Table 3: Parameters for consideration in developing social housing outcomes

Parameter	Issue	Options
Finance	What is the most appropriate method of financing the development?	The main options are community contributions, government grants, and/or bank debt. Community contributions generally only cover a small proportion of the cost of development. Private equity is an unlikely source due to low returns and lack of control.
Subsidy	What is the scale and form of the subsidy necessary to ensure the long-term sustainability of the agreed response?	There are only two revenue streams for the operation of a social housing model – rental revenue and operating subsidies. The size of the subsidy is strongly related to the cost of finance. Other costs are generally fixed.
Ownership	What legal entity is the most appropriate to own the social housing?	Ownership will depend on who carries the risk of the project, and in particular who owns the debt and is providing security for the debt.
Management	What organisation is the most appropriate to manage the property and the tenancy?	Management should be undertaken by an organisation that best understands the needs of the client, and can collect rent and maintain the property.

3. Why a Social Housing Plan for Geelong?

3.1 What impact does Local Government have on housing affordability?

Local Government can potentially have a significant impact on housing affordability, especially in Geelong where there is significant land supply, and the municipality is not 'locked' by adjacent populated municipalities.

Local Government can increase demand for housing generally by virtue of its planning and development decisions. Through inputs into regional planning, local government contributes to regional growth and development, and the subsequent demand for housing. This includes infrastructure and transport.

Local Government has a major impact on housing affordability through its regulation of supply of land for development. Under-supply of land tends to increase housing prices, due to unmet demand. Local government also influences value through zoning, regulation of lot sizes, and urban design and urban amenity.

3.2 Why has housing affordability become an issue for Local Government?

Across Victoria, housing affordability is at its lowest level in 20 years. Compared to other Australian States, Victoria has the lowest level of social housing (see 'Supply of Social Housing in Geelong' below). This low level of current social housing stock reflects decades of reduced expenditure on social housing. As a result, much current social housing stock is poorly maintained and any available social housing is usually allocated to those households who have the highest, and most complex, needs. These trends have contributed to negative community attitudes to social housing in many areas of Victoria.

This lack of investment by the State Government in social housing means that Local Government will play an increasingly important role in planning for social housing into the future. As the closest level of government to the people, Local Government is aware of community needs and well connected with local organisations that respond to those needs.

Recent changes made by the State Government to the Victorian Planning and Environment Act 1987 also now allow Local Governments to negotiate with developers about including social housing in new developments. These changes also increase the role, and opportunity, for Local Government to facilitate an increase in the supply of social housing.

3.3 What is Council's commitment to Social and Affordable Housing?

Council has made a number of commitments to providing social and affordable housing in Geelong, which are recorded in various documents. The overarching long-term vision is provided by *A Clever and Creative Community*, which states:

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

A Clever and Creative Community identifies the following Community Aspiration:

"an inclusive, diverse, healthy and socially connected community, with success achieved by a variety of affordable options for people to rent or buy a home, and support for the most vulnerable members of the community."

The City of Greater Geelong *Council Plan* 2018 – 2022 states that Council is committed to *"Making sure housing supply, diversity and affordability can meet the needs of our growing community"*. This includes developing *"a housing policy to provide a range of social and affordable housing options"*. A key priority in the Plan is to develop a housing policy to provide a range of social and affordable housing options, with the adoption and commencement of the Social Housing Plan in 2019-2020.

The City of Greater Geelong *Municipal Public Health & Wellbeing Plan 2018-21* acknowledges that life opportunities, good health and wellbeing, are impacted at all stage of life by safe, affordable and accessible housing.

The City of Greater Geelong *Settlement Strategy* (2018) identifies selected strategies for the development of social housing in order to achieve an increase in the level of affordable and social housing in Greater Geelong. Strategies include supporting affordable housing in areas suitable for increased housing diversity and density, especially around Activity Centres and Key Development Areas; investigating voluntary agreements, inclusionary zoning and development of surplus government sites to deliver social housing; and working with State government, community housing and the private sector to deliver more affordable and social housing.

3.4 What is the purpose of the Social Housing Plan?

The purpose of the *Social Housing Plan* is to provide Council with a framework to implement previous commitments and, in particular, to provide a policy that will drive an increase in social and affordable housing options.

Council is committed to ensuring that housing can meet the needs of its constituents. In order to meet the needs of some of the most disadvantaged people in the Geelong community, Council should collaborate with the State and Commonwealth Governments to increase the supply of social housing.

This will mean a more significant role for Council in planning and controlling the development of social housing, and ensuring that the type and location of dwellings to be constructed are consistent with the needs of low-income households.

The *Social Housing Plan* will also address the requirement of the Victorian Government to provide an evidence base to enable the negotiation of social housing inclusion with developers.

3.5 What is special about Geelong?

The Geelong region has particular significance within the State of Victoria, due to its size and diversity, and opportunities for growth.

Geelong is the largest municipality in Victoria, encompassing a wide range of suburbs and communities. These include city centre, older urban areas, newly developing broad hectare settlements, coastal towns, post-industrial suburbs, and rural, and semi-rural regions. The distribution of social housing in Geelong is extremely uneven, and some suburbs have a significantly lower socio-economic profile, and experience higher levels of housing stress. There is a need to upgrade social housing which was originally established in the 1950s as accommodation for factory workers.

The Geelong economy has experienced re-structuring, including some major setbacks over the last 20 years, but now has a more complex structure which includes manufacturing, transport, commercial, retail, and services industries. Geelong enjoys a special relationship with the State Government, which has supported a range of initiatives in the past, some of which have been in response to assistance with industrial and economic re-structuring.

Geelong experiences higher levels of uncertainty in relation to housing demand, due to high expected population growth (including through migration). Ongoing migration from Melbourne and Wyndham is likely, facilitated by enhanced transport infrastructure, including rail, road, and a major airport. The region offers a range of attractive lifestyles, with access to employment, recreation, arts and culture, and beaches. People coming to Geelong may live and work in Geelong, retire to coastal communities, or settle in locations where they can commute to Melbourne and other places of employment.

The Geelong Authority

The Geelong Authority was established as a Ministerial Advisory Committee for the Minister for Planning in 2015. The Geelong Authority provides independent advice to the Minister on a range of issues taking into account any social, economic and environmental factors, and the resultant net community benefit to central Geelong, and the broader Geelong region. The Authority oversees the implementation of the *Revitalising Central Geelong Action Plan*, which has been adopted and funded by the State Government.

The Plan aims to encourage more people to live and work in central Geelong, creation of jobs, new development opportunities, and increased demand for retail and other services. The Plan includes several initiatives which potentially relate to social housing including development of housing in the city, support for the delivery of student housing, revitalising the Geelong Station Precinct, and development of community infrastructure to support higher levels of residential development. The Plan included the development of social housing as part of the St Mary's School development.

The development of social housing within central Geelong is clearly within the scope of the Geelong Authority. It will be important for the Authority to oversee housing development projects within Central Geelong, and consider the inclusion of social housing within the context of the Social Housing Plan.

4. How did we develop the City of Greater Geelong Social Housing Plan?

The following tasks were undertaken to develop the *City of Greater Geelong Social Housing Plan 2018 – 2041 – this table also set out where to find more detail information related to each stage of the project.*

Project Stage	Output
Milestone 1 – Inception Meeting and Project Risk Assessment	*Project Risk Assessment – Internal Document*
Milestone 2 - Policy and Data Analysis	
Policy Analysis: Local State and Federal Policy - guiding principles and opportunities for local government social housing role	*Background Report No. 3: Policy Discussion Paper*
Data Analysis: CoGG Social Housing Supply; Population Groups and Social Housing Need; Social Housing Demand by Area	*Background Report No. 4: Social Housing Supply and Demand Assessment*
Land Audit: State and Local Government Owned Land	*Background Report No. 5: Land Audit (Internal Council document)*
Milestone 3 - Community and Stakeholder Engagement	
Development of Project Engagement Plan	*Background Report No. 1: Engagement Report*
Facilitation of Engagement Events: Stakeholder workshops, community consultations and targeted interviews	
Milestone 4 - CoGG Social Housing - Strategic Options Paper	
Draft CoGG Social Housing Plan – Strategic Options Paper	*Background Report No. 6: Strategic Options Paper*
Client Meeting and Councillor workshop to discuss Strategic Options	
Revised CoGG Social Housing Plan – Strategic Options Paper	
Milestone 5 - Planning Project Elements	
Overview of: Affordable housing market overview; Social housing business models; Legal mechanisms for achieving social housing at a local government level; Partnership Opportunities	*Background Report No. 2: Affordable Housing Models*
Overview of recent Planning Scheme Amendment Opportunities; Site Options	*Background Report No. 5 Land Audit*
Draft Local Affordable Housing Policy	
Milestone 6 – Draft Social Housing Plan	
Draft and Final City of Greater Geelong *Social Housing Plan 2018 - 2041*	*Current document*

5. What did the Community tell us?

Consultations with the Geelong community played a very important part in developing the *City of Greater Geelong Social Housing Plan 2018 – 2041*. Full details about all consultations and their results can be found in the *Background Report No. 1 – Engagement Report.* This section provides a summary of the key issues emerging through the consultations that need to be considered in the *Part B: The Social Housing Plan*.

In total, **194 people representing 50 organisations were directly engaged** in the development of the *City of Greater Geelong Social Housing Plan 2018 – 2041*.

Table 4: Community Consultation Events and Attendances

Who (a)	How	How Many
Social and Community Housing Tenants	TWO workshop, kitchen table conversation style	20 attendees in total
Community Service Agencies	TWO stakeholder workshops	27 attendees in total
Housing Providers	TWO stakeholder workshops	
Industry Sector	TWO stakeholder workshops	26 attendees in total
Locations of High Housing Stress	TWO stakeholder workshops	28 attendees
General Community	Community Forum - June 2019 City of Greater Geelong Access and Inclusion Advisory Committee	84 attendees 9 attendees

NB: Please refer to the 'Attachments' for full Definitions of each group consulted and a list of all organisations engaged.

Key issues emerging through these engagements include:

1. Strengths and challenges of current social housing stock
2. Identified groups who need social housing
3. Identified areas of social housing need
4. Current responses that support the supply of social housing
5. Potential responses to increase the supply of social housing
6. Other supports that make social housing successful

These issues are summarised in the following table.

Table 5: What Did the Community Tell Us?

Key Themes Emerging through Community Consultations	Specific Comments Provided by Community
Current Social Housing Stock in Geelong – What Works Well Now?	
- Design - Permanence - Affordability - Accessibility - Safety and Social Benefits	- *It's a beautiful unit - got everything* - *Housing coops provide real opportunities for residents to build their skills and get involved* - *Having staff on site helps make the place feel safe and supportive* - *I am not going to be kicked out. This is the biggest thing* - *I wouldn't move for anything* - *Rent is affordable* - *Like everything, permanent, can be here for ever* - *I love where it is, quiet, affordable and modern* - *I like long term affordable housing* - *Stay where I am forever (Baptcare Norlane)* - *Bigger place, I can do things I want to do like piano keyboard.* - *I am lucky to have a cat and I couldn't in my old place* - *Security of residence* - *I wouldn't move for anything* - *. I am close to everything and it is a unit on one level and I don't like steps* *Close amenities – buses and gardens* - *I know local shops – I can drive to those* - *There is a network of people who can support you* - *We can stay even if one of us passes away – secure to stay* *(Social and Community Housing Tenants)* - *Social housing is a very important part of ensuring a mix of housing for those in need* - *Our houses create new beginnings for people …they are able to have stability in their lives, can go back to study, can look for employment* - *Research into the benefits of our housing for our tenants showed improvement in mental health, physical health, academic performance etc* - *Contributing to breaking the intergenerational cycle of poverty* - *Social Housing provides the opportunity for people to re-establish themselves* - *Massive health benefit and social benefits we tend not to count the multiplier effects, the social benefits* *(Community Forum Participants)*

Key Themes Emerging through Community Consultations	Specific Comments Provided by Community
Current Social Housing Stock – Limitations Identified by the Community	
- Need for upgrades - Lack of supporting infrastructure - Inadequate stock maintenance - Poor building condition - Limited ability to move tenants into new properties - Poor community perception based on poor stock condition - Low standards - Declining stock	- *Existing public housing standards are far less now than should be expected* *(City of Greater Geelong Access and Inclusion Advisory Committee)* - *We need updated personal requirements in our current locations, wider halls, bigger bathrooms and wheelchair access* - *A lot of residents having trouble with noise at night* *(Social and Community Housing Tenants)* - *The community perception about social housing is generated by failure to maintain stock* *(Industry Sector Consultation)* - We don't have the ability to insist on downsizing (Housing Provider) - *The State Govt has squandered the opportunity and the Commonwealth's assistance is a drop in the ocean compared to what is need* - *There is a declining social housing stock base in Victoria* *(Community Forum Participants)*
Who Needs Social Housing in Geelong?	
- *This region has the largest level of Aboriginal homelessness in Australia* - *People coming out of prison* - *Elder population, including Aboriginal people* - *Aboriginal women - high level of domestic violence within Aboriginal communities* - *Housing for men – also part of family violence* - *People leaving prisons up the road how do we help them return back to society Young people with justice related issues* - *Women from refugee background, women and children who have experienced immense trauma* (Community Forum Participants) - *Refugee families prior financial support no longer exists* - *Women and children escaping family violence* - *Women at risk, coming to Australia on a 204 visas came with no male family member*	- *Families need support setting up new houses: furniture, linen etc. lots of people do this to help refugee families in Geelong* - *Newly arrived families need large houses* - *High unemployment among Aboriginal households, there is a need for housing that helps them engage with employment agencies, traineeships, employment opportunities, mentoring with someone of culture who they trust* - *People who need extra space, eg. kids under cover* - *Young people languishing in mental health facilities and inappropriate places* - *Young people with a disability – serious lack of safe independent accommodation* - *Those who find unemployment later in life, on limited resources* (Housing Providers) - *18 – 21 year old's living in foster care young people who lose their income support*

Key Themes Emerging through Community Consultations	Specific Comments Provided by Community
- *Older lone people who might be currently in social housing who really need to downsize but there is nowhere for them to go* - *Newly arrived families don't like being split up they have already gone through so much* - *Families underpinned by mental health issues* - *People coming out of prison and not eligible for supported accommodation – often have no rental history* - *Young people – rentals not affordable anywhere young people get missed in these discussions also in census night couch surfing* (Community Service Agencies)	*Aboriginal homelessness rate in Victoria is the highest in Australia and is playing itself out in crime and drug use* - *Families and lone single people and an aging population who are losing their partners and don't need all the space they are currently living in; People coming out of prison and not eligible for supported accommodation* (Housing Providers) - *Housing for single people* - *Single parents with 3 – 4kids* (Social and Community Housing Tenants)

How Much Social Housing Do We Need in Geelong and what Type of Housing Is Needed?

- *Aboriginal housing and homelessness – our estimates across Victoria are for 5000 – 6000 extra social housing units for 2041*
  (Housing Providers)

- *We are going to need 636 homes for young Aboriginal families (3 bedroom homes) in this region by 2041 that is approximately $7b investment* (Community Forum participants)

- *Currently 1,600 priority applications on Office of Housing (OoH) waiting list in Barwon Region*
  (Community Service Agencies)

- *Accommodation for people with a mental illnesses Young people in aged care homes, need to get them out of aged care and free up aged care for older people*
  (City of Greater Geelong Access and Inclusion Advisory Committee)

- *Housing for people with disabilities leaving their parents' home and wanting to live independently in Geelong*
  (Housing Providers)

-

Options Identified by the Community to Increase the Supply of Social Housing Stock in Geelong

- Legislative Change
- Dispersed Social Housing
- Redevelopment of Current Stock

- Leadership role of Local Government
- Partnerships with: State Government (for use of surplus land); Community Support Agencies (for identification of housing needs groups and appropriate social housing responses); Deakin University (for ongoing research into housing needs and potential responses); Registered Housing Associations (for development of social housing stock) etc.

- Increased Social Housing Subsidies
- Support Services
- Community Education

Key Themes Emerging through Community Consultations	Specific Comments Provided by Community
Planning for Future Social Housing in Geelong – What Should be Considered	
Individuals and organisations consulted through the current project identified a number of *specific areas* that are preferred locations for future housing. Recurrent themes include: - Armstrong Creek - Central City Areas - Pakington Street area - Hamlyn Heights, Herne Hill, St Albans Park, Moolap - Away from areas which currently have high levels of social housing - A need for supporting infrastructure, particularly public transport	A range of *initiatives related to increasing the supply of social housing* in the Geelong area were also identified. Recurrent themes include: - Short term responses such as a 'relocatable rooms' allowing temporary expansion of current dwellings - Financial contributions from dwelling sales to finance future social housing - Micro villages for ageing populations - Apartments for women and children escaping domestic violence - Programs to support people to move into home ownership - Incentives for developers such as reduced car parking etc. - Development of surplus State Government land i.e. Barwon Water - Establishment of Housing Trusts at other Local Government Areas - Liveable Housing Australia model

The knowledge and insight provided through these community consultations about current and future social housing needs across Geelong have directly informed **Part A: Social Housing Plan**.

6. What is the need for Social Housing in Geelong?

6.1 What are the housing conditions in Geelong?

Housing affordability

Housing affordability is determined by the cost of housing - rental (or mortgage) payments, in relation to the level of income. The Victorian Government Department of Health and Human Services provides reports on housing affordability, by local government area.

Affordability of private rental properties

There has been a significant **decline in affordability of private rental dwellings** over the last 10-15 years. The following Figure 4 shows the proportion of dwellings available for rent that would be affordable as defined by DHHS (Rent Report), for one, 2, 3- and 4-bedroom properties in Geelong, since 2000.

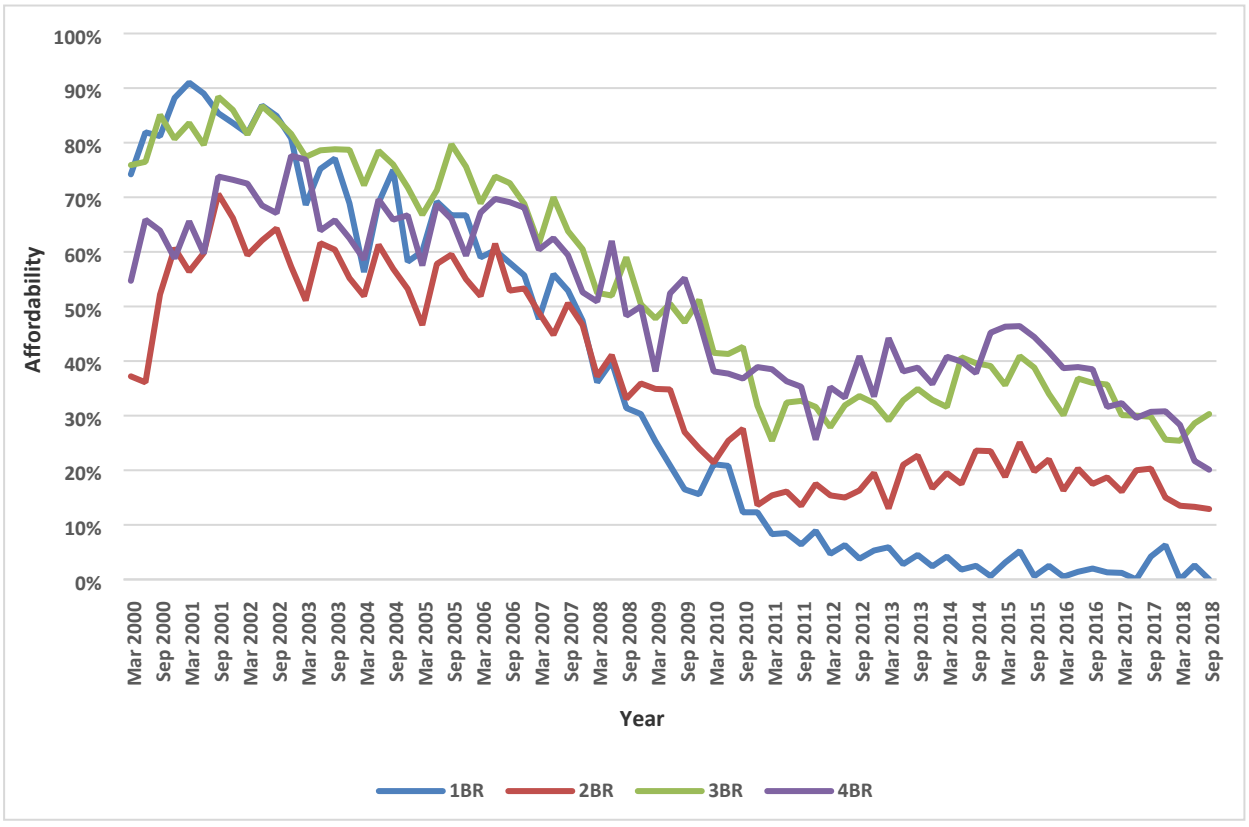


Figure 2: Median Rents – 2011 - 2016

Source: DHHS, Rental Report

The data indicates that despite the substantial growth in housing supply in Geelong in recent years, the **proportion of affordable dwellings has significantly decreased**. Analysis of recent rental costs across the City of Greater Geelong shows:

- Only 15% of recently let 2-bedroom rental properties are affordable
- About 30% of recently let 3-bedroom rental properties are affordable
- The affordability of 4-bedroom rental dwellings has reduced over the last few years to about 20%
- There are currently no affordable 1-bedroom rental properties[5]

Overall the number of **affordable rental properties declined from around 80% in the year 2000 to 20%** in 2018. This is the result of increases in rents, without commensurate increases in incomes, in low income households.

The reduction in affordability of rental properties has been most dramatic for one- and two-bedroom dwellings. Much of the increase in Geelong's housing stock over the past decade has been 3- and 4-bedroom dwellings, with significantly less investment in 1- and 2-bedroom dwellings. For example, newly developing areas such as Armstrong Creek have a relatively high proportion of 3- and 4-bedroom dwellings (99% of dwellings).

Geelong now has a relatively high proportion of separate dwellings (84%) compared to Melbourne (66%), and 70% of the dwellings in Geelong are 3 or more bedrooms, compared to 63% for Melbourne. This indicates an immediate need for a significant increase in affordable one and two-bedroom dwellings (e.g. suitable for lone person households, and single parent families).

Further evidence in the reduction in affordability is provided by comparing median (average) rents with median incomes.

Median rents

In the 5 years from 2011 to 2016 **median rents in Geelong increased on average by 22%.** This was a greater increase than rental costs in Melbourne in the same time (15%) (Figure 3).

Some areas experienced significant increases in rents (e.g. new growth areas), while in other areas rental increases were more modest.

[5] This assessment of affordable supply of rental properties is based on the number of suitably-sized properties that are within 30 per cent of gross income for low-income households.

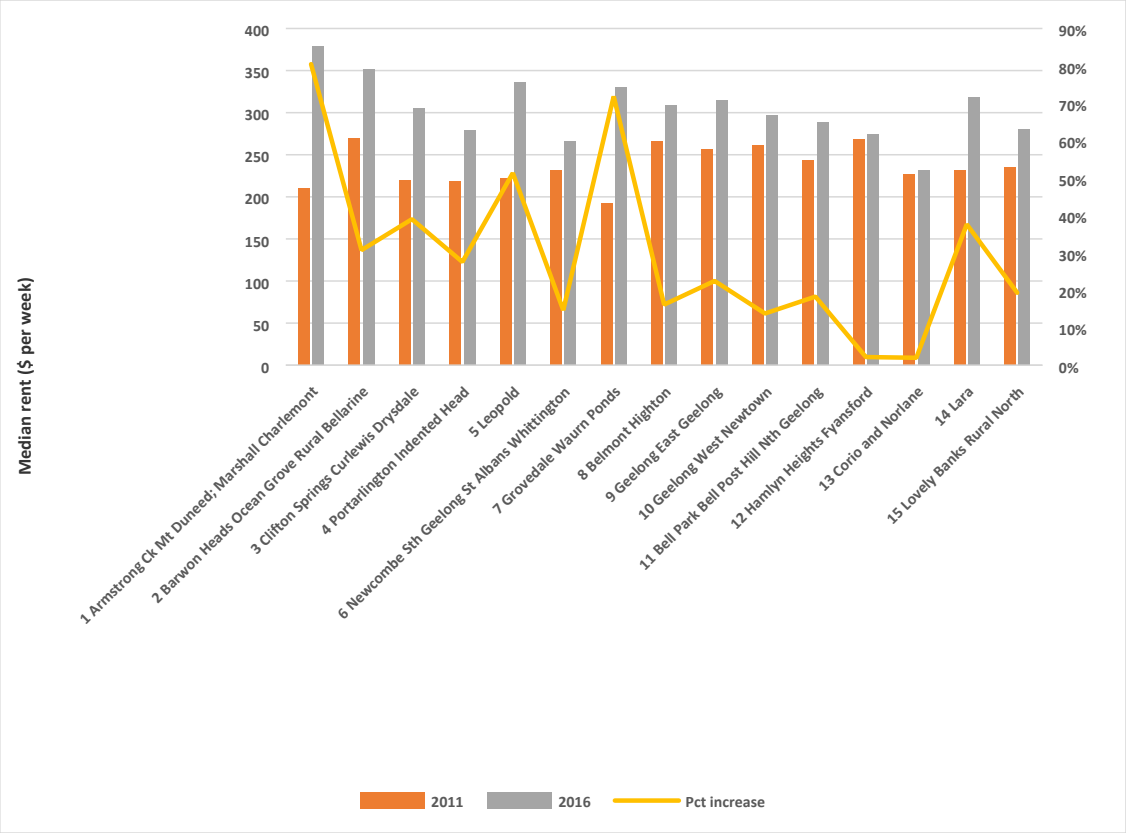


Figure 3: Median Rents – 2011 - 2016

Source: ABS, 2016

Significant increases in median rents were evident in Area 1, Area 5, Area 7, and Area 14. In some suburbs, rental increases were higher than those indicated in Figure 17, for example median rents in Waurn Ponds increased from $220 to $395 per week over the 5 year period.

The following Figure shows the longer term increases in median rents for Geelong, for different sized dwellings.

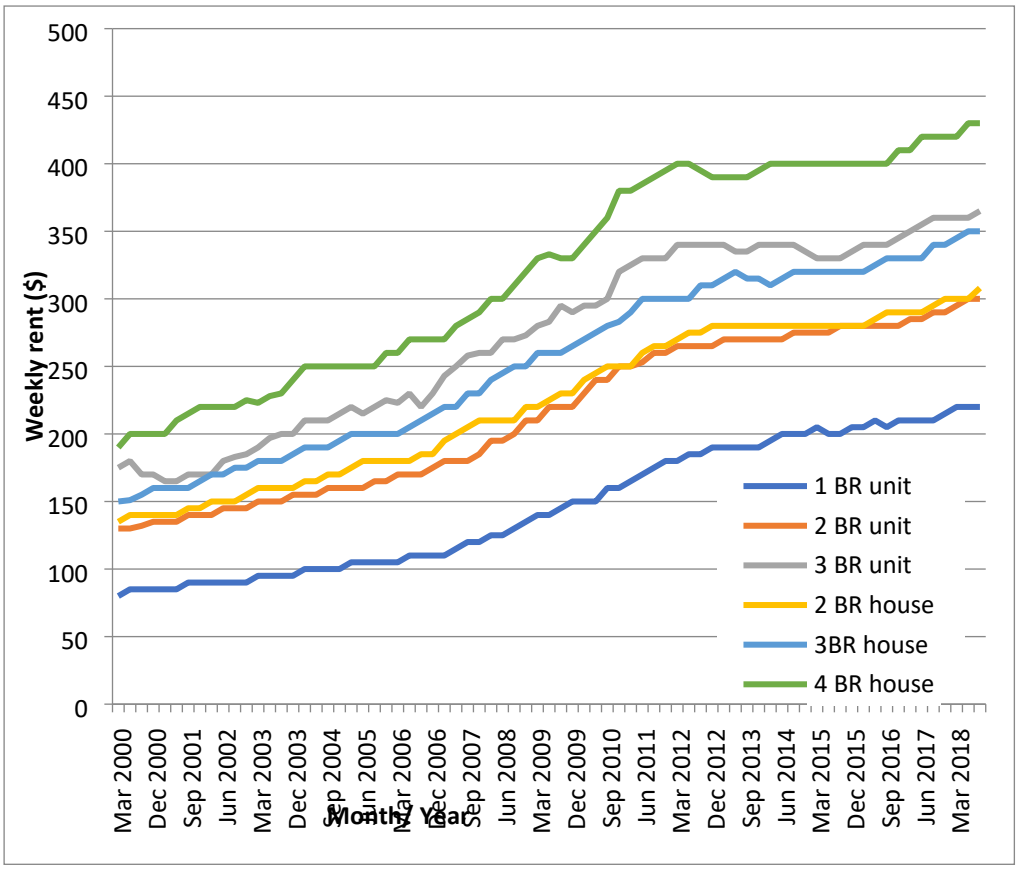


Figure 4: Median Rental Payments 2000 - 2018

Median incomes

In 2016 low income households represented 21% of all Geelong households, compared to Melbourne where low income households were 17% of total households.

Over the 5-year period 2011 to 2016, median incomes increased from $1,048 to $1,242 per week (i.e. by 18.5%). A significant number of low-income households in Geelong are in receipt of government income support, as shown below.

Table 6: Income support recipients – 2018

Recipients of:	No. (2018)
Commonwealth Rent Assistance	15,166
Youth Allowance	4,000
Parenting Payment Single	2,600
Family Tax Benefit B	11,284
Age Pension	29,000
Disability Pension	9,000
Newstart	8,000

Source: www.socialstatistics.com

Cost of houses, apartments and vacant blocks

The reduction in private rental affordability has been underpinned by **significant increases in median prices for houses, apartments, and vacant house blocks** over the last 15 years.

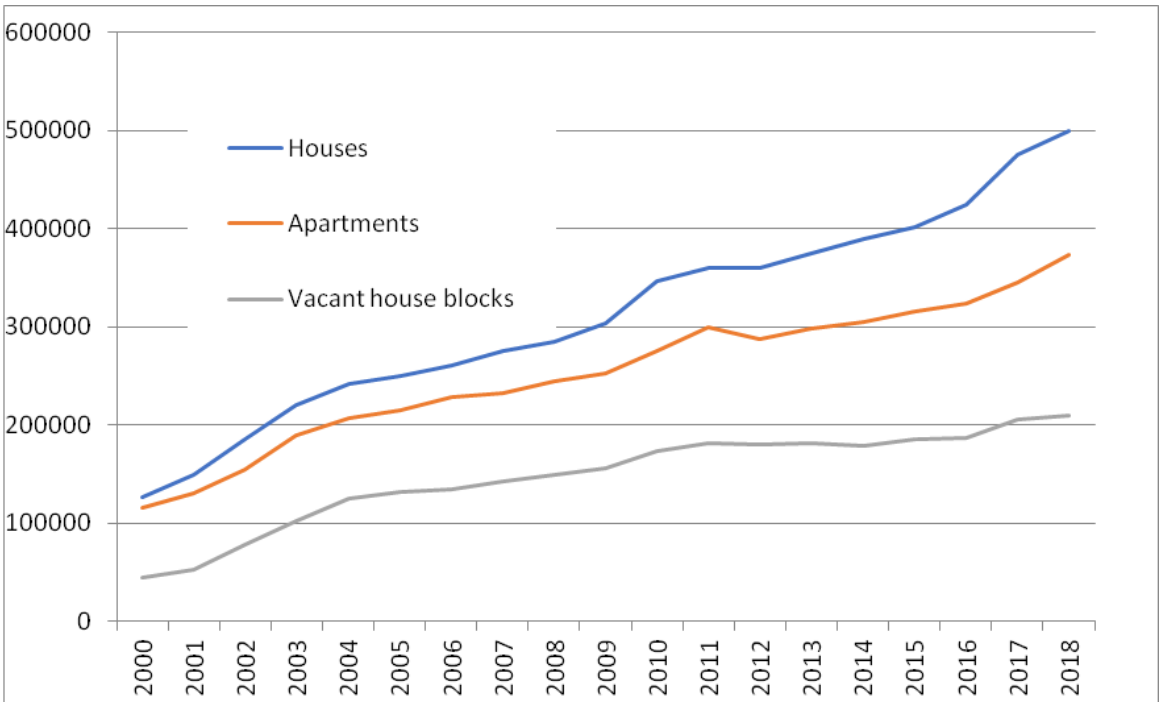


Figure 6: Median Dwelling Purchase Price – 2000 - 2018

Source: Valuer General

6.2 How prevalent is housing stress in Geelong?

Estimated number of households experiencing stress

Housing stress is used as an approximate measure for the number of households that would benefit from living in social housing. Housing stress is defined as occurring where very low, low- and moderate-income households are experiencing housing stress as a result of paying a significant proportion of income in rent or mortgage payments, nominally more than 30%.

Housing stress is thus a function of the level of income, and the cost of housing. The cost of housing is measured as rental or mortgage payments. Income bands are set by the Victorian Government for Greater Melbourne and Regional Victoria. Geelong is classified as belonging to Regional Victoria. Using income bands for Regional Victoria has the effect of underestimating the number of low-income households.

Table 7: Geelong households in housing stress - 2016

Level of Income	Mortgage Stress	Rental Stress	Total Housing Stress
Very low	783	2,138	2,921
Low	955	2,851	3,806
Moderate	1,332	1,822	3,154
Total	***3,070***	***6,811***	***9,881***

Source: ABS, 2016

There are approximately **9,900 households (11% of all households) living in housing stress** in Geelong. There are approximately 6,800 households experiencing rental stress, which is approximately one quarter (26%) of all households renting privately in Geelong.

Households living in housing stress are located in **3 main Areas**:

- Area 13: Corio, Norlane (19% of Area households)
- Area 6: Newcomb, South Geelong, St Albans, and Whittington (16%) and
- Area 8: Belmont and Highton (11%)

The rental and mortgage components of housing stress are below for each of the 15 Areas.

Housing stress associated with rental is more significant than housing stress associated with mortgage repayments in all Areas except Area 1 which includes Armstrong Creek, and Area 15 Lovely Banks and Rural North.

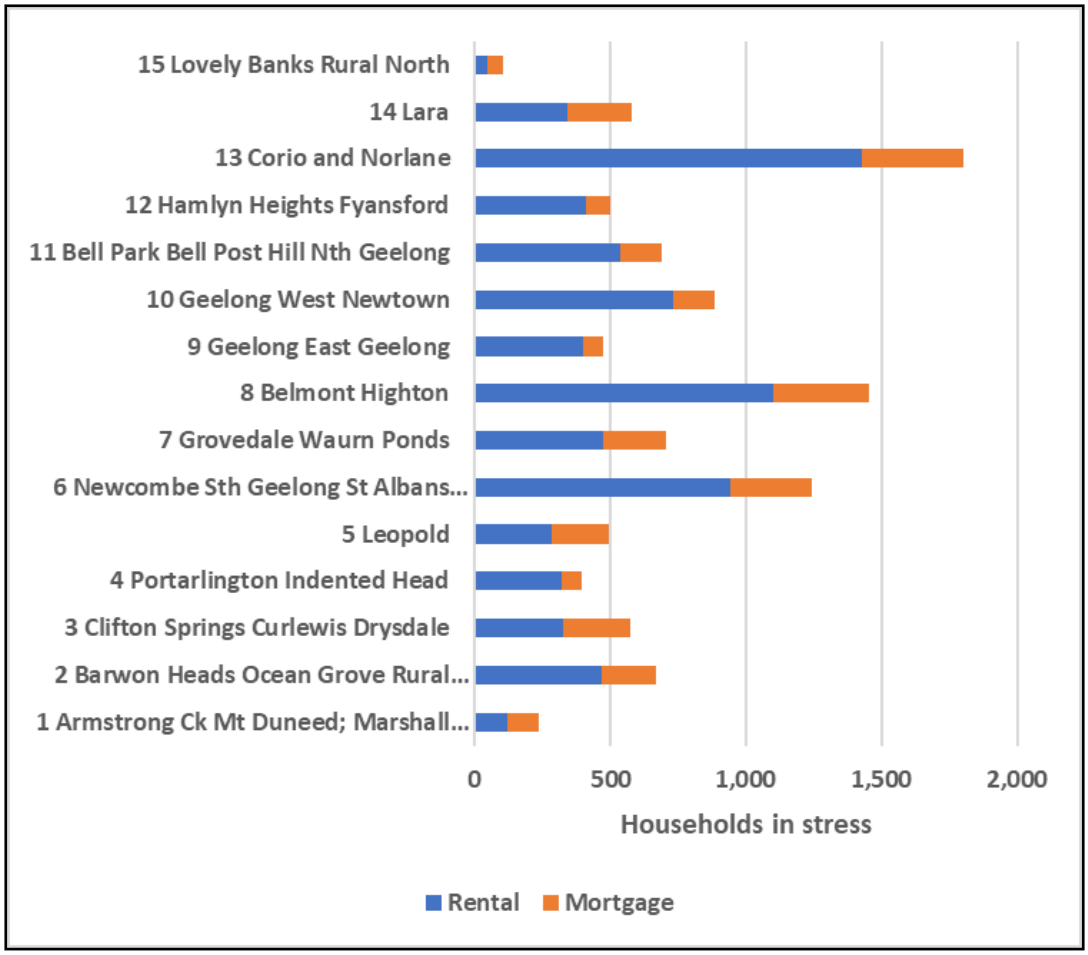


Figure 7: Households in Rental and Mortgage Stress – 2016

Source: ABS, 2016

Rental stress

Households experiencing rental stress are generally considered to be more at risk of homelessness than households experiencing mortgage stress, for the following reasons:

- Households that rent privately are at risk of eviction for non-payment of rent, as well as other issues, and are at risk of rent increases at the discretion of the landlord, as well as adverse actions by landlords.
- Households with a mortgage have greater tenure security, are subject to interest rate movements, and may be able to realise capital from the equity in their property if ever forced to sell. Once in the rental market, they may no longer experience housing stress.

For these reasons, rental stress is used in the calculation of demand for social housing. Social housing is provided to people who are renting, on low incomes, and who are paying a relatively high proportion of their income as rent. Many such households are in receipt of government income support.

Recent trends in housing rental stress

The proportion of households living in rental stress in Geelong has increased overall by 3%, from 30% in 2011 to 33% in 2016. Some areas such as Corio and Norlane have experienced a greater increase (7%), and some have experienced a small reduction. These changes need to be considered in the context of a **20% increase in the number of households renting privately 2011 - 2016**.

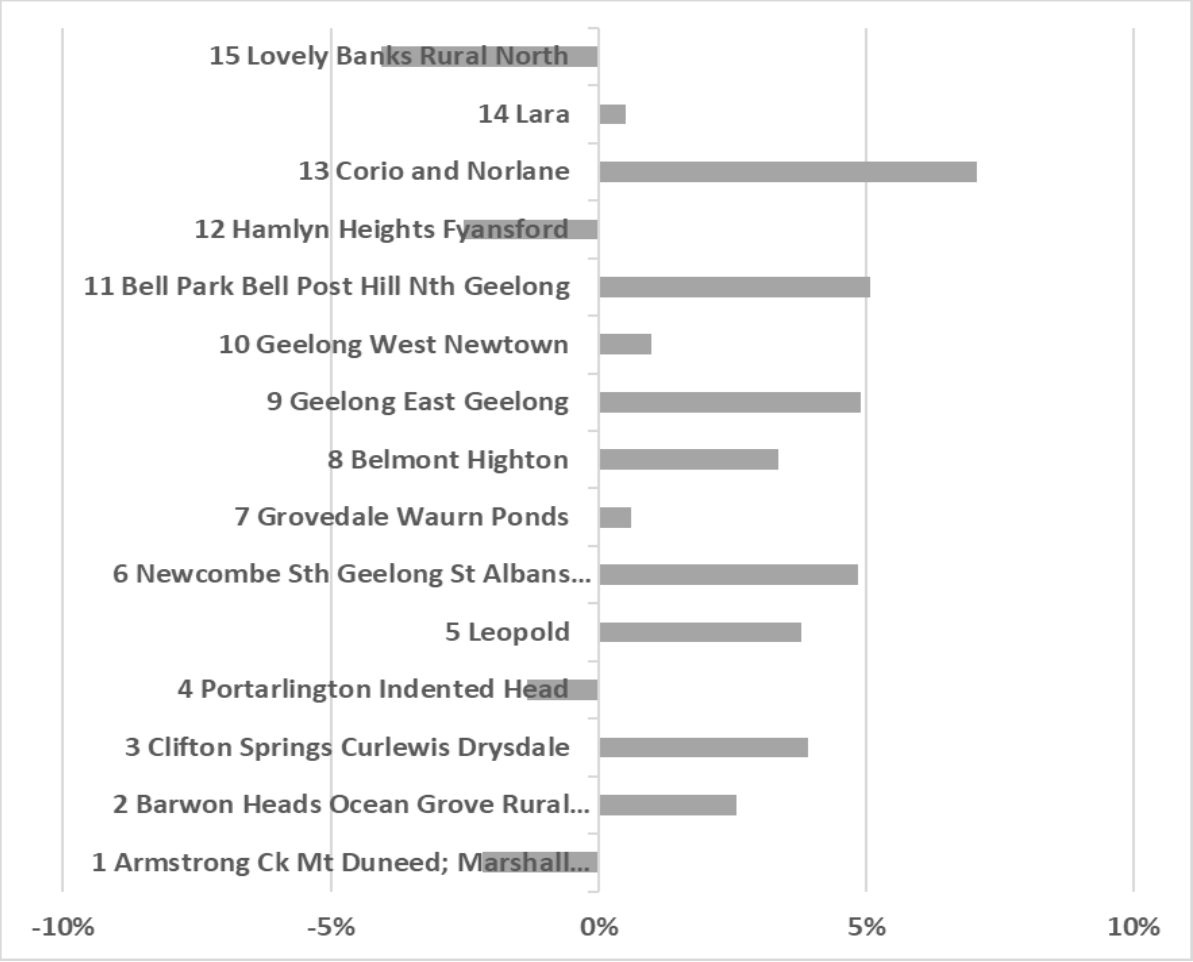


Figure 8: Households Experiencing Rental Stress – Percentage change 2011 - 2016

Source: ABS, 2011 and 2016

How many people are homeless in Geelong?

The total number of homeless people in Geelong was approximately 700 on census night, with a further 431 marginally housed. Table 6 shows the various categories of homelessness. Major reasons for homelessness include housing crisis, financial difficulties, relationship breakdown, and escaping family violence.[6]

Table 8: Homeless Persons by Type of Homelessness – 2016

Homeless circumstances on census night	Number
Living in improvised dwellings, tents, or sleeping out	67
Living in supported accommodation for the homeless	252
Staying temporarily with other households	121
Living in boarding houses	113
Living in other temporary lodgings	0
Living in 'severely' crowded dwellings	157
Total	***712***
Marginally housed on census night	
Living in other crowded dwellings	315
Living in other improvised dwellings	6
Marginally housed in caravan parks	110

Source: ABS Census 2016

The above estimates of people experiencing homelessness are **conservative**, and underestimate the true number of people experiencing homelessness on census night. In particular, the data underestimates the number of women and children escaping family violence who are seeking assistance with housing.

The ABS notes that some women and children escaping family violence may be identified as 'visitors' to another home on Census night. They may not wish to disclose their circumstances out of fear, or stigma, or they may have an expectation that they can return to their home in the future.[7]

Other homelessness data supports the view that the above estimate is conservative. For example, there were approximately 5,000 homeless clients in the Barwon Region in 2017/18.[8]

For the purposes of estimating demand for social housing, we include 1,000 households[9].

[7] See ABS 2049.0 - Census of Population and Housing: Estimating Homelessness, 2016, Item 36.
[8] AIHW, 2017/18

[9] The majority o homeless people are either single adults, or single adult with children. Thus, the number of people approximates the number of households.

6.3 What are related indicators of demand for social housing?

A range of other social indicators evident in the 2016 census highlight the vulnerability of many residents across the City of Greater Geelong to increasing housing costs including:

- 6% of the population needs assistance due to age or a disability compared to 4.9% for Greater Melbourne
- 11.1% are one parent families compared to 10.1% in Greater Melbourne
- 26.3% are lone person households compared to 23.2 % in Greater Melbourne
- 1% of the population are Aboriginal or Torres Strait Islanders (2,407 people) compared to 0.5% in Greater Melbourne
- 6.4% are unemployed compared to 6.8% in Greater Melbourne
- 21.1% of households live on low incomes compared to 16.7% in Greater Melbourne
- 15.8% of households have no internet connection compared to 11.3% in Greater Melbourne
- 16.9% of people from overseas arrived in the area since 2011
- Between 164 - 110 Asylum Seekers arrived per month between 2014 – 2019 ('Irregular Maritime Arrivals')
- On average there have been 1,338 police call outs for 'family Incidents' (related to domestic violence) per year 2013 - 2018
- Geelong is a relatively disadvantaged area with a SEIFA[10] Index of 994. 16 small areas are relatively disadvantaged with significant levels of disadvantage evident in Corio (830), Whittington (821), and Norlane/North Shore (731)

6.4 How many households live in social housing in Geelong?

There are **3,300 households recorded as living in social housing in Geelong** (ABS, 2016). This comprises about two thirds public housing and one third community housing.

The number of households renting social housing has stayed relatively constant since 2001, while population has grown by 24%, and the number of households has grown by about 10% (Figure 9).

This reflects **increasing demand for social housing** without a commensurate increase in social housing stock. As a result, the proportion of households renting social housing has dropped from 4.2% (2011) to 3.6% (2016).

[10] Socio-Economic Index for Areas (SEIFA) measures the relative level of socio-economic disadvantage based on a range of Census characteristics. A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.1001.9 Australia 2016

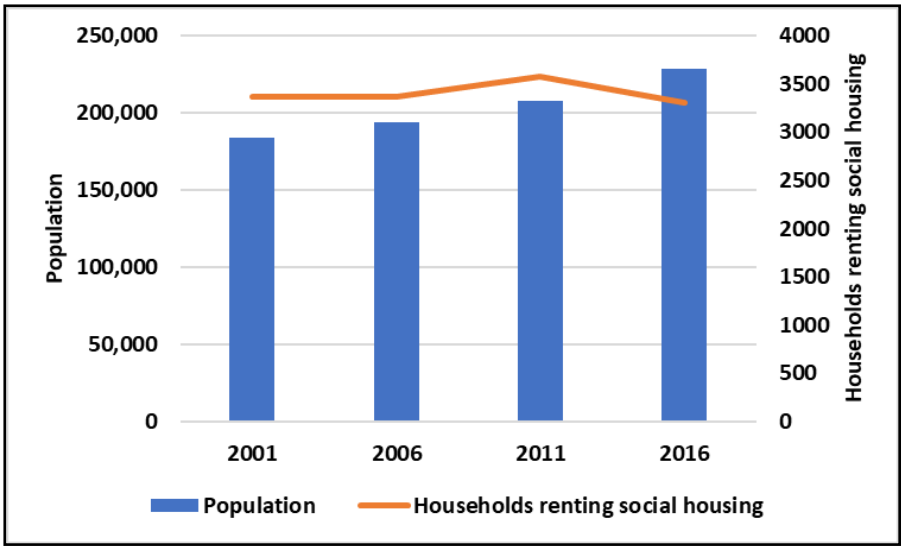


Figure 9: Number of Households Renting Social Housing - 2001 - 2016

Source: ABS, 2016

In the period 2011 – 2016 there were increases in all housing tenures, except for social housing (Figure 13). Importantly, the number of households renting privately increased by 3,500 households (nearly 20%) from 2011 to 2016.

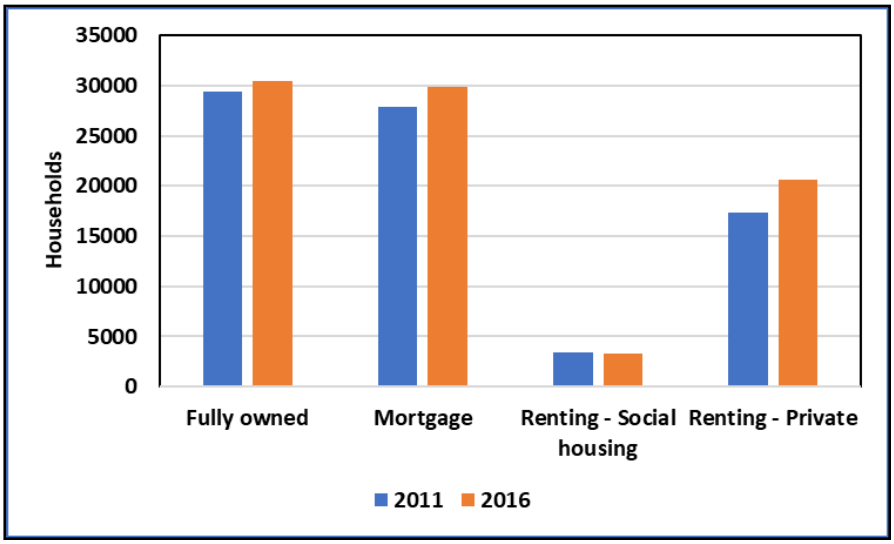


Figure 10: Housing Tenure - 2011 – 2016

Source: ABS 2016

Where do social housing tenants live in Geelong?

The distribution of social housing across Geelong is very uneven. This is a remnant of the post war development of housing, for employees in Geelong's industries, and in particular the investment in public housing by the State Government, to create new suburbs at East Geelong, Norlane and Corio.

Five Areas account for nearly 84% of social housing tenants in Geelong. By contrast there is relatively little social housing on the Bellarine Peninsula, and in the growth area of Armstrong Creek.

Table 9: Areas with relatively high proportion of social housing

Area	Suburbs	Proportion of all social housing tenants	Social housing as a proportion of all housing
13	Corio, Norlane	40%	14%
6	Newcomb, South Geelong, St Albans, and Whittington	20%	8%
7	Grovedale, Waurn Ponds	8%	4%
8	Belmont, Highton	9%	2%
10	Geelong West, Newtown	7%	3%
Other		***16%***	
Total		***100%***	

Source: ABS, 2016

This high concentration of social housing in particular areas has contributed to higher levels of disadvantage in Corio, Norlane and the Whittington area.

What is the expressed unmet demand (social housing waiting lists)?

The number of households on the social housing waiting list provides complementary information about the demand for social housing. Households on the waiting list are likely to be experiencing housing stress, or homelessness.

Table 10: Number of Households on Social Housing Waiting List - 2018

Area (office)	Priority Access	Register of Interest	Total
Barwon (Geelong)	1,610	1,089	2,699

Source: DHHS, Dec 2018

Table 11: Number of Households on the Office of Housing Transition List December - 2018

Area (office)	Priority Access	Register of Interest	Total
Barwon (Geelong)	206	189	395

Source: DHHS, Dec 2018

As indicated the number of households on the waiting list is the 'expressed demand', and does not represent the actual demand for social housing. There are many households in rental stress who do not register, because they are aware of the significant waiting times, or because they wish to avoid the perceived stigma of becoming a public housing tenant.

6.5 What is the estimated total demand for social housing in Geelong?

The estimated demand for social housing is based on the following approach. Demand is based on the sum of three components.

- The number of households currently living in social housing, based on ABS Census 2016 (the total number of households is 3,300 based on the ABS Census, 2016, as indicated above)
- The number of households who are **experiencing 'housing stress' in the private rental market** (who are *not* living in social housing), based on the ABS Census 2016. Housing stress is defined as occurring when households on low incomes paying more than 30% of their income on rent
- The number of people who are homeless in Geelong, based on ABS Census, 2016 (see 6.2, above)

Table 12: Estimated Demand for Social Housing - 2016

Group	No. households	Adjustment factor	Adjusted no. of households
Households renting social housing	3,300	100%	3,300
Very low-income rental households	2,138	90%	1,924
Low income rental households	2,851	85%	2,423
Moderate income rental households	1,822	85%	1,549
Homeless households	1,000	100%	1,000
Total			**10,196**

Source: ABS, forecastid, K2 Planning, based on SGS methodology for the City of Kingston (2019)

The total apparent need for social housing is thus 10,200 households, or approximately 11% of households. This represents a reasonable and conservative point of departure for the purpose of developing the *City of Greater Geelong Social Housing Plan 2016 - 2031*.

The estimate of demand for social housing may be considered conservative because:

- the estimate uses housing stress data based on Regional Victorian income bands
- the estimate excludes households experiencing mortgage stress
- the number of homeless people (Census data) is an underestimate

6.6 Which population groups need social housing?

A high proportion (41%) of households experiencing rental stress are lone person households, and one parent families (30%). Thus 71% of households experiencing rental stress are led by a single person (presumably reliant upon a single income).

Table 13: Type of households experiencing rental stress - 2016

Household type	No.	%
Lone person	2,793	41%
Single parent family	2,023	30%
Couple with children	794	12%
Couple without children	707	10%
Group household	371	5%
Other household	123	2%
Total	***6,811***	***100%***

Source: ABS 2016

There are several groups which may experience housing stress due to life stage, age, health, disability, cultural background, immigrant status and family situation.

Table 14: Groups experiencing rental stress - 2016

Group within the population	Key housing issues
Lone person households (11% of households in Geelong)	Lone person households are the largest group of households experiencing rental stress (41%), and represent 28% of all households experiencing mortgage stress. This is a reflection both of relatively low incomes compared to other households, and the very difficult rental market
Single parent households (11% of households in Geelong)	About 20% of single parent families experience housing stress, due factors such as single incomes, part time work, and child care costs. Larger households (e.g. 3 or more children) generally experience higher levels of stress.
Women and children escaping family violence	Women and children who are forced to leave home may lack income, a rental history, and have limited financial resources due to the abuse and control exercised by the perpetrator
Young people (aged 17-24)	Approximately 900 young person households are experiencing housing stress (or 25% of young person households). Some young people live unstable lives and are disengaged from education and employment. Young people with mental health issues, disabilities, and young people leaving care are particularly at risk.
Older people (aged 65 and over)	There are about 1,000 households (4.5% of older person households) which experience stress. This is mainly because of the relatively higher levels of home ownership among older people.
People who have a disability (people who need assistance)	There are approximately 14,000 people with a disability in CoGG (6% of the population), who require assistance with daily living activities. There are nearly 9,000 people in CoGG in receipt of the Disability Support Pension.
Aboriginal and Torres Strait Islander (ATSI) households	There are approximately 2,400 people of ATSI background living in CoGG, which is the largest regional population of Aboriginal people in Victoria. Aboriginal people experience higher rates of unemployment, family violence and homelessness.
Refugees	Refugees are a relatively minor group in Geelong (2% of Victoria), but with particularly high levels of need due to lack of resources, language difficulties, past trauma, and limited access to services.
People leaving prison	There may be some people leaving prisons who seek accommodation in Geelong. They may have relatively low incomes, lack rental history, and experience discrimination in housing and labour markets.

Source: ABS, 2016; Community consultations; Greater Dandenong Social Statistics

6.7 Where is social housing needed?

While the indicated demand for social housing is 11% overall, there is considerable variation between Areas, as shown in Figure 11 below. This shows the need for social housing in a particular Area, based on the current level of social housing, housing rental stress and homelessness.

Figure 11 shows that Area 13: Corio and Norlane have a significant estimated demand for social housing (26% of total demand), followed by Area 6: Newcomb (18% of demand).

Responding to this need should be in the context of planning a more even distribution of social housing across the Geelong region.

A planned approach may include the redevelopment of existing social housing in 'high need' areas, as well as providing opportunities for some households living in social housing, or experiencing housing rental stress, to re-locate to other adjacent areas.

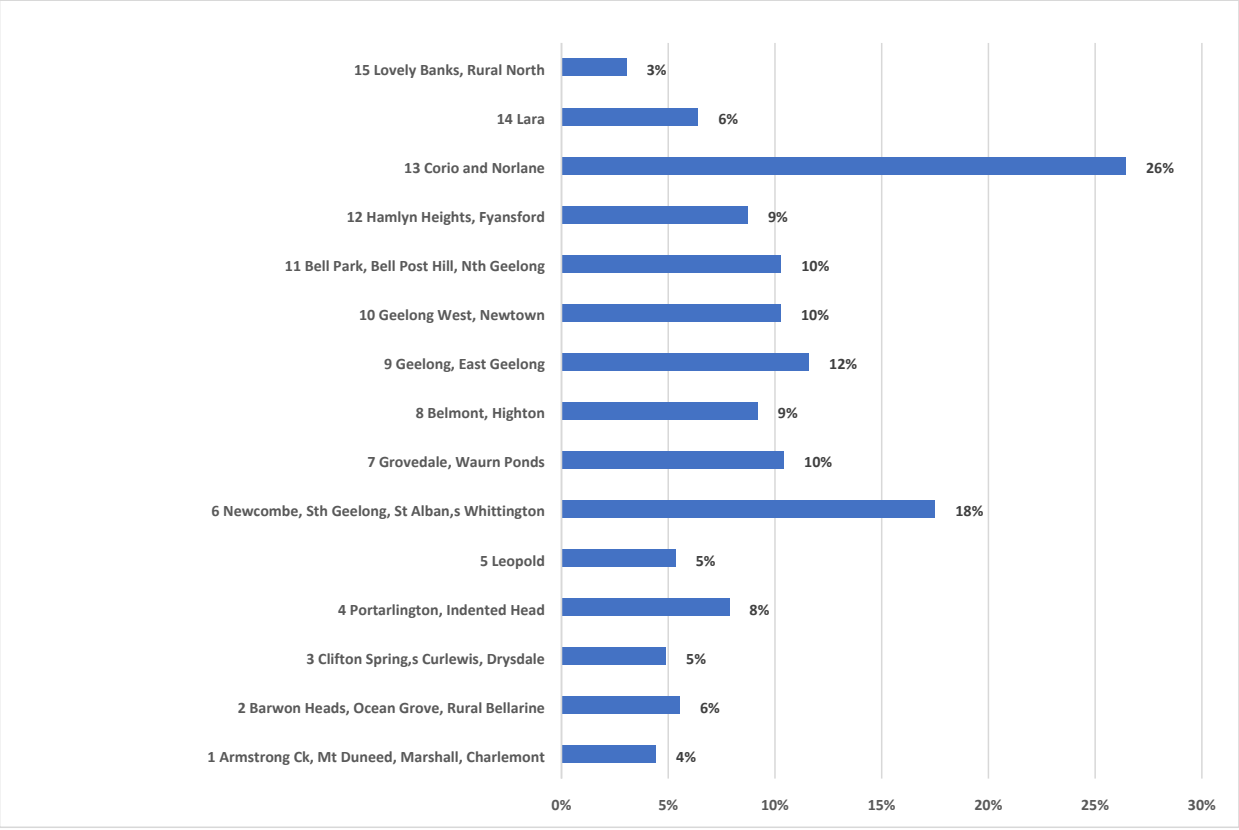


Figure 11:Demand for social housing, by Area (based on 2016 data)

Source: ABS, 2016

6.8 What is the projected demand for social housing in the future?

The demand for social housing is projected to increase in line with population increases over the next 25 years. The projected demand for social housing is estimated by:

- applying the rate of population increase to 2016 estimated demand
- assuming that the proportion of households in housing stress stays the same at 11%

Population forecasts for Geelong were developed by ID Consulting in July 2019 and take into account new growth areas, as identified in the City of Greater Geelong *Settlement Strategy*.

Table 15: Projected population, households and dwellings - 2016 to 2041

	2016	2021	2026	2031	2036	2041
Population	239,531	268,984	298,716	330,428	361,014	393,216
Dwellings	106,568	119,659	133,643	148,103	161,978	176,622
Households	95,840	107,371	119,467	132,332	144,822	158,111
Demand for social housing (households)	***10,196***	***11,423***	***12,710***	***14,078***	***15,407***	***16,821***

Source: forecastid.com, based on information provided by CoGG

Figure 13 on the following page illustrates the projected population growth by Area, over the next 25 years.

Major growth areas in the City of Greater Geelong over the next 25 years include:

- Armstrong Creek, Marshall and Charlemont (Area 1)
- Lovely Banks, Rural North (Area 15)
- Bell Park, Bell Post Hill, North Geelong (Area 11)
- Hamlyn Heights, Fyansford (Area 12)

The established areas around Geelong are expected to grow by 15-20% through infill, and the development of housing around activity centres.

Towns on the Bellarine Peninsula are expected to grow at moderate rates (30-40%) over the next 25 years, mainly through broad hectare development (constrained within town boundaries), and also through higher density developments in existing activity centres.[11]

[11] Refer to City of Greater Geelong *Settlement Strategy* for more details.

In summary:

This section has shown that the estimated total demand for social housing in Geelong is far greater than the current number of households living in social housing. There is also clear evidence that the need for social hosing is greatest amongst certain households including: single parent households; lone person households, and other groups such as newly arrived and refuges families. There is also evidence that the certain areas have higher demand for social housing, particularly, Corio and Norlane (26% of total demand) and Newcomb (18% of demand).

The following section explores the current supply of social housing in Geelong including the location and ownership of social housing and potential areas which might respond to future social housing needs.

7. Supply of Social Housing in Geelong

7.1 How much public housing is in Geelong?

The current supply of social housing on Geelong is approximately 4,300 dwellings, comprising 3,628 public housing dwellings owned by DHHS, and approximately 665 properties owned by community housing providers.[12] This stock level is somewhat higher than the 3,300 households identified as renting social housing in the most recent census (ABS 2016).

7.2 What type of housing stock is social housing?

The type of public housing dwellings currently available in Geelong is shown in Table 16. Nearly half the dwellings are standalone houses (49%). Medium density attached dwellings currently account for 38% of public housing. There is a very limited supply of 'movable units' or 'multiple unit' dwellings.

Table 16: Public Housing in the Barwon Region, and Geelong LGA, 2017/18

Area		Houses	Medium density attached	Medium density detached	Low rise flat	Movable unit	Multiple unit facility	Other	Total
Barwon		2,033	1,533	231	97	65	14	51	**4,024**
Geelong	No	1,794	1,384	231	97	59	14	49	**3,628**
	%	49%	38%	6%	3%	2%	0%	1%	**100%**

Source: DHHS Housing Assistance Additional Service Delivery Data, 2017/18

The majority of social housing dwellings are currently 2- or 3-bedroom dwellings, as shown in Figure 14. 001

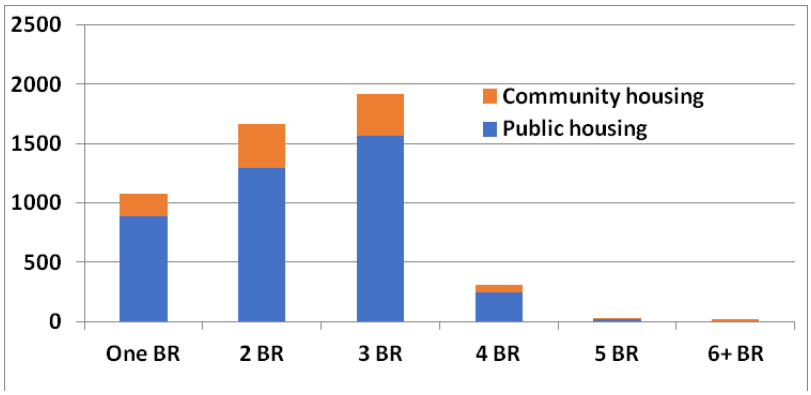


Figure 13: Supply of social housing in Geelong, number of bedrooms, 2017/18

Source: Department of Treasury and Finance 2018, DHHS Housing Assistance Additional Service Delivery Data, 2017/18

[12] Ibid.

7.3 Where is social housing located?

Social housing is **unevenly distributed** across the municipality.

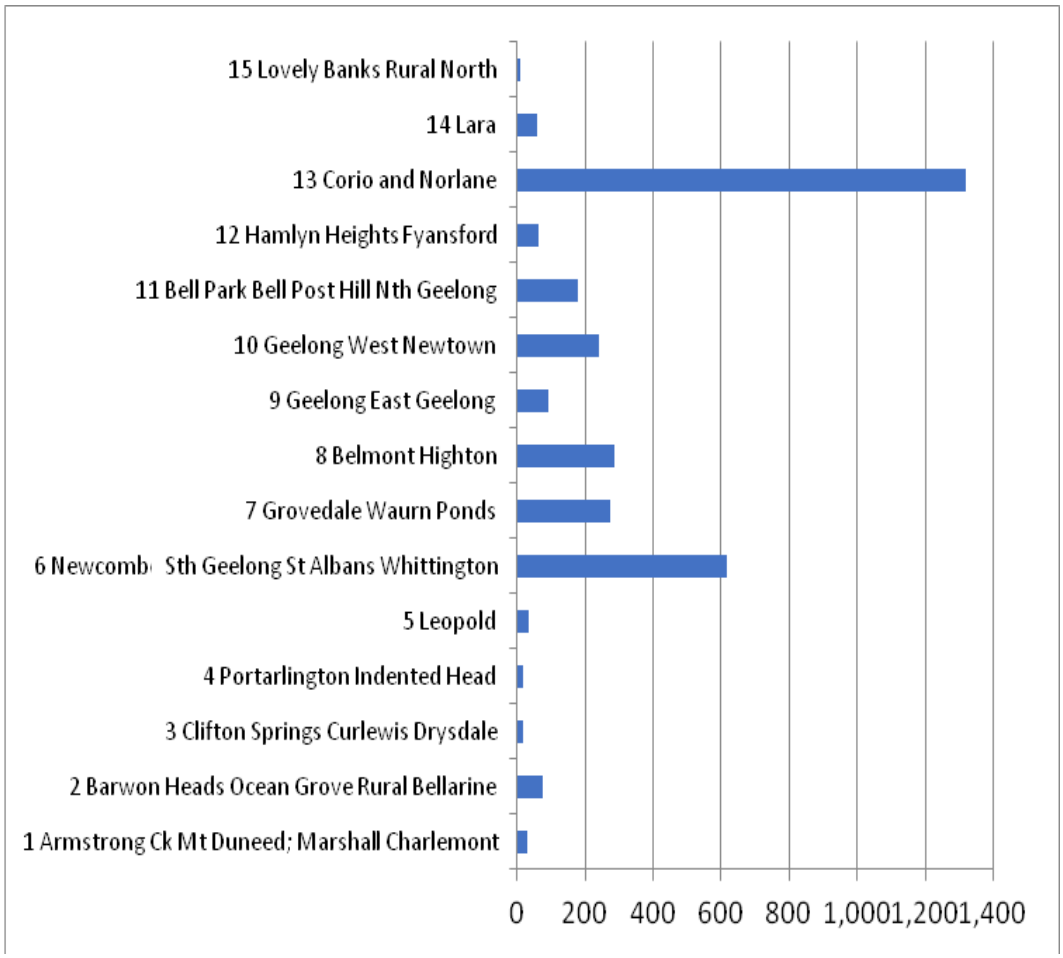


Figure 14: Distribution of social housing, Geelong, 2016

Source: ABS. 2016

In summary:

- There is a significant concentration of social housing in two areas Corio and Norlane; and Newcomb, South Geelong, St Albans Park and Whittington.
- There are relatively few social housing properties in Area 1 (which includes the Armstrong Creek growth area)
- There are relatively few properties in Areas 12 (Hamlyn Heights), 14 (Lara), and 15 (Lovely Banks)
- There are relatively few properties (6%) on the Bellarine Peninsula (Areas 2, 3, 4, and 5).

7.4 Who manages the social housing in Geelong?

The Department of Health and Human Services manages approximately **3,322 public housing properties**. Registered Housing Agencies currently manage **971 properties** (including 306 DHHS owned), which altogether accommodate 1,148 households.[13] These are shown below.

Table 17: Registered Housing Agencies Currently Operating in Geelong

Housing Associations	No. Properties	Housing Providers	No. Properties
Aboriginal Housing Victoria	85	Baptcare	52
Common Equity Housing Limited	297	BAYSA	49
Housing Choices Australia	42	Salvation Army Victoria	102
Loddon Mallee Housing Limited	153	Northern Geelong Rental Housing Coop	58
Unison Housing Limited	20	Active Community Housing Ltd	3
Wintringham Housing Limited	70	Community Housing (Vic) Ltd	31
		Melbourne Affordable Housing	20
		Uniting Housing Australia Limited	3
		VincentCare Community Housing	3
		YWCA Housing	6

Source: Department of Treasury and Finance, 2018

The majority of community housing is provided as single dwellings for families, however some Agencies provide social housing for particular target groups:

- **Common Equity Housing Limited** is the largest agency operating in Geelong with 297 properties (30% of community housing properties). These are all long term, and are provided in most Areas. Common Equity Housing Limited is the predominant provider on the Bellarine Peninsula
- The other major agency is **Loddon Mallee Housing Services** with 153 properties (15.4%). All properties are long term, and most are in Areas 6 and 9
- The **Salvation Army** has 102 social housing properties and provides transitional housing (66 properties), crisis accommodation (20 properties), a rooming house, and 15 long term stand-alone properties
- **Aboriginal Housing Victoria** provides 85 long term properties, with about half of these in Corio Norlane
- **Wintringham** has 70 properties in three Areas – Area 7 (46 properties), 8 (10 properties), and 9 (14 properties). Wintringham focuses on aged care for people at risk of homelessness
- **Baptcare** has developed 52 affordable properties in Corio Norlane, adjacent to a 90 bed concessional residential aged care facility

[13] *Source*: Department of Treasury and Finance; Refer to Section2 'Definitions' for a definition of Community Housing properties

- **BAYSA Limited** provides 49 transitional properties for young people, across several Areas, with the majority in Corio and Norlane
- **Housing Choices** has 42 properties accommodating 52 tenancies in Whittington, Corio Norlane, Newtown and Marshall
- Four agencies have very few properties - **Active Community Housing, Uniting Housing Australia, VincentCare Community Housing, and YWCA Housing**
- The majority of community housing properties (86%) are for **long term accommodation**
- There are **155 transitional housing properties**, provided by The Salvation Army (66 properties) and BAYSA (49 properties)
- All **crisis accommodation** is provided by the Salvation Army and the Salvation Army provides one rooming house (14 beds)[14].

In summary:

Key issues related to the current supply of social hosing in Geelong include:

1. Social housing is unevenly distributed across the municipality
2. approximately 25% of current social housing stock is not being utilised
3. Most social housing properties are standalone dwellings and there is very limited supply of 'movable units' or 'multiple unit' dwellings
4. Registered Housing Agencies currently manage 994 community housing properties in Geelong, which accommodate 1,148 households[15]

[14] Further information about the operations of the Department of Health and Human Services and the Registered Housing Agencies is provided in Section 9.

[15] Refer to Section 8.2 for a definition of Registered Housing Associations

8. Who are the organisations delivering social housing in Geelong?

This Section explores the current organisations that own and manage social housing in Geelong. The Section helps to answer the question 'what opportunities do these organisations offer to the City of Greater Geelong to help increase the supply of social housing in Geelong'?

As shown in Section 6, 'Supply of Social Housing in Geelong', the Department of Health and Human Services (DHHS) is the largest provider of social housing in Geelong. In addition, there are several Registered Housing Agencies which own and manage community housing. The future development of social housing will require that Council works closely with both DHHS and Registered Housing Agencies.

Both Commonwealth and State Governments have designating Registered Housing Agencies as the preferred providers of social housing and therefore the recipients of supply side subsidies. Importantly, in Victoria, Housing Associations are the registered agencies that will have access to the greatest share of supply subsidies and will be able to implement growth strategies rather than individual projects.

8.1 What are the opportunities for the State Government to work with Council?

The role of DHHS specifically, and the State Government in social housing policy generally, is crucial to the future supply of social housing in Geelong.

The State Government *Homes for Victorians* program sets the highest priority for public housing as the redevelopment of aging public housing estates and the renewal of public housing communities which are affected by high concentrations of disadvantage and related social problems.

The *Public Housing Renewal Program* aims to redevelop approximately 2,500 public housing dwellings across Victoria with a minimum of 10% increase in the total number of social housing dwellings.[16] Geelong does not appear to be under consideration for the Public Housing Renewal Program despite the fact that more than 50% of Geelong's public housing is concentrated in three suburbs (Corio, Norlane and Whittington) and more than 50% of these dwellings are either beyond or close to the end of their economic life.

While previous neighbourhood renewal programs have brought improvements to Corio, Norlane and Whittington, market forces have been insufficient to complete the process of renewal.[17] The State Government has unfinished business in these areas.

In 2016 a proposal was presented to DHHS by a Registered Housing Association (RHA) to continue the process of community renewal in Norlane based around the following four key strategies:

[16] https://www.dhhs.vic.gov.au/public-housing-renewal-program

[17] The recommendations of the *Corio Norlane Structure Plan* and the *Whittington Land Use Concept Strategy*, still remain to be fully implemented.

- Providing assistance to those in greatest need from the Norlane community (particularly the elderly)
- Delivering a tenant focused place-based management service to help ensure best housing outcomes for each household
- Improving both neighbourhood amenity and the quality of public housing by building new social and private housing on public housing sites and implementing an improvement program for existing public housing
- Financial investment targeted to the above three strategies to achieve the overall goal of strengthening the community and ensuring long term sustainability.

This approach was based on internationally recognised good practice, and presented a commercially viable option for DHHS. DHHS was required to:

- Transfer vacant lots (where public housing had been demolished) to the RHA for redevelopment as private and new social housing with a number of the social housing dwellings returned to DHHS in payment for the land; and
- Enter a 10 year management agreement on all of the other public housing in Norlane (approximately 400 dwellings) under which the RHA would assume responsibility for all costs and commit to an improvements program to be implemented over 3 years.

Homes for Victorians might provide an opportunity to renew this initiative, potentially based on a three-way partnership involving DHHS, Council and a Registered Housing Association, facilitated by the new emphasis on encouraging participation by local government, and developing strategic partnerships to grow the supply of social housing.

Without Council leadership, it is unlikely the renewal of Geelong suburbs, with high concentrations of social housing, will occur.

8.2 What are the opportunities for Council to work with Registered Housing Agencies?

What are Registered Housing Agencies?

Registered Housing Agencies are not-for-profit organisations that provide and/or manage affordable rental housing for low income households. They are registered under the Housing Act 1983 as either Housing Associations or Housing Providers and are regulated by the Victorian Registrar of Housing Agencies.

Registered Housing Agencies seek to balance affordability for tenants and financial viability for the agency in a fair and transparent way. The rent paid by tenants enables Registered Housing Agencies to largely pay for the costs of maintaining and managing the agency's rental housing.

Registered Housing Associations

Registered Housing Associations are larger, more complex businesses with the skills, expertise and resources to manage, maintain and grow a viable social housing portfolio. They develop new housing through construction, purchase or acquisition, using a mix of government funds and private sector investment.

RHA's also manage housing properties owned by them or leased from other parties, such as the Director of Housing. Victorian Policy is that 75 percent of their social housing tenants must come from the Priority list of the Victorian Housing Register. There are currently 10 Registered Housing Associations (RHA's) in Victoria which own and manage affordable rental housing for lower income households. Six RHAs currently operate in the City of Greater Geelong (refer to Section 6.4 for more details).

Business Model of Housing Associations

The business model of Housing Associations is different to most charitable organisations, and is based on three principles:

- Each and every project must be financially viable. The cost of development or acquisition must be fully funded by a combination of equity, capital grants and debt.
- Each and every project must be financially sustainable. The costs of managing a dwelling over its lifetime (including lifecycle maintenance) and the costs of finance (if debt is part of the capital funding) must be fully funded by operating revenue. This implies that any shortfall between rental revenue and total operating costs must be met by an operating subsidy.
- A Housing Association must build sufficient risk margins into its project feasibilities and annual budgets, to cover all risks and maintain sufficient liquidity to take up development opportunities as they arise.

Housing Associations therefore have some similarities to private developers, except that they reinvest all surplus funds in future social housing and retain their properties in the social housing sector in perpetuity.

Registered Housing Providers

Registered Housing Providers primarily manage rental housing portfolios for other parties, such as the Director of Housing (DoH). Some housing providers own properties, however their growth is small scale compared with housing associations. Housing providers often specialise in particular client groups which may include disability housing, aged tenants and youth housing.[18] There are currently 29 Registered Housing Providers operating in Victoria.

What is required of Registered Housing Associations in Geelong?

Increasing the number of social housing properties in the City of Greater Geelong necessarily requires that a Registered Housing Association develops and/or acquires properties for use by social housing tenants. Registered Housing Associations will need to:

- Obtain land at less than market price, with subsequent development by the RHA, and/or
- Purchase completed dwellings at less than market price, for example from a developer.

RHAs may purchase properties from a developer as part of negotiated arrangements for including social housing, involving Council. To ensure that the planned number of dwellings are used for social housing, and to provide developers with greater certainty, a Registered Housing Association will need to agree price, terms and conditions, for example as part of a Section 173 Agreement. This may be challenging for some housing agencies in the absence of an ongoing reliable funding program.

For Council to effectively negotiate with developers, it will require an appropriate working relationship with one or more Registered Housing Associations, which understand local needs and context.
The challenge for the City of Greater Geelong will be to exercise greater control over the planned development of social housing, in a way which ensures that developments are implemented as planned. This will require the City of Greater Geelong obtaining commitments from developers and RHAs which are secured by appropriate contractual and organisational arrangements.

What are the potential benefits of attracting a Registered Housing Association to Geelong?

One option is to establish a new Housing Association which is mainly Geelong focused, and which has its head office in Geelong. There are a number of potential benefits of a Geelong based Housing Association, including:

- A more planned approach to social housing including funding programs (which include multiple sites)
- Greater understanding of local need for social housing, in terms of location, dwelling size etc.
- Greater certainty that funding for social housing would be kept in the Geelong Region

[18] Victorian Housing Registrar, http://www.housingregistrar.vic.gov.au/Who-we-regulate/Housing-providers (accessed 10 Dec 2018)

- A greater focus on the Geelong region leading to the identification of more sites suitable for social housing
- A visible presence and influence, engendering greater community support
- An enhanced working relationship with local property developers, and local government
- An enhanced working relationship with DHHS
- Enhanced collaboration with a range of support services for tenants

The involvement of a Geelong based RHA is more likely to result in a more even distribution of social housing across the whole region, rather than in the outer suburbs of the City of Greater Geelong where land is cheapest.

8.3 What are the opportunities for Council to work with private developers?

Private developers potentially have a significant role to play in the future supply of social and affordable housing in Geelong over the next 25 years. As noted above, recent amendments to the Planning and Environment Act 1987 authorise Local Government to negotiate with developers for the supply of social and affordable housing.

The development industry will deliver the 70,000 new dwellings projected for Geelong over the next 25 years, and that negotiations with developers will represent a major opportunity for provision of social housing. This will necessarily require the involvement and commitment of a Registered Housing Agency to acquire dwellings from the developer.

Negotiations between developers and Council are voluntary. It is important that Council understands and acknowledges the business model of developers and the potential impact of negotiations on expected commercial returns and business risks.

Several developers have indicated that they are willing to provide good quality social housing, provided it does not erode profitability to the extent that developments are rendered non-viable. Developers require as much certainty as possible, clarity about what is negotiable, assurances that all developers will be treated equally (level playing field), and that Council will seek to expedite the planning process.

Within this context Council may develop principles for the provision of social housing by developers, for example:

1. **Commercial viability** - the cost to the developer should not exceed the value uplift in the land value generated by the development approval. That is the aim is to capture a proportion of the value uplift as a contribution to the cost of providing new social housing and not render the project non-viable.
2. **Design and location** - the scale, design and finish of the social housing should be compatible with the surrounding streetscape and not detract from the general amenity of the neighbourhood. The location of social housing will take into consideration the needs of social housing tenants in terms of social infrastructure, transport, retail, education and employment opportunities. Social housing dwellings provided should be consistent with an evidence-based model of good practice that demonstrates social, economic and environmental sustainability.

3. **Timing of delivery -** social housing should be delivered progressively in accordance with an agreed program in multi stage developments. Social housing should be available when there is adequate social infrastructure available for social housing tenants.
4. **Certainty of transfer**- the party identified as the owner and manager of the social housing (e.g. Registered Housing Agency) will guarantee the acquisition of the housing, and the operational capacity to manage the dwellings in accordance with recognised good practice.
5. **Guidelines and information** – Council will provide guidelines and information for developers to assist in negotiations in the context of the voluntary nature of the planning controls.

8.4 Implications for the City of Greater Geelong Social Housing Plan

The City of Greater Geelong has acknowledged the need to increase the supply of social housing in the region for several years, and has attempted to establish social housing within newly developing areas, as well as within existing urban areas, including through neighbourhood renewal. These attempts have met with limited success.

Council now has the opportunity through changes to the Planning and Environment Act to exercise more influence in decisions relating to the development of social and affordable housing.

Importantly, the expected growth in housing overall in the City of Greater Geelong 2018 – 2041 provides significant opportunity for negotiations with developers to increase the supply of land for social housing that can then be managed by a registered Housing Agency.

In summary:

In order to facilitate an increase in the supply of social housing in Geelong the City of Greater Geelong will need to:

1. **Establish a collaborative partnership with DHHS**, with an Agreement which leads to a more planned approach to addressing existing stock, as well as possible future developments
2. **Ensures that a Registered Housing Association commits to growing social housing in Geelong**, and maintains a substantial presence in Geelong. If an existing RHA cannot make a significant commitment, then a new Housing Association will need to be established
3. **Exercise greater control over Agreements between RHAs and developers**
4. The enhanced involvement of local government may be expected to **provide a more planned, orderly and coordinated approach to the development of social housing** in the future within a particular region

A planned approach could see a more even distribution of social housing across the whole region, rather than in the outer suburbs of the City of Greater Geelong where land is cheapest. A Geelong based Housing Association would provide a suitable vehicle for contributions of land and cash from Council, increasing borrowing capacity, enhancing confidence in long term planning.

9. Where will future social housing supply come from?

This section considers possible locations and land availability that could support an increase in the supply of social housing in Geelong particularly:

1. City of Greater Geelong (Council) owned land
2. State Government owned land
3. Private land
4. Key challenges to future social housing supply

9.1 What is the potential of Council owned land?

The City of Greater Geelong owns a number of properties across the municipality. From time to time the City identifies land that is surplus to requirements for municipal purposes all over the municipality. This includes small single dwelling lots to large redevelopment sites.

A preliminary assessment has identified:

- 49 Council owned sites that could potentially be used to supply some form of social housing.
- These sites comprise 172,429.73 m^2 of land.
- The most readily available sites are located in areas of existing high levels of social housing.
- A significant number of readily available sites are also located in Belmont/Highton/Wandana Heights and Geelong West/Newtown/Manifold Heights.

Assuming that housing development on these sites was to occur at 400m^2 per dwelling it could be argued that this available Council owned land could potentially contribute an estimated 400 social housing dwellings[19].

9.2 What is the potential of other government owned land?

The State Government also owns a number of properties within the Geelong area. For the purpose of this project a Land Audit was also conducted of State Government owned land that is located within Residential Zones across Geelong. The Land Audit identified a total of 28 State Government owned properties.

Assuming that housing development on these sites was to occur at 400m2 per dwelling it could be argued that this available State Government owned land could potentially contribute an estimated 900 social housing dwellings.

This is a high level assumption and the final number of possible social housing units will depend upon actual lot and dwelling sizes.

[19] This dwelling estimate is based on high level assumptions including all of the land being used for social housing, lot sizes, and dwelling sizes.

9.3 What is the potential of private land?

The City of Greater Geelong *Settlement Strategy* (2018) provides a high-level strategy for managing Geelong's future residential growth. The major land supply stocks available across Geelong identified in the Settlement Strategy are shown below.

Table 18: Major land supply stocks as of January 2017

Region	Broad hectare	Major infill	Major redevelopment	Unzoned	Total
Bellarine	8,972	39	0	3,481	12,492
Urban Geelong	3,886	785	5,543	411	10,625
Lara	5,297			715	6,012
Armstrong Creek	18,211			1,450	19,661
Western Growth Area				18,000	18,000
Northern Growth Area				16,000	16,000
Total	***36,366***	***824***	***5,543***	***40,057***	***82,790***

Source: City of Greater Geelong *Settlement Strategy*

The majority of land supply for future housing in Geelong will come from broad hectare development of greenfield sites.

In these circumstances the City of Greater Geelong has limited capacity to influence the development of social and affordable housing through framework plans, precinct structure plans and negotiations with developers. These plans and negotiations can include a focus on the future provision of social and affordable housing.

The *Settlement Strategy* identifies the following broad hectare developments in specific Areas:

- Completion of development of areas of remnant broad-hectare land within the Geelong Ring Road, including Highton and Fyansford
- Progressive development of zoned broad-hectare land in Lara
- Continuing development of the zoned Armstrong Creek growth area, as per the framework plan
- The longer-term development of the Northern Geelong (Lovely Banks) Growth Area
- The longer-term development of the Western Geelong (Batesford) Growth Area
- Continuing development of identified broad-hectare land on the Bellarine Peninsula, within Ocean Grove, Portarlington, St Leonards, Drysdale/Clifton Springs and Leopold.

Additional supply will come from areas which are already established - referred to as urban consolidation. Urban consolidation is essentially infill development and redevelopment in established suburbs. Such developments generally result in higher density dwellings in appropriate locations, close to activity centres (e.g. town centres, railway stations and shopping centres).

The *Settlement Strategy* includes an urban consolidation strategy comprising three main types:

- Key Development Areas (Central Geelong, Waurn Ponds, and West Fyans)
- Increased Housing Diversity Areas (located close to activity centres and selected railway stations)
- Incremental Change Areas – modest infill as opportunities arise.

The State Government amendment to the Planning and Environment Act in June 2018 encourages Local Governments, through their planning role, to negotiate with developers to include social housing (and affordable housing) in all new developments. The Amendment now allows Section 173 agreements to be used to secure voluntary commitments to affordable housing as part of a development.

In order to meet the existing estimated shortfall of 6,196 social housing dwellings, and the projected increases in demand for social housing, an average of **approximately 18% of all new housing supply would be required as social housing. This is an average of 706 dwellings per year.**

Table 19: Estimated social housing supply gap and supply requirements 2016 - 2041

Year	Estimated social housing need	Social housing supply gap (includes 2% attrition)	Supply required per annum to address (from 2020)	Estimated total % of new dwellings required to be social housing
Base year 2016	10,196	6,196	706	**11%**
2021	11,423	7,823	706	**18%**
2026	12,710	9,510	706	**18%**
2031	14,078	11,278	706	**18%**
2036	15,407	13,007	706	**18%**
2041	16,821	14,821	706	**18%**

9.4 What are the key challenges related to current and future social housing?

There are several key issues associated with the current supply of social housing in Geelong that present specific challenges for the future provision of social housing, these are summarised below:

Key Challenge	Implications for the City of Greater Geelong Social Housing Plan
Location of social housing stock	The current concentration of social housing (particularly in two areas) creates large areas of disadvantage, with uneven access to services and opportunities for residents. The challenge, over time, is to achieve **a more even distribution of social housing** across the City of Greater Geelong. The concentration is not limited to particular former public housing estates, rather, it is spread across whole suburbs which then experience disadvantage.
Utilisation of social housing properties	There is significant **underutilisation of social housing** in Geelong. This includes: - underutilising the land on which social housing is constructed - old social housing stock is built on blocks which could potentially accommodate 2 or 3 dwellings - underutilising the number of bedrooms in each social housing dwelling (e.g. where one person lives alone in a 3-bedroom house) - vacant stock, indicated by the difference in the stock numbers provided by DHHS, and the number of households renting social housing, recorded in the ABS Census The challenge is to **redevelop existing social housing to better utilise the available land, and to better match tenants with housing types.**
Neighbourhood Revitalisation	In addition to redeveloping social housing, and changing the distribution, it is important to address the needs of particular neighbourhoods with high concentrations of social housing, in order to improve the quality of life. The challenge is to implement **an effective neighbourhood renewal strategy**, which not only includes redevelopment of social housing, but also the development of community facilities and amenities. Some broad hectare developments (such as Lovely Banks) are located adjacent to areas with high current levels of social housing. This may provide opportunities for re-locating social housing from older areas to newer areas over time.
Refurbishment, and renewal	Existing stock will always require maintenance, however the age of some social housing stock is such that it will be more economic to demolish and rebuild. It is likely that **half the existing public housing stock will need to be replaced within the 25 year planning framework**.
Size of dwellings (bedrooms)	Current stock is weighted to larger dwellings, in the context of the high demand for one- and two-bedroom dwellings for lone person and single parent households.

Key Challenge	Implications for the City of Greater Geelong Social Housing Plan
	In the future, it will be necessary **to provide more one- and 2-bedroom dwellings and less 3- and 4-bedroom dwellings. One- and 2-bedroom dwellings are likely to be part of medium density developments**. The Settlement Plan includes a focus on increasing housing density, and diversity, which is consistent with a higher proportion of one- and two-bedroom dwellings, suitable for single parents and lone person households.
Clear strategy for developers	Geelong has plenty of land which has been identified as suitable for settlement over the next 25 years, providing significant opportunities for local government to negotiate with developers, for the inclusion of social housing. However, Council needs a clear strategy covering rezoning, Precinct Structure Plans and the terms on which Section 173 Agreements can be negotiated.
Infrastructure for social housing	Where social housing is planned Council needs to take into consideration the **infrastructure required by social housing tenants**, especially in in newly developed areas. For example, the development of medium density social housing within 500 metres of an Activity Centre or Railway Station may facilitate access to required services.

In summary

This section has identified that **approximately 18% of all new housing supply** would be required as social housing, on average **675 dwellings per year**, to fully meet the projected demand for social housing in Geelong.

Potential sites that provide opportunities for increasing the supply of social housing in Geelong include:

1. land currently owned by the City of Greater Geelong which has the potential to provide 400 social housing dwellings
2. land currently owned by the State Government which has the potential to provide 900 social housing dwellings
3. up to 70,000 new dwellings will be built on privately owned land across the City of Greater Geelong providing wide scope for negotiating with private developers about the inclusion of social housing within this new housing supply

Key challenges facing the future provision of social housing in Geelong include:

1. the need to ensure a more even distribution of social housing
2. a need to provide more one- and 2-bedroom dwellings and fewer 3- and 4-bedroom dwellings
3. ensuring suitable infrastructure is provided to support social housing tenants
4. redevelopment of existing social housing to better utilise available land, and to better match tenants with housing types
5. development of a clear strategy covering rezoning, Precinct Structure Plans and the terms on which Section 173 Agreements can be negotiated

10. Where will the finance for Social Housing come from?

10.1 What is the scale of investment in social housing required?

The data presented above has estimated that 13,500 new social housing dwellings will be required in Geelong to respond to the estimated need for social housing by 2041. This figure includes the replacement of 1,500 existing public housing dwellings that will come to the end of their economic life within that period.

This demand for social housing equates to an average of approximately 675 dwellings per annum at a total development cost of about $275M (assuming an average development cost of $350,000 per dwellings)

Responding to this demand is far beyond the capacity of any Local Government to finance. Council must therefore look to the other tiers of government to participate in a partnership that can address the desperate need for more social housing.

The City of Greater Geelong *Social Housing Plan 2018 – 2041* is developed within a broader Commonwealth, State and Regional policy context (see table 20 for Summary).[20] Key policies that guide the planning and provision of social housing are summarised below. This Section considers key policies and programs that have the potential to provide funding to enable the City of Greater Geelong *Social Housing Plan* to achieve its objectives.

10.2 What can the Commonwealth Government contribute?

While the Commonwealth Government exercises the greatest influence on the housing market through its influence on monetary policy, fiscal policy, immigration policy and industry policy, it does not have constitutional responsibility for Housing Assistance.

However, as a legacy of the desperate need for a national approach to overcome housing shortages at the end of the Second World War, the Commonwealth struck a deal with the States under a Commonwealth State Housing Agreement to fund home ownership and public housing (which at that time was an open rental housing tenure). That agreement evolved over time and is the forerunner to the current National Housing & Homelessness Agreement.

[20] Full details of this policy context can be found in the City of Greater Geelong Social Housing Plan - *Background Report No. 3: Policy Discussion Paper.*

Table 20: Policy Context

Commonwealth Government of Australia	State Government of Victoria	Regional Level Initiatives	City of Greater Geelong
i. *National Housing and Homelessness Agreement (NHHA)* ii. *National Housing Finance & Infrastructure Corporation (NHFIC)* iii. *National Housing Infrastructure Facility (NHIF)* iv. *Affordable Housing Bond Aggregator (AHBA)* v. *National Rental Affordability Scheme (NRAS)* vi. *Commonwealth Rent Assistance (CRA)* vii. *National Regulatory System for Community Housing*	i. *Housing Act 1983* ii. *Homes for Victorians* iii. *Plan Melbourne 2017-2050* iv. *Victorian Infrastructure Plan* v. *Planning and Environment Act 1987* vi. *State Planning Policy Framework (SPPF)* vii. *Ending Family Violence: Victoria's Plan for Change*	i. *Geelong Region Plan* ii. *G21 Regional Growth Plan (2013)* iii. *Strategic Housing Incentives Action Plan* iv. *Addressing Disadvantage through Affordable Social Housing*	i. *A Clever and Creative Future – The Community's Vision* ii. *Council Plan 2018 – 2022 Putting Our Community First* iii. *Municipal Public Health and Wellbeing Plan 2018 – 2022* iv. *Settlement Strategy* v. *Housing Diversity Strategy* vi. *Access and Inclusion Plan 2018 – 2022* vii. *Preventing and Addressing Violence Against Women and Children: Strategic Plan 2016 – 2020*

National Housing & Homelessness Agreement

Under this Agreement the Commonwealth provides funds to the State for social housing and homelessness programs. While recent Agreements have provided some boost for homelessness funding there has been no increase in social housing funding for 20 years. This means that, in real terms, the current value of the Commonwealth investment in social housing is less than a third of what it was at the turn of the century. The key implications of this agreement are:

- The Commonwealth does not fund the expansion of the social housing sector with current funding (approximately $1B per annum) being considered an operating subsidy to State Housing authorities for public housing in lieu of the fact that public housing tenants are not eligible for Commonwealth Rent Assistance and therefore public housing rents are insufficient to meet all operating costs

- The Agreement sets a target for of 35% of all social housing in each jurisdiction to be community housing and the only way for State Housing Authorities to reach this target is through the transfer of public housing to community housing - Victoria has still not reached this target and hence there is ongoing expectations that public housing transfers will continue in Victoria

Commonwealth Rent Assistance (CRA) - The biggest Commonwealth expenditure on housing is through the social security budget – Commonwealth Rent Assistance – at about $4.8M per annum and growing. As noted above CRA is not available to public housing tenants however community housing tenants are eligible for this financial support.

National Rental Affordability Scheme (NRAS) - The National Rental Affordability Scheme was introduced as a 10 year operating subsidy to approved landlords for every dwelling that they provided to eligible tenants at 80% of market rent or less. Approximately 35,000 incentives were allocated before the scheme was discontinued under the Coalition government. However, the bureaucratic structure continues to exist as the incentives allocated still have between 2 and 6 years to run.

The Commonwealth Government, having expressed no interest in renewing the scheme, may find it an attractive mechanism if the decline in residential construction continues and they want to provide a supply stimulus. A key feature of NRAS is that community housing providers are eligible to receive the subsidy for their social housing properties whereas State Housing Authorities cannot access it for new public housing.

National Housing Finance Investment Corporation (NHFIC) - The most recent intervention of the Commonwealth government has been the establishment of the National Housing Finance Investment Corporation. This entity has the capacity to raise bond finance at Commonwealth rates and on lend to support affordable housing via two funds.

National Housing Infrastructure Facility (NHIF) - Under NHIF low cost loans can be made available to local government authorities to borrow funds for vital land infrastructure provided the reduced cost of finance leads directly to the inclusion of affordable housing (including social housing) in the residential development serviced by that infrastructure.

Affordable Housing Bond Aggregator (AHBA) - Under AHBA low cost loans can be made available directly to Registered Housing Associations to invest in affordable housing (including social housing). In the first 12 months of operation NHFIC has negotiated loans to RHA's in excess of $350M at approximately 1.75%.

10.3 What can the State Government contribute?

The State Government has the constitutional responsibility to plan for and provide housing assistance, including social housing. The Victorian government has assigned this responsibility to the Department of Health & Human Services with the statutory responsibility for social housing being allocated to the Director of Housing. In 2018 the government released a major housing policy platform *Home for Victorians* which outlined a range of strategies to increase housing supply, improve housing affordability and particularly increase the supply of social housing.

Key State Government Policy and Legislation that impacts on the provision of social housing and the related implications for the City of Greater Geelong *Social Housing Plan* are summarised below:

Relevant Policy/Legislation	Key Issue for Increasing the Supply of Social Housing	Implications for CoGG *Social Housing Plan*
Planning & Environment Act 1987 - Amendments 2008	Amendments to the Planning & Environment Act which have been outlined above have opened the door for planning authorities to negotiate the inclusion social housing in new private developments	While such negotiations remain voluntary it has been estimated that this might result in up to 10% of dwellings in a new development being provided for social housing at approximately 25-30% discount to market value.
Inclusionary Housing	The State Government has committed to the identification of underutilised and surplus government owned land which can then be fast tracked through the governmental processes for release into the market with a requirement that they include a component of social and affordable housing – usually about 30%.	The development of a site in East Geelong by Barwon Water provides an example of how this policy may be enacted - this will require the strong support of Council through the planning process and access to social housing investment finance
Public Housing Renewal Program	The Strategy commits $341M to renew and expand public housing with a target of approximately 3,500 new dwellings to replace about 2,500 existing dwellings. This program is primarily focused on ageing public housing estates which have not previously been the subject of Neighbourhood Renewal Schemes such as Corio, Norlane and Whittington.	In order to have Geelong's suburbs with high concentrations of public housing included in this program (and for the funds necessary to complete the urban renewal that been subject to a number of stop-start initiatives) it will be necessary for Council to advocate strongly and offer support in both planning and resourcing renewal strategies
Public Housing Stock Transfer	The Strategy also commits to the transfer of 4,000 public housing dwellings to Registered Housing Associations under management transfers.	There may be substantial financial and social benefits if public housing in Corio, Norlane and Whittington were included in this transfer, particularly if this transfer was incorporated into a 'public housing renewal' program. However, for this to be negotiated with DHHS it will take concerted effort by Council to communicate the benefits to both the DOH and to the tenants involved.
Social Housing Growth Fund (SHGF)	One of the central planks of *Homes for Victorians* is the SHGF – a $1B fund established to provide an ongoing revenue stream to fund new social housing through Registered Housing Agencies. While it has been presented as a flexible funding program it is primarily intended that the fund will make long term (up to 30 years) operating subsidies available to Registered Housing Associations to support debt servicing.	If social housing projects in Geelong are to access this subsidy stream then it will be necessary for a Registered Housing Association to present a program of developments demonstrating value to government (i.e. community land or planning contributions) and this will require the leadership and commitment of Council.
Low Cost Loans	In order to get the greatest value from the SHGF the Victorian government has also committed to making available $1.1B in low cost loans (similar to NHFIC) to Registered Housing Associations. Half of this will come	As above - if social housing projects in Geelong are to access this low-cost finance then it will be necessary for a Registered Housing Association to present a program of developments

Relevant Policy/Legislation	Key Issue for Increasing the Supply of Social Housing	Implications for CoGG *Social Housing Plan*
	as direct Treasury Loans while the other half will be via private finance with a state guarantee.	demonstrating value to government (i.e. community land or planning contributions) and appropriate security arrangements and this will require the leadership and commitment of Council.
Community Housing Regulatory System	While pre-dating Homes for Victorian the Victorian government now has a robust regulatory regime for community housing providers. As discussed above the Housing Registrar (established under the Victorian Housing Act) registers and then regulates community housing providers assessing them against 7 performance criteria. In order to access any form of housing assistance from the Victorian government (and increasingly the Commonwealth government) an organisation must be registered. If that agency is to access programmatic funding (i.e. for a program of social housing projects over an extended [period) then that organisation will have to be registered as a Housing association not a Housing Provider.	This implies that the success of any Social Housing Plan that aims to achieve substantial increase in the supply of social housing it will be imperative for a Housing Association to make Geelong a priority, work collaboratively with Council, have an established local presence and become an active participant in the local property market.
Victorian Housing Register	Victoria's social housing system is geared towards supporting those who are most disadvantaged and unable to maintain suitable and stable housing within the private market. This has led to the establishment of a Victorian Housing Register which serves as a common waiting list for social housing from which all public housing and community housing allocations are made. The list has two categories – high priority and wait turn. High priority applicants are generally the clients of the DHHS and have other presenting issues such as family violence, mental health issues, disability. Both public housing and community housing providers are required to tale 75% of their tenants from the priority category.	For Council this means that any Registered Housing Association that it engages with in terms of delivering on the objectives of a *Social Housing Plan* must be a highly competent manager of housing for tenants with a range of special needs.

10.4 What can a Local Government contribute?

Across Victoria, other Local Government Areas (LGAs) are at various stages in the development of affordable and social housing policies and actions. All Councils express concern about the reduction in housing affordability, and the lack of accommodation options. Some Councils, particularly the inner metropolitan Melbourne Councils, have been seeking to address the provision of affordable and social housing in their municipality for many years.

In the inner city this has been exacerbated by gentrification, and a lack of investment in social housing generally. The focus of these Councils is on infill development, and the use of Council land (and air space).

Outer Councils in growth areas such as Cardinia Shire Council and Whittlesea City Council are planning for considerable population growth over the next 20 years, associated with new broad hectare development. As a result, there are different emphases revealed in planning documents.

Outer Councils may have greater opportunities to include consideration of social and affordable housing when re-zoning occurs. In addition, homelessness and risk of homelessness is more likely to be 'hidden', and experienced as rental and mortgage stress, possibly compounded by lack of transport and social infrastructure. As a result Outer Councils are particularly concerned with planning the provision of adequate infrastructure, as well as housing diversity, and the creation of new communities which are healthy, inclusive, and which have access to employment.

Generally, however, all Council plans indicate the following potential roles for Councils in the provision of affordable and social housing:

1. Advocacy and leadership
2. Investment
3. Land use planning
4. Social planning and action
5. Community development[21]

In terms of investment in social housing the principle mechanisms are:

1. Small Council owned land (including air rights above car parks and community facilities) transferred to a Registered Housing Agency for development as social housing
2. Larger Council owned sites put to the market for development with a required outcome for a certain yield of social housing – this will generally require a proponent to be a joint venture between a private developer and a Registered Housing agency

[21] Further details about other Local Government initiatives related to Social housing refer to the City of Greater Geelong Social Housing Plan - *Background Report No. 3: Policy Discussion Paper.*

3. Site specific planning controls to guide negotiations for voluntary contributions from private developers to social housing either by way of land assignment to a registered Housing agency or cash contributions to a social housing fund
4. In a limited number of cases LGAs may make an annual budget commitment to a locally based social housing fund to enable a Registered Housing Agency to leverage State Government contributions to locally based social housing projects

10.5 Benefits of working with a Registered Housing Association – lessons from other LGA's

In order to access the State and Commonwealth finance and subsidies required to implement *a Social Housing Growth Strategy* that aims to achieve the levels of social housing needed in Geelong, it is clear that Council will have to engage with the Registered Housing Agency sector.

In Victoria **Registered Housing Associations have significant financial advantages:**

1. As Tax Concession Charities with public benevolent Institution status they have access to tax deductible donations (including philanthropic funds).
2. Their charitable status also provides a range of other tax exemptions including Income Tax, Stamp Duty, Land Tax, Payroll Tax, and Fringe Benefits Tax.
3. Subject to charging rents that are less than 75% of market rent they qualify as a GST free supply are eligible for a GST Rebate on all inputs – this reduces the cost of development by about 9.1%.
4. They are eligible for project grant funding from programs such as the Victorian Property Fund and any other State government capital funding programs.
5. They are eligible for public housing stock transfer which can generate additional revenue which can underpin reinvestment in the public housing stock as well community development activities which address community capacity.
6. They are eligible for program recurrent funding for the development of a social housing program (i.e. SHGF).
7. They are eligible for low cost loans such as those offered by NHFIC at the Commonwealth level or the Victorian Treasury at the State level.

In addition, **Registered Housing Associations may have significant social advantages** including:

1. A commitment to a community development approach which engages with local communities and seeks to empower them through local decision making and participation processes designed to build local capacity.
2. A commitment to place based service delivery which includes a local office and seeks to implement local procurement policies.
3. A 'client focused' approach which aims to address the needs of their tenants by linking with other agencies to ensure tenants receive all of the services they are entitled to and which they may need to ensure a safe and sustainable tenancy.
4. A particular expertise in designing housing and managing tenancies for individuals and families with complex needs.

Options for developing a relationship with an RHA are demonstrated by the approaches of two Victorian municipalities who have recently decided to create an Affordable Housing Trust as part of their affordable housing strategy and appoint a Registered Housing Agency as the manager of that trust. These case studies provide an insight into the relationship between local government and affordable housing.

1. **The City of Hobsons Bay** has recently established the Hobsons Bay Affordable Housing Trust to receive all Council investment in social and affordable housing including the benefits of planning contributions and has subsequently sought expressions of interest from Registered Housing Associations to act as manager of the Trust

2. **The City of Moreland** has established a Moreland Affordable Housing Trust which will also receive all Council investment in social and affordable housing including the benefits of planning contributions but has also taken the step of establishing a new Moreland Affordable Housing Company to act as Trustee and to obtain Registered Housing Association status so that it can obtain access to State and Commonwealth Housing Assistance to drive the implementation of Council's social housing objectives

Before assessing the merits of the two approaches it is instructive to consider two previous Victorian initiatives.

City of Melbourne

In 2005 the City of Melbourne established the Inner-City Social Housing Trust and Inner-City Social Housing Fund, invested $1M into the Fund, identified some inner-city sites for development as social housing and established a Trustee Company to manage the two vehicles. The company soon merged with Ecumenical Housing to form Melbourne Affordable Housing which subsequently merged with Supported Housing Ltd to form Housing Choices Australia – a company with a national agenda to grow social housing particularly in capital cities.

Housing Choices has gone on to become one of the largest and most successful RHA's nationally however its footprint in the City of Melbourne is limited and the partnership with the City of Melbourne did not grow beyond the first projects within the Inner-City Social Housing Trust.

Council's 2018 Annual Report does not mention the Trust, nor is it mentioned on the City of Melbourne web site. Interestingly in its current Housing strategy the following commitment is made:

As part of the comprehensive redevelopment by the City of Melbourne of land it owns, we will consider including up to 15 per cent of dwellings constructed being made available as affordable housing to a registered Affordable Housing Provider.

It is reasonable to conclude that the national focus of Housing Choices Australia, the manager of the Inner-City Social Housing Trust, has not led to a concentrated focus on the social housing needs of the residents of the City of Melbourne as was originally intended when the Trust was first established. The City now adopts a tendering approach on a site by site basis.

City of Port Phillip

The City of Port Phillip is perhaps the best-known municipality for supporting social housing in Australia. The first phase of Council's Housing Program covered two decades beginning in 1984 and resulted in Council developing 14 Council owned sites yielding 311 units through a series of joint ventures with the Director of Housing. While Council owned these dwellings it appointed a Council created entity, Port Phillip Housing Association, (PPHA) to manage them. During this phase Council contributed the 14 sites with a land value of $13.4M and leveraged $19.4M in State and Commonwealth funding – Council's contribution being41%.

In 2004 Council undertook a review of the sustainability of the Housing Program in the context of increased demand for affordable housing from Port Phillip constituents and changes in government housing policy (particularly at the State level) which increased the opportunity for not for profit charitable organisations to access housing subsidies subject to obtaining registration under new regulatory controls in the Housing Act.

Following the Review, Council adopted a plan to ensure the long term sustainability of the Program; maximise the growth of affordable housing through accessing the tax benefits of charitable status, raising debt finance and securing Victorian government funding and reposition the Program to emphasise the primary responsibility of the Victorian government for the supply of affordable housing and reduce the exposure of Council to the risks inherent in the program.

This involved Council transferring the role of social housing developer to PPHA, creating a Port Phillip Housing Trust (PPHT) and transferring the 311 dwellings into the Trust, and appointing PPHA as the Trustee. Council then entered a 5-year agreement with PPHT to transfer additional sites and contribute $500,000 per annum in cash to grow the PPHT portfolio. Council also supported PPHA's application for registration as a Housing Association under the new legislation and the submission for funding under the "Affordable Housing Growth Strategy" of the State government.

During the second phase (2005-2015) Council contributed one additional site valued at $2.3M and a total of $4M in cash to the PPHT which generated 3 additional projects yielding 72 dwellings in PPHT – approximately $16M in State funding was leveraged.

However, the creation of PPHA as an independent entity and its registration as a Housing Association enabled the company to secure private finance and attract additional funding for investment in social and affordable housing within the City of Port Phillip. A further 4 projects yielding 193 dwellings were completed in the municipality during this phase with PPHA contributing $16.7M of debt and equity and securing $48.6M in State funding.

Thus, PPHA was able to deliver 7 projects during that period yielding 265 additional social housing dwellings with Council only contributing directly to 72. Council's contribution of $6.3M during this phase represented only 7.2% of the total of $87.6M invested. Clearly the creation of the PPHT and the establishment of PPHA as an independent RHA paid handsome dividends for the City.

Brisbane Housing Company

One other example from another state is also instructive. In 2002 the City of Brisbane and the Queensland State government collaborated on the establishment of the Brisbane Housing Company as a special purpose affordable housing development and management company. The company was initially capitalised by both parties (total of approximately $30M) and then operated on an independent basis accessing Council sites and government subsidies to build a portfolio which today is in excess of 1,700 dwellings with an asset value exceeding $400M. It is a Tier 1 Registered Housing Agency under the national regulatory System for Community Housing.

Given the geographical size of the municipality the parties did not see it as necessary to create a Trust to hold the assets but limited the scope of activity to the City via clauses within the constitution of the company.

In summary:

1. Registered Housing Associations have significant financial benefits and may have substantial social benefits for implementing a Social Housing Growth Strategy
2. Registered Housing Associations also have preferential access to State and Commonwealth housing assistance programs without which the implementation of a significant social housing growth strategy would be impossible
3. A number of Victorian municipalities are currently adopting aggressive social housing growth strategies and are including the establishment of an Affordable Housing Trust as an investment and security vehicle for Council and other investments under the management of an appointed Registered Housing Association
4. History suggests that the most effective relationships between a Local Government authority and a Registered Housing Association is one where the Council takes the initiative to establish a Housing Association which is then appointed manager of the Council created 'Housing Trust' and retains continuing 'ownership' of the company.

The City of Greater Geelong *Social Housing Plan 2018 – 2041* builds upon the key issues emerging through Part B: Context for a Social Housing Plan.

11. Attachments

Table 21: Key Terms

Key Term	Definition Applied to Current Project
Affordable housing	A dwelling available through a housing assistance program that provides for a specified level of below market rent price (e.g. public housing, community housing, National Rental Affordability Scheme, shared equity scheme for home ownership).
Community housing	Community housing is secure, affordable, long term rental housing managed by not-for-profit organisations for people on low incomes or with special needs.
Community housing provider	A not-for-profit organisation that delivers and/or manages community housing.
Commonwealth Rent Assistance (CRA)	A non-taxable Commonwealth Government supplementary payment added on to the benefit or family payment of people who rent in the private rental market above applicable rent thresholds.
Crisis accommodation	Crisis and emergency accommodation includes a range of specialist services for people who are homeless, at risk of homelessness, escaping family violence, or in other emergencies. These services are available 24-hours a day, however they are temporary and designed to immediately assist people in crisis to stabilise and move on to something more permanent.
Department of Health and Human Services	The Department of Health and Human Services (DHHS) is an agency of the Victorian State Government. DHHS delivers policies, programs and services for children and families, women, gender and equality, sport and recreation health and wellbeing, ambulance services, public health, ageing, disability, mental health, alcohol and other drugs and housing and homelessness.
Director of Housing (DoH)	The Director of Housing is the body corporate established under section 9(2) of the Housing Act 1983. The Director of Housing, sits within DHHS and is the landlord of Victoria's public housing. The Director has powers to purchase, develop, lease and sell property.
Homelessness	The Australian Bureau of Statistics definition states that when a person does not have suitable accommodation alternatives they are considered homeless if their current living arrangement: is in a dwelling that is inadequate has no tenure, or if their initial tenure is short and not extendable does not allow them to have control of, and access to space for social relations.
Household	One or more persons, at least one of whom is at least 15 years of age, usually resident in the same private dwelling. The people in a household may or may not be related. They must live wholly within one dwelling.
Housing need	A household is in housing need if its housing falls below at least one of the adequacy, affordability or suitability, standards and it would have to spend 30 per cent or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable. Adequate is reported by residents as not requiring any major repairs. Affordable housing costs less than 30 per cent of total before-tax household income. Suitable housing has enough bedrooms for the size and make-up of resident households, according to National Occupancy Standard (NOS) requirements.
Low-income household	A household with income in the bottom 20 per cent of all household income distribution
Moderate income household	A household with income in the second income quintile (21–40%) of all household income distribution
National Affordable Housing Agreement (NAHA)	From 1 January 2009, government response to homelessness is administered under the NAHA and the National Partnership Agreement on Homelessness (NPAH).

Key Term	Definition Applied to Current Project
National Partnership Agreement on Homelessness (NPAH)	The National Partnership Agreement on Homelessness (NPAH) commenced in January 2009. Under the current agreement the Australian and state and territory governments have committed to provide $1.1 billion in funding. It contributes to the National Affordable Housing Agreement outcome, to help people who are homeless or at risk of homelessness achieve sustainable housing and social inclusion.
National Rental Affordability Scheme (NRAS)	A Commonwealth Government scheme that commenced on 1 July 2008, providing annual incentives (tax credits—if paying tax, grants—if not paying tax) to investors for 10 years to create 50 000 new affordable rental properties rented to low-income and moderate-income households at 20 per cent below local area market rents. The scheme was stopped for new property incentives in 2014, and as a result 37142 dwellings will be built
Not-for-profit sector	Community organisations providing a broad range of social services, including in relation to homelessness, housing, education, health, conservation and recreation.
Public housing	A form of long-term rental housing managed by the State Government and targeted at people on low incomes or with special needs
Quintile	A proportion of a set of data that has been ranked and divided into five groups, each of which contains an equal number of data items. For example, Housing Affordability Stress is assessed for households in the bottom two quintiles (i.e. the bottom 40%) of the income distribution. Q1 households are those earning in the bottom quintile (0–20%) of Australia's income distribution. Q2 households are those earning in the second quintile (21–40%) of Australia's income distribution.
Renewal	The process whereby existing, ageing public housing estates or buildings are redeveloped to improve both housing outcomes for public housing tenants and the neighbourhood's amenity
Social housing	An umbrella term that refers to public housing, delivered by the State Government, and community housing, delivered by community housing providers.
Shared equity	An umbrella term that refers to a range of initiatives which 'enable the division of the value of a dwelling between more than one legal entity' (Whitehead and Yates 2007 p16)
Social inclusion	In the Australian policy context, social inclusion is conceptualised as the opportunity to participate in society through employment and access to services, connect with family, friends and the local community, deal with personal crises and be heard.
Social mix	Defined as a 'combination of diverse shares of social groups in a neighbourhood'. A social group has one or more factors in common, such as having similar economic resources (i.e. having low- or high-income), the same ethnic background or nativity (i.e. born in the same country), the same household structure (e.g. families with children or households of young singles) or the same tenure (i.e. being tenants or home owners/buyers).
Supply side assistance	Forms of housing assistance given to providers, not consumers, of housing to help increase the quantity or quality of housing (e.g. National Rental Affordability Scheme).
Supported Housing	Supported Housing is a type of Community Housing targeted to households in high need, including people who are often homeless or at-risk. It is coupled with other support services, and owned and managed by the government and/or a non-government housing provider.

Key Term	Definition Applied to Current Project
Tenancy support services	Services provided to assist those at risk of homelessness with existing tenancies in the public and private rental sectors. These are early intervention services that aim to stop homelessness from occurring.
Tenure	The nature of a person's or household's legal right to occupy a dwelling. These legal rights range across rights of use, control and disposal. Tenure types include home owners (outright owners, **purchaser owners**, **shared equity**), renters (private, public, community, social), rent free.
Transitional Housing	Transitional Housing is a supported short-term accommodation program. It acts as a stepping stone to more permanent housing in public housing, community housing or the private rental market. People moving into transitional housing have often been victims of a change in circumstance. For example, a lost job has meant the rent can't be paid, a marriage break-up leaves one partner with no money or support, or a person may lose the support of – or can no longer live with – other family members. A key element of transitional housing is that it's a temporary option, and tenants must be actively working with their support provider to apply for long-term housing.
Victorian Housing Register	The Victorian Housing Register manages applications for long-term social housing in Victoria. The waitlist now combines public and community housing applications for housing so that people only need to apply once and can be considered for both types of housing. Priority Access is given to those people who are homeless and receiving support, are escaping or have escaped family violence, living with a disability or have significant support needs and with special housing needs.

Source: Adapted from https://www.ahuri.edu.au/policy/glossary

Table 22: Who Did We Consult? Stakeholder Definitions

Who	Stakeholder Definition
Social and Community Housing Tenants	**Current and future social housing tenants** including people currently living in social housing in the Geelong region and people currently on the Office of Housing (OoH) waiting list; Stakeholder include those organisations who can provide contact details for this group
Community Service Agencies	**Community service providers'** who provide a range of support services to people at risk and/or in need, in order to maintain their accommodation i.e. support services including specialist homeless services through to in-home carers, disability, aged and/or family support services
Housing Providers	Including (i) **housing providers** who are Registered Housing Association's (RHA's[22]) or Department of Health and Human Services (DHHS) (ii) those **organisations with an interest in the development of affordable housing** as a part of a strategy to support economic growth or enhance community sustainability and wellbeing, including relevant State Government departments and City of Greater Geelong influencers.
Industry Sector	Including developer and builder organisation who invest in housing and may experience affordable housing as a 'risk' or 'opportunity' including (i) **large scale developers/builders** holding rights over large land parcels seeking or obtaining master plan approval (ii) **smaller developer / builders** who may purchase lots within larger developments or be interested in the renewal opportunities in Norlane and Whittington areas (iii) **real estate agents**
Locations of High Housing Stress[23]	Key stakeholders interested in the development and delivery of affordable housing options in the areas of City of Greater Geelong that are experiencing particularly high levels of housing stress, particularly **the smaller settlements on the northern Bellarine**. Due to their small size and relative isolation, these areas may not be identified through the social housing demand analysis.
General Community	**Current and future residents, workers and visitors** in the City of Greater Geelong who have an interest in **managing the impact of future growth including opportunities and challenges for sustainable local areas** City of Greater Geelong **Access and Inclusion Advisory Committee**

[22] Refer to the following link for a list of Registered Housing Associations: http://www.housingregistrar.vic.gov.au/Who-we-regulate

[23] For the current project 'Housing Stress' refers to very low, and low-income households that are paying more than 30% of household income on rent.

Table 23: Stakeholder Organisations Engaged in Project

Housing Sector	Organisations Engaged
State Government	Department of Health and Human Services (DHHS) Office of Housing (OoH) Barwon Water Barwon Health Department of Justice
Housing Providers	Baptcare Barwon Homelessness Network Central City CERC Common Equity Housing Limited Haven Home Safe Homes-for-Homes Housing Choices Australia Kids Under Cover Lazarus House Geelong North Geelong Rental Housing Co-operative (NGRHC) Samaritan House Geelong Sirovilla Wathaurong Aboriginal Co-operative Wintringham Women's Property Initiative Yangzhou Tonglee Container
Health and Community Services	Barwon Child Youth and Family Barwon Health Bellarine Community Health Bethany Community Support Diversitat Gateway Support Services H.C.A. MacKillop Family Services Red Cross Salvation Army Victorian Association for the Care and Resettlement of Offenders (VACRO) Wathaurong Aboriginal Co-operative
Development Industry	Hamlan Homes Ramsay Property Group APD Projects MESH Planning UDIA Geelong members Nestd Deakin University Home Research Hub Tract Consultants Lovely Banks Development Western Growth Area development Maddocks Lawyers Dalton Consulting Engineers Ratio Consulting WT Partnership Mesh Planning
General Community	Portarlington Community Association City of Greater Geelong Access and Inclusion Advisory Committee Community Members at Community Forum (84)

Table 24: Policy Context - Key Issues

Key Themes	Commonwealth Government of Australia	State Government of Victoria	Regional Level Initiatives	City of Greater Geelong
Obligations	1. The Commonwealth Government controls the vast majority of levers that impact on the demand and supply of housing, and hence the affordability of housing in the general market 2. However, as the level of government which has greatest sway over housing markets the Commonwealth Government has the least direct influence on housing programs	1. State Government has the constitutional responsibility to plan for and provide housing assistance, including social housing 2. The provision of social housing is considered a core service delivery area for the State Government under the National Housing and Homelessness Agreement NHHA 3. Victoria's social housing system is geared towards supporting those who are most disadvantaged and unable to maintain suitable and stable housing within the private market	*G21 Addressing Disadvantage through Affordable Social Housing* made a number of important recommendations related to social housing, including: 1. That the role of Local Government is more accurately acknowledged in future planning, and agreements in the provision of social housing 2. That all levels of government recognise the importance of access to support services as well as housing in order to maintain tenancies 3. That the Victorian State Government be encouraged to develop further projects such as New Norlane	Key 'Directions' in the CoGG *Settlement Strategy* include: 1. Support affordable housing in areas suitable for urban consolidation 2. Investigate model voluntary agreements, inclusionary zoning and development of surplus government sites to deliver social housing 3. Work with the State Government, community housing and the private sector to deliver more affordable and social housing options The *Housing Diversity Strategy* 2007 aims to: 1. Provide for the development of a range of housing types and densities in the City of Greater Geelong, to meet the City's existing and future housing needs
Funding	Commonwealth Government programs which can directly impact the increased supply of social and affordable housing at the local level include: 1. National Housing and Homelessness Agreement (NHHA) 2017-18 2. National Housing Finance & Infrastructure Corporation (NHFIC) 3. Affordable Housing Bond Aggregator (AHBA)	**1. Homes for Victorians** - $2.1 billion of the $2.7 billion committed to financial instruments to grow community housing in partnership with other stakeholders through the Social Housing Growth Fund, monies are provided as operating subsidy for up to 30 years to support the servicing of private debt raised by Registered Housing Agencies	*G21 Addressing Disadvantage through Affordable Social Housing* recommended: Identifying, developing and funding a reliable 'pipeline of co-investment funding' to enable new social housing projects be considered an urgent priority	The City of Greater Geelong will need to be proactive in negotiating partnerships with both the Commonwealth and State Governments that commit to a long-term strategic growth and revitalisation of social housing. These partnerships should address State and Commonwealth land holdings, funding programs and subsidy programs.

Key Themes	Commonwealth Government of Australia	State Government of Victoria	Regional Level Initiatives	City of Greater Geelong
	4. National Rental Affordability Scheme (NRAS) 5. Commonwealth Rent Assistance (CRA)	**2. Loan Guarantees** Victorian Government has committed to providing up to $550M in loan guarantees to debt provided by the banking sector to Registered Housing Associations 3. **Homes for Victorians commits $341M to renew and expand public housing** with a target of approximately 3,500 new dwellings to replace about 2,500 existing dwellings.		
Partnerships	A National Regulatory System for Community Housing recognises the following two types of R**egistered Housing Agencies** in Victoria: **1. Housing Associations** larger, more complex businesses that manage, maintain and grow a viable social housing portfolio **2. Housing Provider**s primarily manage rental housing portfolios for other parties, such as the Director of Housing (DoH); often specialise in particular client groups which may include disability housing, aged, youth; growth is small scale compared with housing associations	The following State Government Strategies and Plans respond to the requirements of the National Housing and Homelessness Agreement 1. Homes for Victorians 2. Plan Melbourne 2017-2050 3. Victorian Infrastructure Plan 4. Ending Family Violence: Victoria's Plan for Change	1. One of the aims of the G21 Affordable Housing Taskforce was to: investigate the establishment of a Housing Association 2. The 2007 G21 initiative to appoint a preferred provider for the G21 Region did *not* result in any increase in investment in social housing	Council's approach must be built around partnership with both the Commonwealth and State Government and collaboration with the private and not-for-profit sectors to get the best outcome for those most disadvantaged and at risk in the Geelong housing market
Planning	State and Local Government responsibility	1. Homes for Victorians commits to **amend planning approvals process** to allow local government authorities to negotiate affordable housing outcomes as part of a rezoning of land or permit applications for major developments	1. *G21 Regional Growth Plan Background Report* (2012) affirms the CoGG *Housing Diversity Strategy* goal to include higher density development in: i. Key Development Areas (Central	Future precinct structure plans (PSPs) particularly in the Northern and Western Growth Areas provide an opportunity for consideration of the potential contribution of these development to the identified need for social housing

Key Themes	Commonwealth Government of Australia	State Government of Victoria	Regional Level Initiatives	City of Greater Geelong
		2. Homes for Victorians commits to the **identification of underutilised and surplus government owned land** which can then be fast tracked through the governmental processes for the disposal of land and release them into the market with a requirement that they include a component of social and affordable housing	Geelong, West Fyans – Fyans Street Precinct, and a Waurn Pond site) ii. Increased Housing Diversity Areas including within about 400 m of railway stations and activity/ neighbourhood centres iii. Incremental Change Areas (where the majority of new development will be consistent with traditional suburban character	
Implications for Geelong Social Housing Plan	The Commonwealth Government has a preference to use Registered Housing Agencies (RHA's) as the channel for any public investment. Currently in COGG there are 13 Registered Housing Agencies providing some social housing – but none of these RHA's have their head office in Geelong The State Government **Homes for Victorians** commitment to renew and expand public housing Included an initial pilot of 52 vacant public housing lots packaged up for redevelopment by the private or community housing sector (including sties in northern Geelong). These will now be developed by a private development company after a Registered Housing Agency assessed the risk as too great.	1. **Voluntary Affordable Housing Agreements** negotiated as part of a rezoning process and PSP approval could trigger a significant supply of new social housing provided investment models are available to deliver on the opportunities negotiated 2. **Planning scheme amendments** are of particular relevance in Geelong given the forecast growth for the municipality, particularly applicable through areas such: the Northern Geelong PSP, Infrastructure Contributions Plan or Development Contributions Plan; and the Western Geelong PSP and ICP or DCP, both of which are scheduled to be completed by December 2022	1. The work of G21 has highlighted a significant issue for the implementation of any Social Housing Plan at a Local Government level: the necessity of a funding model that provides certainty to a pipeline of social housing projects and enables Local Government to negotiate social housing outcomes through the planning approvals process with confidence 2. G21 aims to support local government to facilitate the development of social housing on underutilised land	Council will need to focus on the positive steps that can be taken to increase housing supply in established areas of Geelong. This includes appropriate zonings, clear design guidelines linked to an accelerated planning approval process for complying developments and investment in 'place making' in the locations where Council is especially keen to encourage infill and higher density development Even with efficient financing provided by the National Housing Finance and Investment Corporation (NHFIC), there remains a considerable funding gap.

K2 PLANNING

P.O. Box 6282 Highton 3216
info@k2planning.com.au
0438 233 32

K2 PLANNING

City of Greater Geelong - Social Housing Plan 2018 - 2041

Engagement Report - FINAL

September 2019

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We pay respects to the Traditional Owners of Country the Wadawurrung People and recognise their enduring connection to land, waters and culture. We pay our respects to their Elders past, present and emerging; and all Aboriginal and Torres Strait Islanders who are present here today.

Whilst we consider our City's future housing needs, design and built form for where people will live, work and play; we remember the Wadawurrung community who lived and prospered on this land for over 60,000 years and acknowledge sovereignty was never ceded.

Report Production

Task	Responsibility	Participants
Draft Engagement Plan	K2 Planning Pty Ltd	Dr Kate Kerkin Director
Project Management **Review of Draft Engagement Plan**	City of Greater Geelong Project Management Group	Janice Lane, Manager Healthy Communities, Community Life Cathy Walker, Healthy Communities, Community Life
Final Engagement Plan	K2 Planning Pty Ltd	Dr Kate Kerkin Director

List of Abbreviations

ABS	Australian Bureau of Statistics
CEHL	Common Equity Housing Limited
DHHS	Department of Health and Human Services
DOT	Department of Transport
IAP2	International Association of Public Participation
LGA	Local Government Area
NGRHC	North Geelong Rental Housing Co-operative
OoH	Office of Housing
PSP	Precinct Structure Plan
RHA	Registered Housing Association
SHP	Social Housing Plan
UDIA	Urban Development Institute of Australia
VACRO	Victorian Association for the Care and Resettlement of Offenders
UDIA	Urban Development Institute of Australia

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1. Introduction

This document provides the results of the all community engagement activities conducted through the development of the City of Greater Geelong *Social Housing Plan (SHP) 2018 – 2041* (the 'Project'). The document will be used to:

1. Inform the development of the draft and final City of Greater Geelong *Social Housing Plan 2018 - 2041*
2. Provide an evidence base for ongoing Council communications with all stakeholders engaged in the Project

2. City of Greater Geelong Social Housing Plan 2018 - 2041

The aim of the City of Greater Geelong *Social Housing Plan 2019-2041* is to:

1. Analyse current and future social housing needs across the City of Greater Geelong
2. Provide a profile of current and future population groups who are most at risk of homelessness
3. Document the current service sector responses to homelessness, social and affordable housing
4. Clearly outline the various ways in which Council can influence the development of social housing
5. Identify Council and State Government owned land that could be considered for potential social housing projects, and
6. Provide recommendations for an appropriate statutory planning implementation model

This SHP will focus on identifying strategies by which Council may facilitate social housing responses to affordable housing needs. It will in particular aim to propose strategies for achieving:

1. Social housing outcomes on City of Greater Geelong or State Government of Victoria owned sites
2. Social housing renewal in areas of existing high public housing concentration
3. Commonwealth and State housing subsidies to increase the supply of social housing
4. The inclusion of social housing in private developments through negotiated agreements under the Planning and Environment Act 1987

3. A Partnership Approach

The City of Greater Geelong recognises that facilitating an increase in the supply of social and affordable housing requires a partnership approach across all levels of government, the community sector and private industry. Engagement activities conducted as part of the City of Greater Geelong *Social Housing Plan 2018 – 2041* reflect this partnership approach.

The following engagement approaches, endorsed by the International Association of Public Participation (IAP2), illustrate how Project engagements were used to support development of partnerships that can respond to the need for increased social housing:

1. **INFORM** – provide balanced information, assist in understanding the problems, opportunities and/or solutions
2. **CONSULT** – obtain public feedback on analysis, alternatives and/or decisions
3. **INVOLVE** – work directly to ensure concerns and aspirations are consistently understood and considered
4. **COLLABORATE** – partner in decisions including development of alternatives and identification of preferred solutions
5. **EMPOWER** – place final decision making in the hands of this group[1]

In total, **209 people representing 50 organisations were directly engaged** in the development of the City of Greater Geelong Social Housing Plan 2018 – 2041 (see Table 1).

Table 1: Engagement Attendances

Who (a)	Approach	How	How Many
Social and Community Housing Tenants	INVOLVE	TWO workshop, kitchen table conversation style	20 attendees in total
Community Service Agencies	COLLABORATE	TWO stakeholder workshops	27 attendees in total
Housing Providers	COLLABORATE	TWO stakeholder workshops	
Industry Sector	COLLABORATE	TWO stakeholder workshops	26 attendees in total
Locations of High Housing Stress	INVOLVE	TWO stakeholder workshops	28 attendees
General Community	INVOLVE	Community Forum City of Greater Geelong Access and Inclusion Advisory Committee	84 attendees 9 attendees
Councillors	EMPOWER	Councillor Briefing	10 Councillors in attendance
		Attendance at Community Forum	5 Councillors in attendance

a) Refer to Table 3, p. 10 for a definition of each stakeholder group.

[1] Refer to Figure 1 p. 11 for more details of the IAP2 engagement approaches.

Table 2: Stakeholder Organisations Engaged in Project

Housing Sector	Organisations Engaged
State Government	Department of Health and Human Services (DHHS) Office of Housing (OoH) Barwon Water Barwon Health Department of Justice
Housing Providers	Baptcare Barwon Homelessness Network Central City CERC Common Equity Housing Limited Haven Home Safe Homes-for-Homes Housing Choices Australia Kids Under Cover Lazarus House Geelong North Geelong Rental Housing Co-operative (NGRHC) Samaritan House Geelong Sirovilla Wathaurong Aboriginal Co-operative Wintringham Women's Property Initiative Yangzhou Tonglee Container
Health and Community Services	Barwon Child Youth and Family Barwon Health Bellarine Community Health Bethany Community Support Diversitat Gateway Support Services H.C.A. MacKillop Family Services Red Cross Salvation Army Victorian Association for the Care and Resettlement of Offenders (VACRO) Wathaurong Aboriginal Co-operative
Development Industry	Hamlan Homes Ramsay Property Group APD Projects MESH Planning UDIA Geelong members Nestd Deakin University Home Research Hub Tract Consultants Lovely Banks Development Western Growth Area development Maddocks Lawyers Dalton Consulting Engineers Ratio Consulting WT Partnership Mesh Planning
General Community	Portarlington Community Association City of Greater Geelong Access and Inclusion Advisory Committee Community Members at Community Forum (84)

4. Approach to Engagement

The City of Greater Geelong *Social Housing Plan* is guided by the following definitions related to engagement:

1. **Community** - a real or online group of people united by at least one common characteristic such as geography, shared interests, experiences, values or attitudes
2. **Engagement** - refers to the many ways in which a Local Government Area connects with its community, and the community connects with a Local Government Area to exchange views, ideas and information in the development and implementation of strategy, policies, programs and services
3. **Communication** - refers to the many ways in which a council connects and engages with its community to provide information to help its members understand how a Local Government Area spends public money and why
4. **Stakeholder** - a person, group or organisation who may be affected by, have a specific interest in, or influence over, a council decision or issue under consideration[2]

Objectives of Community Engagement at the City of Greater Geelong include:

Continuous quality community engagement that leads to:

1. Improved decision making by the City and its Council that reflects the best interest of all sections of our community
2. Improved community confidence in Council and the decisions that it makes
3. Increased capacity and participation by all sections of the community in engagement activities
4. Improved community knowledge about the role of the City and its Council, and the democratic decision-making process, and
5. Increased opportunities for the City and its Council to collaborate with its stakeholders

Our Approach

Council's Community Engagement Plan is focused around the City's organisational purpose *Working together for a thriving community*. Quality community engagement practice is embedded and supported through the following values:

1. Make people the centre of business
2. Create a healthy and safe environment for all
3. Respect and encourage each other, and
4. Embrace new ideas and better ways to work

[2] Source: Adapted from The City of Greater Geelong *Community Engagement Policy* 2017, p. 2

The City of Greater Geelong is committed to identifying the most appropriate engagement methods in order to uphold the City's values and improve outcomes when:

1. Making plans – for example, developing strategies
2. Changing something – for example levels of service
3. A decision is likely to impact on people and the places they live, work and play
4. Required by law to do so.

The City of Greater Geelong is committed to:

1. Plan engagements to be timely, open and easily understood.
2. Make sure engagement activities are inclusive, accessible and seek a diverse range of perspectives.
3. Be upfront about how much opportunity there is to influence a decision.
4. Define the community's role in any community engagement process using the IAP2 Public Participation Spectrum (see below).
5. Provide information to support meaningful community participation.
6. Use a variety of engagement techniques that meet the needs and interests of the community.
7. Let the community know how their input has influenced our decision.
8. Learn from each experience to review and improve our practice.

5. Who did we engage with?

Definitions of stakeholders who were directly engaged through the development of the City of Greater Geelong *Social Housing Plan 2018 - 2041* are provide below including:

1. Social and Community Housing Tenants
2. Community Service Providers
3. Housing Providers
4. Industry Sector
5. Locations of High Housing Stress
6. General Community

Table 3: Stakeholder Definitions

Who	Stakeholder Definition
Social and Community Housing Tenants	**Current and future social housing tenants** including people currently living in social housing in the Geelong region and people currently on the Office of Housing (OoH) waiting list; Stakeholder include those organisations who can provide contact details for this group
Community Service Agencies	**Community service providers'** who provide a range of support services to people at risk and/or in need, in order to maintain their accommodation i.e. support services including specialist homeless services through to in-home carers, disability, aged and/or family support services
Housing Providers	Including (i) **housing providers** who are Registered Housing Association's (RHA's[3]) or Department of Health and Human Services (DHHS) (ii) those **organisations with an interest in the development of affordable housing** as a part of a strategy to support economic growth or enhance community sustainability and wellbeing, including relevant State Government departments and City of Greater Geelong influencers.
Industry Sector	Including developer and builder organisation who invest in housing and may experience affordable housing as a 'risk' or 'opportunity' including (i) **large scale developers/builders** holding rights over large land parcels seeking or obtaining master plan approval (ii) **smaller developer / builders** who may purchase lots within larger developments or be interested in the renewal opportunities in Norlane and Whittington areas (iii) **real estate agents**
Locations of High Housing Stress[4]	Key stakeholders interested in the development and delivery of affordable housing options in the areas of City of Greater Geelong that are experiencing particularly high levels of housing stress, particularly **the smaller settlements on the northern Bellarine**. Due to their small size and relative isolation, these areas may not be identified through the social housing demand analysis.

[3] Refer to the following link for a list of Registered Housing Associations: http://www.housingregistrar.vic.gov.au/Who-we-regulate

[4] For the current project 'Housing Stress' refers to very low, and low-income households that are paying more than 30% of household income on rent.

Who	Stakeholder Definition
General Community	**Current and future residents, workers and visitors** in the City of Greater Geelong who have an interest in **managing the impact of future growth including opportunities and challenges for sustainable local areas** City of Greater Geelong **Access and Inclusion Advisory Committee**

Refer to 'Attachments' for a full list of all stakeholders invited to participate in Project engagements.

6. What did we engage about?

Topic questions that were discussed with each stakeholder group, and the link between these topics and the aims of the City of Greater Geelong *Social Housing Plan 2018 - 2041*, are set out below:

Table 4: Engagement Topics

Who	Engagement Topic/s	Link to Project Aims
Social and Community Housing Tenants	Suitability of current housing; Factors driving housing need; Preferred dwelling types and locations and models	Ensuring that the future *development of social housing* is responsive to the needs of *social housing tenants and people on the OoH waiting list*
Community Service Agencies	Check findings of social housing needs analysis, confirm directions including priority areas, discuss options and identify opportunities	Ensuring that the future *development of social housing* is responsive to emerging *policy directions*, local and regional service *organisations,* changing *service delivery models* and the needs of *clients*
Housing Providers	Check findings of social housing needs analysis, confirm directions including priority areas, discuss options and identify opportunities	Ensuring that the future *development of social housing* is responsive to emerging policy directions, local and regional housing organisations and changing housing models
Industry Sector	Engage sector in ongoing policy developments related to social housing; educate about the purpose and future use of the City of Greater Geelong *Social Housing Plan* including implications for the role of the City of Greater Geelong	Ensuring that the future *development of social housing* is responsive to the needs of *the land and housing development industry*
Locations of High Housing Stress	Check findings of social housing needs analysis, confirm directions including priority areas, discuss options and identify opportunities	Ensuring that the future *development of social housing* is responsive to the needs of *relatively isolated areas of the municipality experiencing high levels of housing stress*
General Community	Present findings of social housing needs analysis, discuss directions including priority areas, options for council and emerging opportunities	Ensuring that the *general community* has had an opportunity to 'have a say' in the future development of social housing in the Geelong region
Councillors	Early briefing to meet the consultants, present project scope and Engagement Plan; Presentation of draft City of Greater Geelong *Social Housing Plan* including options for the City of Greater Geelong	Ensuring Councillors are supportive of project directions including options for the role of the City of Greater Geelong that support the development of sustainable local areas and respond to aspirations of current and future residents and leaders

7. What did we find out?

Key issues emerging through the engagements include:

1. Strengths and challenges of current social housing stock
2. Identified groups who need social housing
3. Identified areas of social housing need
4. Current responses that support the supply of social housing
5. Potential responses to increase the supply of social housing
6. Other supports that make social housing successful

These issues are summarised in the tables below. Recurring themes emerging through each engagement topic are summarised in Table 12, p. 37.

Current Social Housing Stock

A range of **strengths** were identified in relation to **current social housing stock**. Recurrent themes include:

- Design
- Permanence
- Affordability
- Accessibility
- Safety and Social Benefits

Table 5: Current Social Housing Stock – What Works Well?

Current Social Housing Stock - What Works Well Now?
Social and Community Housing Tenants
Design Beautiful unit - got everything Retirement Village: Outside space; Garden size is enough now Places like this Baptcare Hub where people can get together *Management* Housing coops provide real opportunities for residents to build their skills and get involved Having staff on site helps make the place feel safe and supportive *Permanence* I am not going to be kicked out because I am a woman by myself. This is the biggest thing. Told to treat as own home Stay where I am forever (Baptcare Norlane) Bigger place, I can do things I want to do like piano keyboard. I am lucky to have a cat and I couldn't in my old place Security of residence I wouldn't move for anything *Affordability* Rent is affordable Like everything, permanent, can be here for ever

Current Social Housing Stock - What Works Well Now?

I love where it is, quiet, affordable and modern
I like long term affordable housing. Don't like lack of growth in social housing
We have always rented. The costs got too much to have a quality lifestyle – garden was too big to maintain Norlane – good new home.

Accessibility
I do like where I live. I am close to everything and it is a unit on one level and I don't like steps
Close amenities – buses and gardens
I know local shops – I can drive to those
I see a doctor and dentist in Lara
Close to transport – new bus routes (better than other areas)
Very quiet street where I am thankfully (helps a bedroom at the back)
It is pretty central – Bell Post Hill Shop Centre
Location, DRS, SHOPS, public transport, medical services
Currently close to amenity – doctors, family, public transport
Location – central. 5 minutes to hospital and town. Local shops, gardens and pool close

Safety and Social Benefits
Everything, nice, communal, talk to people, feel safe here, like neighbours
I like the place I am living in now. More need in Corio/Norlane
I know people to say hello to
Corio Village, family in Bell Post Hill and in Lara
Retirement Village: Community; No distinction between subsidised and self-supported; Once a month Sunday lunch; Sundays are very quiet; A lot of functions; Bus trips once or twice a month; Ladies day out – mostly it is to the other village; Some people can't get out unless someone takes them;
Retirement Village: Many couples who move in lose their partner.
There is a network of people who can support you
We can stay even if one of us passes away – secure to stay
I was in mid my 60's – a little unsure but it's been fantastic – I was on my own – no children and lost my husband. I'm now quite involved, I drive the bus and I am on the social club
A lot of women on their own
Social club
Outings, craft, morning teas.
Co-op children, large Sudanese families
Children have opportunities within co-op, events

Current Social Housing Stock - What Works Well Now?

Community Service Agencies

Permanence - Keeping families together

Kids Under Cover: Our temporary expanded accommodation on site at family homes allow young people to stay at home and study – 70% are on OoH properties – reduced conflict in families young people staying at home for longer, lifting engagement in schools 12 – 25 years

Community Forum

- Social housing is a very important part of ensuring a mix of housing for those in need
- Our houses **create new beginnings** for people when they get access to this housing, they are able to have stability in their lives, can go back to study, can look for employment
- Research into the benefits of our housing for our tenants showed **improvement in mental health, physical health, academic performance** etc
- Contributing to **breaking the intergenerational cycle of poverty**
- Social Housing provides the **opportunity for people to re-establish themselves**
- **Massive health benefit and social benefits** we tend not to count the multiplier effects, the social benefits – our Bendigo work discovered for every $1 we put into project there is a return of $11 -$12 savings to the state (social multiplier)
- The value we create is in perpetuity
- Capture uplift in value **in perpetuity** that is the bit that we bring to the equation

A range of current **limitations** of **current social housing stock** were identified. Recurrent themes include:

- Need for upgrades
- Lack of supporting infrastructure
- Inadequate stock maintenance
- Poor building condition
- Limited ability to move tenants into new properties
- Poor community perception based on poor stock condition
- Low standards
- Declining stock

Table 6: Current Social Housing Stock – What *Doesn't* Work Well Now?

What *doesn't* work well now?
Social and Community Housing Tenants
Need updated personal requirements in current location Upgrades – need access, wider halls, bigger bathrooms and wheelchair access A lot of residents having trouble with noise at night
Community Service Agencies
Concern that the Bellarine does have infrastructure people are disconnected, no supports, no friends or family or services
Housing Providers
Current public housing is inadequate, maintenance is a real issue We need to use properties for larger families etc. unfortunately thinking now is a home for life remains the same home – challenging for co-op to manage We don't have the ability to insist on downsizing Putting the right infrastructure in place – use infrastructure to leverage other forms of investment Coops are good at doing maintenance public housing cannot do this people wait for weeks RHA's don't want to touch existing DHHS stock – poorly built
Industry Sector
Recognition of challenge of community perception about social housing – generated by failure to maintain stock and failure
Community Forum
The State Govt has squandered the opportunity and the Commonwealth's assistance is a drop in the ocean compared to what is need There is a declining social housing stock base Victoria
Access and Inclusion Advisory Committee
Existing public housing standards are far less now than should be expected

Social Housing Need - Social Groups

A range of **social housing needs groups** were identified. Recurrent themes include:

- Newly Arrived Families
- Refugee Families (particularly those with children with disabilities)
- Women and Children Escaping Domestic Violence
- Aboriginal Families
- Single Parent Families
- Older Lone Person Households
- Young People, particularly with mental health challenges and/or living in foster care
- People Leaving Prison

Table 7: Social Housing Needs Groups

Social Housing Needs Groups
Social and Community Housing Tenants
Need future housing similar to private communities with housing for 50+
Families need support setting up new houses: furniture, linen etc. lots of people do this to help refugee families in Geelong
Newly arrived families need large houses
Social network needed. Need to address unstable housing
Educate people about social housing
Stigma: Does exist, Old way was a “community”
Can be judged
Residences can have their own stigma but hopefully it is changing
Locations are judged by people who have never lived there
Homeless
Scared
No community networks
No jobs
Aboriginal families – don’t want to move to Bellarine Area too far from family, services, transport
High unemployment among Aboriginal households, engage with employment agencies, traineeships, employment opportunities, mentoring with someone of culture who they trust
Social connection through retail, give people a trial job, build positive relationships
Balance mix of types of households

Social Housing Needs Groups
Everyone should be considered in every development Those who find unemployment later in life, on limited resources Housing for single people Single parents with 3 – 4kids People who need extra space, eg. kids under cover Young people languishing in mental health facilities and inappropriate places Young people with a disability – serious lack of safe independent accommodation – can they be identified as a high needs group Those who find unemployment later in life, on limited resources Housing for single people Single parents with 3 – 4kids People who need extra space, eg. Kids under Cover Young people languishing in mental health facilities and inappropriate places
Community Service Agencies
1,600 priority applications on OOH waiting list in Barwon Region Context: TAC and Workcover people have left Melbourne and come to Geelong for work, these are mainly higher income families resulting in less private rental available in area; Triggers in the market place now, mortgage stress – if interest rates rise 1 or 2% there will be a significant impact on mortgage stress Barwon Homelessness Network Barwon region receiving 70 – 90 calls per day the housing that is available is in private rental this is not ongoing or sustainable or affordable New arrivals Refugee families prior financial support no longer exists Women and children escaping family violence Women at risk, coming to Australia on a 204 visas came with no male family member Older lone people who might be currently in social housing who really need to downsize but there is nowhere for them to go Congolese who are the larger families Newly arrived families don't like being split up they have already gone through so much Families underpinned by mental health issues People coming out of prison and not eligible for supported accommodation – often have no rental history Young people – rentals not affordable anywhere young people get missed in these discussions also in census night couch surfing Now housing more and more people who are close in age to 50 previously was 60 now we have a slower turn over 18 – 21 year old's in foster care young people who lose their income support

Social Housing Needs Groups
Housing Providers
NGRHC turns away probably three families a week and they are homeless, living in cars with children 18 – 21 year old's living in foster care young people who lose their income support Aboriginal homelessness rate in Victoria is the highest in Australia and is playing itself out in crime and drug use Aboriginal housing and homelessness – our estimates across Victoria are for 5000 – 6000 extra social housing units for 2041 Families and lone single people and an aging population who are losing their partners and don't need all the space they are currently living in; People coming out of prison and not eligible for supported accommodation
Housing for people with disabilities leaving their parents' home and wanting to live independently in Geelong ; Shortage of rental houses full stop Aged care sector people living in substandard rental accommodation Food assistance programs we see a number of single men come in to use our program numbers have declined in St Leonards rental cost have gone up Issue with transport we have a number of clients women escaping domestic violence find isolation difficult
Community Forum
This region has the largest level of Aboriginal homelessness in Australia We are going to need 636 homes for young Aboriginal families (3-bedroom homes) in this region by 2041 that is approximately $7b investment People coming out of prison Elder population, including Aboriginal people Aboriginal women - high level of domestic violence within Aboriginal communities Housing for men – also part of family violence People leaving prisons up the road how do we help them return back to society Young people with justice related issues Women from refugee background, women and children who have experienced immense trauma
Access and Inclusion Advisory Committee
Accommodation for people with a mental illnesses Young people in aged care homes, need to get them out of aged care and free up aged care for older people

Social Housing Need - Areas of Geelong

Specific areas were identified as preferred locations for future housing. Recurrent themes include:

- Armstrong Creek
- Central City Areas
- Pakington Street area
- Hamlyn Heights, Herne Hill, St Albans Park, Moolap
- Away from areas which currently have high levels of social housing
- A need for supporting infrastructure, particularly public transport

Table 8: In which areas of Geelong should future social housing be located?

Areas of Geelong that Need Social Housing
Social and Community Housing Tenants
Close to amenities – buses and gardens
Central Areas near doctors' shops, hospitals
Areas where people want to go, away from areas of disadvantage
Areas with existing access to services
In the future I want to stay in Norlane, I am close to everything
Need places close, more land for amenities and hospitals (Moolap)
Close to transport services or shops
Bell Post or Geelong West lack of properties here and lots of people want to be housed in these areas
Abattoir site in north Geelong/Corio
Heales Road Industrial area
Armstrong Creek
St Albans Park, Moolap
Central City area
Hamlyn Heights/ Herne Hill area
Lara
Lovely Banks
Ocean Grove
Close to enjoyable activities and pastimes, fishing, football, Gen U, Leisurelink
Central location Pakington Street and east for access to services

Areas of Geelong that Need Social Housing
Community Service Agencies
We cannot find affordable rental other than in Corio Norlane Young people will move where their connections are, would like a one bedroom would easily move suburbs to access this The infrastructure needs to be there – eg. Armstrong Creek need for a bus to get into town, for service or this creates the barrier, more buses – young people and adults with no licence – bus access is a huge barrier in Geelong There are particular social need son the Bellarine Peninsula, with inadequate rental stock and an ageing population. We need to think about social housing in areas that can support it, in the larger towns that support access to services
Housing Providers
In Geelong the only affordable housing area is Norlane and that is an issue as it creates more problems locating people in one area Armstrong Creek will probably have families experiencing rental stress now Where is the social housing in Armstrong Creek? Don't miss the boat on areas that are available now
Access and Inclusion Advisory Committee
Concern about geographical isolation, are people living at home receiving services from NDIS in a close distance to service? A large part of the cost goes on travel – people need to be close to existing structures

Current Initiatives

A range of **current initiatives related to increasing the supply of social housing** in the Geelong area were identified. Recurrent themes include:

- Short term responses such as a 'relocatable rooms' allowing temporary expansion of current dwellings
- Financial contributions from dwelling sales to finance future social housing
- Micro villages for ageing populations
- Apartments for women and children escaping domestic violence
- Programs to support people to move into home ownership
- Incentives for developers such as reduced car parking etc.
- Development of surplus State Government land i.e. Barwon Water
- Establishment of Housing Trusts at other Local Government Areas
- Liveable Housing Australia model

Table 9: Current Social and Community Housing Initiatives

Current Initiatives
Community Service Agencies
Kids Under Cover 18 – 21 year old's in foster care young people who lose their income support – Kids Under Cover are supporting these young people and teaching life skill. We provide 1- and 2-bedroom studios to help keep the family together. These are relocatable in place for about 5 years then move to next family that needs it. We have 46 studios in Geelong housing 74 young people, many in Corio Norlane. Geelong is a high needs area 10% of our total work is in the City of Greater Geelong. Some new arrivals, some dealing with severe disabilities with children, young people in child protection, any kind of trauma etc. or extremely large families
Homes for Homes comes from the Big Issue UK developer decided to donate 1% of development back to social housing – simple initiative when you buy a property that is part of *Homes for Homes* initiative, when you sell you make a contribution of your gain as a reimbursement – this stays with the life of the new property.

Current Initiatives
Over time the property continues to contribute to funds. We then run a tender process for community housing providers to access the fund. We are working with developer because they have the scale to do this. Homes for Homes research shows that, if all current developers in City of Greater Geelong were to commit to *Homes for Homes* 30 years, we could make over $180m *Home Research Hub Deakin* project on accessibility of people with a disability in Geelong, building on micro villages in infill sites for ageing population with low capital. Micro housing cannot be done in current legislation, project is trying to get pilots developed. Planning Scheme does not allow for such a density of individual detached dwellings without car parks etc. Concern expressed about entrenched locational disadvantage of micro villages, eg 'granny ghettos' *State-wide Initiatives* – State Government of Victoria amendment to the Planning and environment Act 1987 to include a definition of affordable housing and strengthen the role of planning in facilitating and delivering the supply of social and affordable housing
Housing Providers
Barwon Region has been a pilot site for many new initiatives Barwon first pilot state across the state through **Orange Door** – leading the **housing response for women and children experiencing domestic violence** *Haven Home Safe* - We have city apartments, a lot of **women over 55** and **women and children escaping family violence**. Our **large development** over 30 people works well, it is managed through community engagement, place making tenancy management where we look at things socially, allowing people to be involved in they want to. Good neighbour day and those type of programs, getting people actively involved *Aboriginal Housing Victoria* has just got up **women's prison transitional housing** set up not yet fully commissioned Homeless people need support to move into standalone housing. Those now in Aboriginal community owned housing, if this is with shared equity can we **move those people into home ownerships** and imaginative models with co-ops **build intergenerational wealth** etc, push people off the reliance on government funding so more people able to buy housing *Advocacy* – City of Melbourne and other LGA's '**Inter Council Forum – Affordable Housing Activities'** metropolitan summary on the range of initiatives underway across many metropolitan Councils including: evidencing the range of initiatives and commitments local government is deploying to address affordable housing issues across metropolitan Melbourne; evidencing any gaps or resource limitations due to policy, programs or legislative constraints; use information as an advocacy resource with State Government *Samaritan House Geelong* has housed 500 men last 7 years – motto is '**No Man Need Sleep Rough in the Region'**

Current Initiatives
Industry Sector

Existing Growth Areas Why were there not outcomes on affordable housing in Armstrong Creek – no discussions from Council through the Precinct Structure Plan (PSP) process, maybe aspirations in previous strategic documents but not through activation process, never actioned. There were a range of things being prioritised in the growth area and there was no basis for negotiating affordable housing outcome in that growth area. There needs to be a basis for negotiations in new growth areas

Other Local Government Areas (LGA's) Differing approaches being used elsewhere LGA's that are being supported by Planning Panels Victoria include: Hobsons Bay, Kingston, Bentley; Very big difference between land that needs rezoning and land that is already zoned for development – requirement for social or affordable housing is often not voluntary when a rezoning is required; other regional Councils are also currently developing similar social housing Plans including the City of Greater Bendigo

Lovely Banks Development - will have approximately 13,000 – 14,000 houses. Currently forming partnership to deliver on affordable and social housing eg. with Gen U to provide access to land on a certain number of sites per year, some of them will be group homes. Lovely Banks developers could provide access to more land at market price

Common Equity Housing Limited (CEHL) are looking to develop and recycle some stock in Geelong area – may be useful to come to negotiate with developers

Hamlan Homes and *Geelong Homes* have been in social housing for a long time, currently have 6 sites 1 – 2 bedrooms they are still ruled under the planning scheme as the same as any other dwelling – need to be a relaxing of current rules so we can get an uplift – eg. relax car parking requirements – even if one lot in a new estate can be 2 houses

Barwon Water have identified about 30 land holdings that are surplus to needs, have sold 22 of those; tried to provide a diversity of housing opportunities sold one to DHHS which will be set up as a women's refuge, in the process of selling land to the Wathaurong Cooperative, others coming up that might be more relevant to social housing; South Geelong old depot next to South Geelong railway station ticks all the boxes for a social housing site; Barwon Water are working with Council and Department of Transport (DOT) to try to understand where they are at they have a big land holding at South Geelong as well, Barwon Water is considering 'Nightingale model' build in City of Moreland, co-operative model and working with Housing Associations as well as retail mix, adding to opportunities for social housing – this is a site that would have high enough density to have discussion around density bonuses

Urban Development Institute of Australia (UDIA) may set up Housing Committee in Geelong if enough UDIA interest

Current Initiatives
Community Forum

A *Registered Housing Association* (RHA)

- is a long-term housing owner and as developer owns the stock
- they are 'registered' capped up with funds from state registration, this protects the stock in perpetuity
- RHA's can generate extraordinary returns to government and community

Other Local Government Areas are doing very similar things. We will see consistent pieces of work coming out of LGA's – where can we increase supply:

- use Council owned land
- encourage a contribution through public land etc.
- how can we extract some value from private developments – forms of contribution

City of Kingston

- currently exploring options and future thinking
- larger rezoning areas are undergoing negotiations with developers as part of the uplift generated by these developments, we want to see a contribution. This enables Councils to extract a form of cash or erect dwellings to work with development industry to make it reasonable
- about to embark on a Housing Strategy with our Housing Needs Background paper
- want to make use of public land, exploring council car parks and air rights in discussion with partners to enable development of social housing outcomes on these sites
- how to do it quickly: looking at the levers we have eg land, limited resources we have get 1 or 2 dwellings on the ground that is a quick win.
- we can generate an outcome through temporary dwellings on Council land i.e. pop up dwellings
- we are looking at how to get short term housing wherever we can in the development of new sites
- Kingston now requires up to 10% social housing
- need to diffuse the negative perceptions of social housing,

Moreland City Council

- has developed a Housing Company like the City of Port Phillip Housing Trust as a means where Council has contributed land, or had a cash contribution
- this can be assigned to an entity to ensure money is held within this entity for the purpose of enabling social housing to be developed in the area and managed by a Housing Agency

Current Initiatives
- the Moreland Affordable Housing Incorporated Association can go to any registered housing provider - this is a relatively new model in Victoria, it exists in Brisbane City Council who have developed an organisation with specialist expertise that has the skills to manage the housing *Hobsons Bay City Council* - have been negotiating affordable housing contributions through the rezoning of brownfield sites and car park developments - they are also setting up a Trust with an agency that will administer the Trust and funds, this and gives security about where funds might be reinvested
Access and Inclusion Advisory Committee
Liveable Housing Australia model would meet the needs of disabled and older people particularly well – this should be an aspirational model

Potential Responses

A range of **options to increasing the supply of social housing** in the Geelong area were identified. Recurrent themes include:

- Legislative Change
- Dispersed Social Housing
- Redevelopment of Current Stock
- Leadership role of Local Government
- Partnerships with: State Government (for use of surplus land); Community Support Agencies (for identification of housing needs groups and appropriate social housing responses); Deakin University (for ongoing research into housing needs and potential responses); Registered Housing Associations (for development of social housing stock) etc.
- Increased Social Housing Subsidies
- Support Services
- Community Education

Table 10: Potential Responses

Potential Responses
Social and Community Housing Tenants
Housing Type - Cultural diversity – good for community - Balance mix of types of households - Short term Granny flats, dependent person units Tiny Homes - Respite housing – especially mental health under 18 in Geelong have to go to Royal Children's hospital, massive cost - Ideal clustered independent units and on-site support with shared community space
Design - Build "beautiful" houses where neighbours don't know its public housing Ideal: free Wi-Fi, homework for students, family connections - A bit of space, a back yard, Aboriginal people like having space, having country - Aging in place, safe but not locked down - New housing design, open and safe, fences, gates and privacy - New design so people who have experienced domestic violence do not repeat the trauma in same home type - New rules so people can make minor changes to their home, especially if people with a disability - Adaptable 2 – 4 bedrooms

Potential Responses
Support Services - Good internet - Affordable, energy efficient, Wi-Fi, modern/friendly, good maintenance, low maintenance living - Open plan – no corners for cleaning; ensuite *Priorities* - Do not increase the cost of housing in the future - Young people with mental health challenges: need specifically targeted and designed accommodation and support; the right management for different groups - Young people with a disability – serious lack of safe independent accommodation – can they be identified as a high needs group
Community Service Agencies
Short Term Options - Tiny houses or prefabricated homes that have 10 – 15-year lifetime – concerns about sustainability of these, also makes these households visible, not suitable for women and children escaping domestic violence - Model of emergency temporary housing that is transportable housing that might be suitable in this region – Council provides the land, service agency such as Salvation Army manage the tenancies - Opportunity to provide private rentable rooms in large homes, need to ensure these are regulated and safe - Kids Under Cover, is there opportunity to look at this model – one-bedroom 18sqm can be placed on bessa blocks in back yards that are large offering more privacy *Redevelopment of Current Stock* - Looking at knocking down two dwellings now on big blocks in Norlane to develop units for newly arrived refugees with disabilities - 'Lazy land' can we focus on underutilised land – Nestd currently applying to government modular tender project which requires 15 sqm seeking response to the provision of 1,000 homes throughout Victoria – Nestd hoping to be on the board for the implementation of this - People who contact us have often been homeless themselves I've been homeless before and I want to provide housing now in my backyard that can be used by people who are homeless now…requires ongoing support *Partnership Projects* - Potential partnerships between providers who have different housing stock and can talk about tenant transfers eg NSW shared tenant management - Local tenant referral networks to manage stock better - Projects need to be feasible and have ability to deliver – finance costs come with a significant overhead

Potential Responses

New Areas

- Historical development has clustered social and affordable housing over time
- Is there space now to embed a dispersal strategy across different suburbs so that there is less stigma attached to a particular area and increase community safety

Sustainable Development

- Concerned that the focus is on more housing but the quality of existing housing is very poor – poor environmental and social outcomes, the cost for running that home is quite significant need to focus on product that does not have only a 10 year life span and more waste – do we focus on better quality rather than more quantity;

Legislative Change

- Mandate for inclusionary zoning 20 – 25% of all developments include affordable housing
- Planning scheme opportunities to limit dwelling size and footprint on site to provide land for liveability around the home
- Council to address regularity environment about what a minimal house might be

Community Education

- There needs to be an educative process to broader community, raise awareness around significant issues in this community that Council could lead in relation to the significant challenges
- How do we bring people along in the conversation when our life styles encourage the view that homelessness will never happen to me
- Need for longer term good community education – every time you try to move out of the known areas of disadvantage there is community outcry
- 'Give Where you Live' in Geelong; Committee for Geelong? Start with educative campaign about the issues in this area
- Get the community involved and embracing the provision of social housing in their area
- Regional multi-cultural consortium only operating in Victoria started in January looking at how do we change the negative narrative about new arrivals so that it is a positive opportunity for people and build a gateway from Geelong out to other regions for employment and housing
- Possible Community Education Partnership between City of Greater Geelong and Barwon Health about the benefits of social housing

Potential Responses
Housing Providers

Redevelopment of Current Stock

- *NGRHC* Our long term approach is to try to get hold of land, some of our blocks of land are really big owned by DHHS in North Geelong we can't get any assistance through growth fund because it is DHHS land We are trying to develop 2 properties now they are large land, buildings are not viable not allowed because DHHS land; We would like to build units on it and then move our single people in to these and free our larger properties for families; A brand new unit would be an incentive to move out of your existing property
- Key issue – opportunities within the market place to be more effective and efficient with what has already been invested in social housing – underutilisation

Increased Social Housing Choices and Subsidies

- *Housing Choices Australia* (around 50 properties in Geelong area, capacity limited in Geelong area and subsidies unclear from State Govt now) - social housing growth fund procurement – but outside that there is not much available in terms of State Govt capital funding
- *Lazarus House and Samaritan House* – need for a pipeline social housing model – where do people go after crisis or emergence accommodation?

Dispersed Social Housing

- Concerns about where you group dwellings together
- Social housing needs to be spread out across different areas
- High density areas of public housing become disadvantaged areas
- New construction all at the same multi-level public and private and working well
- *Diversitat* one of the things we are trying to do is not settle people all in Corio and Norlane not put people of the same socioeconomic situation into the same suburbs
- Is there a target in place for north and western growth areas and if not why not – at what point in the process can we negotiate this? We are at the right place now for this negotiation

Design

- Design and management issues are important – if there is a conscious attempt to integrate in terms of design and management you can overcome challenges

Community Education Campaign

- Public education campaign individual stories, media etc about the need for this about of houses – need for courage from people also need pressure from constituents – a Geelong campaign bang the door down to identify we have a real problem

Potential Responses
Legislative Change - Planning scheme needs to support social housing – City of Greater Geelong Housing Strategy does not support this - Local government can push for the voluntary mechanism to become mandatory - Advisory group to be part of the planning committee *Leadership role of Local Government* - Yarra Moreland have all made strong statements around the government's role in providing community housing – up front capital funding – where is social housing in the budget? - Local Government Areas as advocates for more public housing - Can City of Greater Geelong negotiate concessions with developer's percent of development for social housing - City Council could play a significant coordinating role and could provide land for pilot projects - Can Council help connect agencies across the social housing sector, support a homelessness model - Leadership advisory group needed locally – currently looking at homelessness as a local issue – how do we come together and deal with this local issue - Annual rates should contribute to a pool for social housing funds Developing an affordable housing trust? What would the relationship be with other organisations already operating in this area – how do you get the focus on Geelong?
Industry Sector
Legislative Change - Government should get better data and discuss with industry and then regulate then developers can plan this into their income scheme rather than ad hoc negotiations - If the State Govt was so concerned about social housing it would invest more in this area especially considering the taxes already imposed on industry - If it (the requirement to provide social housing) is known from day 1 it can be factored into initial feasibility - Reaction to a mandatory requirement? So long as it is understood prior to the designation of a new project area so they can price according to the land - Caveat that the low-income affordable properties are not available to investors *A Need for Certainty* - Council to work more with the RHA sector to clarify what is viable, what sectors are they targeting, what is the priority - If we say we need to provide a proportion – we understand the affordable housing part – this is more in our control – for social housing we need to partner with the non-State RHA providers – to what extent do those organisations have capacity – is there enough capability in Geelong to deliver on Councils aspirations?

Potential Responses
- Where is the capacity to be able to do the deals? What it is going to look like; what segments will it target; will it fall over half way in between - What is the certainty that they can provide the balance that is required? - We need certainty – eg forward planning for take-out development at a certain point of - Unless there was a new growth area it is difficult to impose now – property industry already contributes about 50% through revenue - Commerciality is a fundamental principle – development needs to be achievable – return relates to risk and delivery of project – no objection to capturing uplift – negotiated agreement is frustrating developers want to know what will be negotiated; *Other LGA examples* - Moreland score card delegates decision to officers not Council - development if you do X – Z you will get these incentives and eg meet sustainability and liveability you will be fast tracked through planning *Developer Incentives* - Better to incentivise rather than make it mandatory eg have an uplift available if provide proportion of social housing - Seems to be more of an opportunity (eg Seattle) of creating extra height - Infill development opportunities that could create these type of opportunities eg permit that gives additional density to leverage affordable housing - Need to incentivise eg floor area uplift (FAU), fast tracking, time - When there are a range of options eg open space or cash in lieu contribution mechanism the developer will usually take this – if they don't want to provide the housing in the development for whatever reason - development lead time (timing) - certainty capacity to make sure whatever you agree to can be achieved in time *State and Local Government Land* - Barwon Water role as a land owner, targets are what we want to see, this helps us with conversations, we want to have clear targets set for particular bits of land - Pakington Street Urban Design Framework - Gordon Avenue also great opportunity where we will see value uplift and we need to capture this and other activity nodes outside of CBD
Areas with High Housing Stress
Legislative Change - Can we change law about self-contained granny flats a lot of big back yards? - City of Greater Geelong should take leadership set a percentage for social housing - In growth areas we need higher standards and higher targets for these areas for sustainability – creating monocultures that isolate people need to connect people and connect people to nature solar panels on the roof

Potential Responses
Housing Diversity - Downsizing, the OoH waiting list is so long maybe people could make a swap accelerate a bit - Use a swap scheme for older people living in bigger homes who could downsize - The type of housing is important do not ignore apartment blocks can be an excellent social interactive community garden on the roof etc *Social Acceptance* - Geelong three big prisons in Geelong we have to support these people in this area Inclusive mind sets prepared to allow people like this to live in our community be prepared for some anti-social behaviour *Service Decentralisation* - No buses, why not bring services out here – Centrelink etc instead of people going into Geelong - Free public transport for people with transport cards *Social Housing Dispersal* - Do not have social housing concentrated in one area spread around the community
Community Forum
Partnerships - Wathaurong housing stock - How do we partner with other partners to be able to increase the housing stock - Opportunity to work with vacant housing and sites to make it liveable, bulk purchase of blocks to develop - Community Housing sector – partnerships with other organisations for community support sometimes known as wrap around services - Partner with churches for land, developers, philanthropic organisations *Dispersed Social Housing* - Social housing that is salt and peppered throughout the community - Small houses that can never be identified as social housing - Take the neighbourhood character into account this adds to the safety and security of the residents - Social Housing should be invisible not stand out not have to show your scars to people *Increased Social Housing Subsidies* - Subsidy is always needed, you cannot deliver social housing without subsidy - Capital upfront, subsidy all through

Potential Responses
- Victoria puts capital up front and then seeks others to take debt, increasing social housing cannot work without subsidy We need to have a finance stack that can be made up of different finance contributions

Legislative Change

- Have a Housing Policy across all Local Governments – coordinated response
- A mix of tenure/ type / land/capital/ cash/ planning exemptions is required
- Long term plans for land release – developers are not thinking in 3-year time frames but 20 – 30 years ahead can we have 99-year lease?

Access and Inclusion Advisory Committee

- Fit for all housing
- Accessibility in and out and through a building is important
- All door ways of sufficient size for wheelchair so building does not require additional modification
- Need for a flexible home for people with or without a disability
- Need one size fits all
- Not creating ghettos, allow people to be integrated appropriately
- Manage private and public spaces – allow public eyes on public spaces and reduce opportunities for crime
- Not segregation between public and private housing
- Increase urban density
- Include community gardens as a good way of bringing people together
- Anglicare Abbyfield model with a number of older people living together in one building with a carer for them as a group
- Gen U or a church group rather than a developer as such
- Audit and force use of untenanted properties
- Keen interest in sharing housing as an option
- Tiny Houses

A range of other supports are also identified as crucial to **successful social housing.** Recurrent themes include:

- Social Connection Opportunities
- Support Workers on Site
- A 'Wrap Around Service' Response
- Subsidised Utility Costs
- Infrastructure i.e. public transport and retail

Table 11: Other Support Needs

Respondent	Support Needs
Social Housing Tenants	Smaller passenger buses to take residents around Engage with employment agencies, traineeships, employment opportunities, mentoring with someone of culture who they trust Social connection through retail, give people a trial job, build positive relationships Community health and mental health workers, maternal and child health workers
Community Service Agencies	Sometimes some people just need ongoing support Ongoing support needs present the challenge of who is going to continue to provide this support? Support workers on site Need to educate the community about how it works, get the community involved
Housing Providers	Aboriginal Housing Victoria partnership models with local co-ops and Wrap around services provides more than what is needed more than just building a house
Access and Inclusion Advisory Committee	Infrastructure such as public transport local shops Opportunities for social networks to develop Subsidised utility costs so that people can be comfortable in their homes Affordable child care to allow people to be able to work etc. Medical support

8. Conclusion

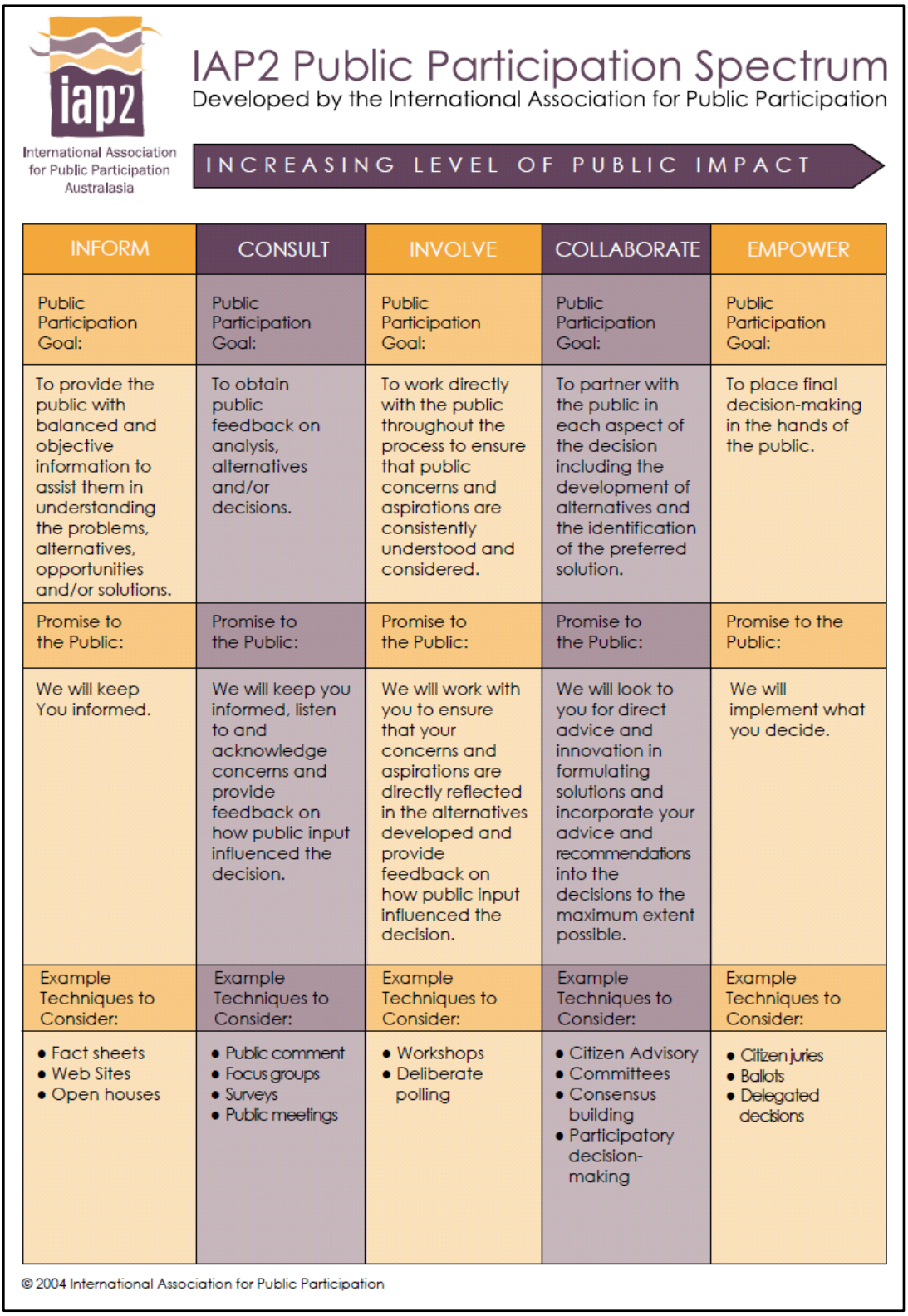
Table 12 sets out the key themes that emerge through the community engagements conducted as part of the development of the City of Greater Geelong *Social Housing Plan 2018 – 2041*. These themes, and other issues identified above, will be used to draft the City of Greater Geelong *Social Housing Plan 2018 – 2041*.

Table 12: Summary Findings

Project Area	Recurring Themes
Current Social Housing Stock	- Need for upgrade - Lack of supporting infrastructure - Inadequate stock maintenance - Poor building condition - Limited ability to move tenants into new properties - Poor community perception based on poor stock condition - Low standards - Declining stock
Social Needs Groups	- Newly Arrived Families - Refugee Families (particularly those with children with disabilities) - Women and Children Escaping Domestic Violence - Aboriginal Families - Single Parent Families - Older Lone Person Households - Young People, particularly with mental health challenges and/or living in foster care - People Leaving Prison
Future Locations for Social Housing	- Armstrong Creek - Central City Areas - Pakington Street area - Hamlyn Heights, Herne Hill, St Albans Park, Moolap - Away from areas which currently have high levels of social housing - A need for supporting infrastructure, particularly public transport - Townships on the Bellarine Peninsula and townships
Current Social Housing Initiatives	- Short term responses such as a 'relocatable rooms' allowing Temporary expansion of current dwellings - Financial contributions from dwelling sales to finance future social housing - Micro villages for ageing populations - Apartments for women and children escaping domestic violence - Programs to support people to move into home ownership - Incentives for developers such as reduced car parking etc. - Development of surplus State Government land i.e. Barwon Water - Establishment of Housing Trusts at other Local Government Areas - Liveable Housing Australia model
Potential Social Housing Responses	- Legislative Change - Dispersed Social Housing - Redevelopment of Current Stock - Leadership Role of Local Government - Partnerships - Increased Social Housing Subsidies - Support Services - Community Education

Project Area	Recurring Themes
Support Services that are crucial to effective Social Housing	- Social Connection Opportunities - Support Workers on Site - A 'Wrap Around Service' Response - Subsidised Utility Costs - Infrastructure i.e. public transport and retail

9. Attachments



IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

International Association for Public Participation Australasia

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:
• Fact sheets • Web Sites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen Advisory Committees • Consensus building • Participatory decision-making	• Citizen juries • Ballots • Delegated decisions

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Figure 1: IAP2 Public Participation Spectrum

Table 13: Stakeholder Invitation List - Agencies able to invite Social Housing Tenants

Organisation Name	Organisation Type
Barwon Child Youth and Family	Homelessness support and housing service
BAYSA Ltd	Homelessness support and housing service
Baptcare – Coasthaven Community Norlane	Interested Organisation
Bethany	Community Service Organisation
Central City CERC	Housing provider
Common Equity Housing	Housing Provider
Department of Health and Human Services, Office of Housing	State Government
Haven Home Safe	Homelessness support and housing service
Housing for the Aged Action group	State-wide Advocacy
Housing Choices	Housing Provider
McAuley Community Services for Women	Homelessness support and housing service
North Geelong Rental Housing Co-operative Ltd	Housing Provider
Salvo Connect Housing & Homelessness	Homelessness support and housing service
SASHS Men's Hostel – Norlane	Homelessness support and housing service
Sirovilla	Aged Care Services
Unison Housing	Housing Provider
Uniting Care Geelong	Community Service Arm of Uniting Church
Wathaurong Aboriginal Cooperative	Community Service Organisation
Wintringham	Housing Provider
YWCA Victoria	Homelessness support and housing service

Table 14: Stakeholder Invitation List - Community Service Agencies

Organisation Name	Organisation Type
BAYSA Ltd	Youth Service
Barwon Health	State Government
Bethany Community Support	Community Service Organisation
Barwon Child Youth and Family	Community Service Organisation
Baptcare Coasthaven	Provider and Support
BSW Homelessness Network	Regional Homelessness Network
Catholic Care	Support Agency
Central City CERC	Housing provider
Council on the Ageing	Aged Care Services
Committee for Geelong	Interested Organisation
Creative Geelong	Interested Organisation
Department of Health and Human Services, Office of Housing	State Government
Give Where you Live	Interested Organisation
G21 Geelong Regional Alliance	Interested Organisation
HOME Research Hub, Deakin University	Interested Organisation
Homes for Homes	Interested Organisation
Launch Housing	Homelessness support and housing service
Lincoln on the Bellarine	Aged Care Services
Mackillop Family Services	Community Service Organisation
Multicultural Aged Care Services Geelong Inc.	Aged Care Services
National Disability Insurance Agency	Housing Provider
NEAMI Towards Home plus	Interested Organisation
Nest Homes	Social Enterprise
North Geelong Rental Housing Co-operative Ltd	Housing Provider
St Lawrence Park	Aged Care Services
Salvo Connect Housing & Homelessness	Homelessness support and housing service
Sexual Assault Family Violence Centre	Support Agency
Sirovilla	Aged Care Services
Soft Loud Architects	Interested Organisation
Summer Foundation	Disability Specific Housing
SASHS Men's Hostel – Norlane	Homelessness support and housing service
Uniting Care Geelong	Community Service Organisation
VACRO	Support Agency
Victoria Police – Geelong Police Station	Interested Organisation
Victoria Police Geelong	Interested Organisation
WAYSS Limited	Community Service Organisation
Wathaurong Aboriginal Housing Coop	Community Service Organisation
WISE Employment	Service Agency
City of Greater Geelong Inclusion (Disability) Officer	City of Greater Geelong
City of Greater Geelong Social Planning & Investment Manager	Interested Organisation Local Government
City of Greater Geelong Social Planner	Interested Organisation Local Government
City of Greater Geelong Family Services Manager	Interested Organisation Local Government

Table 15: Stakeholder Invitation List - Housing Providers

Organisation Name	Organisation Type
City of Greater Geelong City Development Manager	Interested Organisation Local Government
City of Greater Geelong Planning Strategy & Urban Growth Manager	Interested Organisation Local Government
City of Greater Geelong Capital Projects Manager	Interested Organisation Local Government
City of Greater Geelong Strategy & Program Delivery Manager	Interested Organisation Local Government
City of Greater Geelong Property & Procurement Manager	Interested Organisation Local Government
City of Greater Geelong Financial Services Manager	Interested Organisation Local Government
Aboriginal Housing Victoria Limited	Housing Provider
Active Community Housing Ltd	Housing Provider
Baptcare – Coasthaven Community Norlane	Interested Organisation
Barwon Water	Interested Organisation State Government
Catchment Management Authorities	Interested Organisation
Common Equity Housing Limited	Housing Provider
Community Housing (Vic) Ltd	Housing Provider
Department of Health and Human Services, Office of Housing	Housing Provider
Department of Environment, Land, Water and Planning	Interested Organisation State Government
Dept Premier and Cabinet	Interested Organisation State Government
Dept Education and Training	Interested Organisation State Government
Haven Home Safe	Housing Provider
Housing Choices Australia Ltd	Housing Provider
Lazarus House Geelong	Housing Provider
North Geelong Rental Housing Co-operative Ltd	Housing Provider
Salvo Connect Housing & Homelessness	Housing Provider
Samaritan House Geelong	Housing Provider
United Housing Australia	Housing Provider
Unison Housing Limited	Housing Provider
Vincent Care Community Housing	Housing Provider
VicTrack	Interested Organisation State Government
Wintringham Housing Ltd	Housing Provider
Women's Property Initiatives	Housing Provider
YWCA Victoria	Housing Provider

Table 16: Stakeholder Invitation List - Housing and Land Development Sector

Organisation Name	Organisation Type
Barwon Water	State Government Potential Co-Developer
Bisinella Developments (Jetty Road)	Smaller Scale Developer/Builder
Burbank	Smaller Scale Developer/Builder
Carlisle Homes	Smaller Scale Developer/Builder
Deakin Uni Home Research Hub	Smaller Scale Developer/Builder
Dennis Family Homes	Smaller Scale Developer/Builder
Glenlee Armstrong Creek	Smaller Scale Developer/Builder
Hamlan Homes	Large Scale Developer/Builder
Hermitage Homes	Smaller Scale Developer/Builder
Leaf Corporation	Large Scale Developer/Builder
Lovely Banks Development Group	Large Scale Developer/Builder
Malishev	Smaller Scale Developer/Builder
McCann Family Holdings	Large Scale Developer/Builder
Mesh Planning	Smaller Scale Developer/Builder
Metricon	Smaller Scale Developer/Builder
Porter Davis	Large Scale Developer/Builder
Ramsay Property Group	Large Scale Developer/Builder
Tonglee containers	Smaller Scale Developer/Builder
Veyron Developments (Armstrong Creek East Neighbourhood Activity Centre)	Smaller Scale Developer/Builder
Vic Roads	State Government Potential Co-Developer
Villawood	Large Scale Developer/Builder
Villawood	Large Scale Developer/Builder
Waralilly	Large Scale Developer/Builder
Zinc Cost Management	Conveyancing

Table 17: Stakeholder Invitation List - Locations of High Housing Stress

Organisation Name	Organisation Type
Barwon Child Youth and Family	Community Service Organisation
Barwon Coast Committee of Management	Land Management
Barwon Heads Association	Community Association
Bellarine Bayside Coastal Committee	Land Management
Bellarine Community Health	Community Service Organisation
Bellarine Landcare Network	Community Association
Bellarine Peninsula Church of Christ	Church
Bellarine Presbyterian Church	Church
Borough of Queenscliffe	Other LGA
Breamlea Community Association	Community Association
Committee for Bellarine	Community Association
Corangamite Catchment Management Authority	Land Management
Department of Environment, Land, Water and Planning	State Government
Drysdale/Clifton Springs Community Association Inc.	Community Association
Drysdale Community Church	Church
Indented Head Community Association	Community Association
Leopold & District Community Association Inc.	Community Association
Ocean Grove Community Association	Community Association
Parks Victoria - Bellarine	Land Management
Point Lonsdale Civic Association	Community Association
Portarlington Community Association	Community Association
Queenscliff Uniting Church	Church
Regional Development Victoria	State Government
St. Leonards Progress Association	Community Association
St Andrews Uniting Church Portarlington	Church
St Patricks Catholic - Bellarine Parish	Church
Tourism Greater Geelong and the Bellarine	Tourism
Uniting Church St Leonards	Church
Victorian Farmers Federation	Community Association

K2 PLANNING

P.O. Box 6282 Highton 3216
info@k2planning.com.au
0438 233 32

3. COUNCIL PORTFOLIOS AND COUNCILLOR APPOINTMENTS TO PORTFOLIOS AND COMMITTEES

Source:	**Governance, Strategy & Performance – Mayor & Councillor Support**
Director:	**Rebecca Leonard**
Portfolio:	**Leadership and Governance**

Purpose

1. To adopt new Council portfolios and to appoint Councillors to the position of Chair and Deputy Chair for each portfolio; and
2. To appoint Councillors to Council committees and as Council's representatives to external committees, boards, associations and forums.

Background

3. Council portfolios support Councillors to play a role in overseeing the Council's strategic areas of focus.
4. On 13 March 2018, Council adopted a Council portfolios and appointed Councillors as Chair and Deputy Chair of each portfolio for a two-year term. Also at this meeting, Councillor representatives were appointed to Council committees, external committees, boards, associations and forums.
5. Council is required to appoint its Councillor representatives to both Council and external committees, boards, associations and forums.

Key Matters

6. Following the Mayoral election in October, a review of the Council's strategic areas of focus was conducted. The review identified new areas of strategic focus for Council which is reflected in the revised Council portfolios **(Attachment 2)**.
7. A Councillor Chair and Deputy Chair/s will be appointed to each of the revised Council portfolios. The appointment will continue until the end of the Council term in 2020.
8. As a result of the revision of Council portfolios, a review of Councillor representatives for Council and external committees, boards, associations and forums was also conducted. A list of Councillor appointments is included in **Attachment 3**. Appointments of Councillor representatives will continue until the end of the Council term in 2020.

Cr Asher moved, Cr Grzybek seconded -

9. That Council:

9.1 Adopt the Council portfolios set out in Attachment 2;

9.2 Appoint Councillors as Chair and Deputy Chair/s for each portfolio as set out in Attachment 2, noting the term of appointment will continue until the end of the Council term in 2020; and

9.3 Appoint Councillor representatives to Council committees, external committees, boards, associations and forums as set out in Attachment 3, noting that the term of appointment will continue until the end of the Council term in 2020, and appoint Cr Trent Sullivan as a delegate to the Central Geelong Marketing Committee.

Carried.

Attachment 1

Financial Implications

1. There are no direct financial implications associated with this report.

Community Engagement

2. The assignment of portfolios to Councillors provides an effective means for Council to be made aware of the community needs. Portfolio Chairs and Deputy Chairs will continue to provide an important link between the community and the Council for matters of strategic areas for focus for their portfolio.

3. Outcomes from Councillor appointments to external committees, boards, associations and forums will be communicated to all relevant stakeholders.

Social Equity Considerations

4. Assigning Councillors to committees and portfolios provides the community with the opportunity to further engage and raise specific issues with their Council and provides an opportunity to identify and respond to the social needs of the community.

Policy/Legal/Statutory Implications

5. Council must appoint its representatives formally by a decision of Council in accordance with the Act. In addition, the Mayor may appoint Councillors to be the chairperson of Council Special Committees in accordance with section 11E of the City of Greater Geelong Act (Vic) 1993 (COGG Act).
6. Appointment of Councillor representatives is compliant with the Council Committee Representation Policy and the *Local Government Act (Vic) 1989*.

7. Council portfolios will be administered in accordance with the City's Portfolio Protocol.

Alignment to Council Plan

8. Appointing Councillors to Council portfolios aligns with priority 11 of the Council Plan – *Organisational, Leadership, Strategy and Governance.*

9. Committee appointments have been made to best support the implementation of the Council Plan.

Conflict of Interest

10. No officer involved in the preparation of this report had a direct or indirect interest.

Risk Assessment

11. Councillors and officers are required to consider the risks and regulatory requirements of any appointment to a Council Committee, particularly in respect to:

    11.1 Directors and Officers Liability Insurance;
    11.2 Conflicts of Interest;
    11.3 Confidentiality of information; and
    11.4 Adherence to the required governance proceedings.

Environmental Implications

12. There are no direct environmental implications arising from this report.

Attachment 2

Council Portfolios and Councillor Appointments to Portfolios

Portfolio	Councillor Representative(s)
Arts, Culture and Heritage	Chair: Cr Sullivan Deputy Chairs: Cr Mason, Cr Murrihy
Central and Civic Geelong	Chair: Cr Murrihy Deputy Chairs: Cr Kontelj, Cr Harwood
Community Health, Wellbeing and Safety	Chair: Cr Murnane Deputy Chair: Cr Mansfield
Tourism & Events	Chair: Cr Sullivan Deputy Chairs: Cr Murrihy, Cr Nelson
Finance	Chair: Cr Aitken Deputy Chair: Cr Grzybek
Economic Development	Chair: Cr Asher Deputy Chairs: Cr Sullivan, Cr Murrihy
Environment	Chair: Cr Kontelj Deputy Chairs: Cr Mansfield, Cr Asher
Leadership & Governance	Chair: Cr Asher Deputy Chair: Cr Grzybek
Parks, Gardens and City Services	Chair: Cr Aitken Deputy Chairs: Cr Murrihy, Cr Mason
Planning	Chair: Cr Sullivan Deputy Chair: Cr Mason
Rural and Coastal	Chair: Cr Mason Deputy Chair: Cr Sullivan
Social Inclusion	Chair: Cr Mansfield Deputy Chair: Cr Murnane
Sport and Recreation	Chair: Cr Nelson Deputy Chair: Cr Kontelj
Transport and Connections	Chair: Cr Grzybek Deputy Chair: Cr Harwood, Cr Murnane
Waste Management	Chair: Cr Nelson Deputy Chair: Cr Aitken, Cr Harwood

Attachment 3

Councillor Appointments to Committees

Committee/Board/Association/Forum	Councillor Representative(s)
Access and Inclusion Advisory Committee	Cr Aitken
Association of Bayside Municipalities	Cr Mason
Audit and Risk Advisory Committee	Cr Asher Cr Grzybek Cr Mason (alternate representative)
Barwon South West Waste and Resource Recovery Group Committee Forum	Cr Harwood
Bellarine Multi Arts Facility (Potato Shed)	Cr Sullivan (Chair) Cr Murrihy
Central Administrative Office Advisory Committee	Cr Asher (Chair) Cr Harwood Cr Murrihy Cr Aitken Cr Grzybek Cr Mason Cr Murnane Cr Nelson Cr Sullivan
Central Geelong Marketing Committee	Cr Murrihy Cr Sullivan (alternate representative)
CEO Employment Matters Committee	Cr Asher Cr Grzybek Cr Aitken Cr Kontelj Cr Mason
Geelong Art Gallery	Cr Sullivan
Geelong Major Events	Cr Murrihy (Chair) Cr Sullivan Cr Nelson Cr Harwood

Geelong Regional Library Corporation	Cr Nelson Cr Mason Cr Murrihy Cr Sullivan
Heritage Advisory Committee	Cr Mason
Multicultural Action Plan Advisory Committee	Cr Kontelj
Municipal Association of Victoria	Cr Mason
Planning Committee	Cr Sullivan (Chair)
Queenscliff Coastal Adaptation Program	Cr Mason
Regional Capitals Australia	Cr Asher
Regional Cities Victoria	Cr Asher
Rural and Peri-Urban Advisory Committee	Cr Mason
Submissions Review Panel	Cr Sullivan (Chair)
Karreenga Aboriginal Advisory Committee	Cr Mansfield
Tourism Greater Geelong and The Bellarine Inc.	Cr Sullivan
Women in Community Life Advisory Committee	Cr Mansfield
G21 Regional Alliance	Cr Asher
G21 Pillar – Arts, Heritage and Culture	Cr Sullivan Cr Mason Cr Murrihy

G21 Pillar – Economic Development	Cr Harwood (Chair) Cr Sullivan Cr Asher
G21 Pillar - Environment	Cr Kontelj Cr Asher Cr Aitken Cr Mansfield
G21 Pillar – Health and Wellbeing	Cr Murnane
G21 Pillar – Planning and Services	Cr Sullivan Cr Mason
G21 Pillar – Sports and Recreation	Cr Nelson Cr Kontelj Cr Murrihy
G21 Pillar - Transport	Cr Grzybek Cr Harwood Cr Murnane
G21 Pillar –Education and Training	Cr Murnane Cr Mansfield

4. MAYOR AND COUNCILLORS' MEDIA ENGAGEMENT POLICY

Source:	**Governance, Strategy & Performance – Mayor & Councillor Support**
Director:	**Rebecca Leonard**
Portfolio:	**Strategy and Communications**

Purpose

2. To adopt the revised Mayor and Councillors' Media Engagement Policy 2019.

Background

2. The Mayor and Councillors' Media Engagement Policy (**Attachment 2)** (Policy) sets guidelines for the media engagement and public speaking roles undertaken by the Mayor and Councillors, and recognises the Mayor is the Council's principal spokesperson in accordance with the provisions of the *Local Government Act (1989)* (the Act).

Key Matters

3. The Policy provides for the Mayor to be the principal spokesperson for the City consistent with section 73AA of the Act. The Policy also provides for the Mayor to delegate media engagement and public speaking opportunities to other Councillors.

4. Key provisions of the Policy address:

   4.1 The support that the City will provide to the Mayor and Councillors in their media engagement and public speaking roles;

   4.2 How the Mayor will determine who shall be the Council spokesperson on media issues; and

   4.3 The use of social media.

Cr Grzybek moved, Cr Asher seconded -

5. That Council adopt the Mayor and Councillors' Media Engagement Policy 2019.

Carried.

Attachment 1

Financial Implications

1. There are no additional financial implications arising from the adoption of this policy. The City provides media support for the Mayor and Councillors through the Mayor and Councillor Support Unit.

Community Engagement

2. The Mayor and Councillors play a critical role in engaging the community on key issues for the City and the Council. This policy supports the administration of media engagements and speaking opportunities that will provide opportunities keep the community informed.

Social Equity Considerations

3. This revised policy will continue to ensure fair, transparent engagement by the Mayor and Councillors with the community they serve.

Policy/Legal/Statutory Implications

4. This policy is consistent with the Local Government Act (Vic) 1989 in particular noting the Mayor being principal spokesperson for the Council. The City has benchmarked the provisions of this policy with policies of other Victorian Councils.

Alignment to Council Plan

5. This revised policy aligns with the *Council Plan 2018-2022* 'Organisational Leadership, Strategy and Governance' by continuing to communicate and engage with the community.

Conflict of Interest

6. Officers involved in the preparation or providing advice to this report do not have direct or indirect interest.

Risk Assessment

7. The revised Mayor and Councillors' Media Engagement Policy 2019 supports the City and the Council to effectively engage with the community.

Environmental Implications

8. There are no environmental implications associated with this report.

THE CITY OF
GREATER GEELONG

MAYOR AND COUNCILLORS' MEDIA ENGAGEMENT COUNCIL POLICY

VERSION: 6

Approval Date: 12 November 2019

Approved by: Council

Review Date: February 2021

Responsible Officer: Coordinator Mayor & Councillor Support

Authorising Officer: Director Governance, Strategy & Performance

CITY OF GREATER GEELONG

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Introduction

PURPOSE

To ensure the Council and City officers abide by the requirements of the *Local Government Act (Vic) 1989* by specifying the roles of the mayor, deputy mayor and other councillors whenever they engage with media on behalf of the City of Greater Geelong (the City) and its Council.

SCOPE

This policy applies to all internal and external engagement with Media involving the mayor, deputy mayor, and other councillors, such as: photo or video shoots, and other similar Media opportunities; attendances at public events, launches, etc; and the City's internal and external corporate communication run via City-operated Communication Channels (namely: print, radio and TV, online/web and social media).

Definitions

This section defines the key terms used in this policy.

ACT

The *Local Government Act (Vic) 1989*.

CEO

Is the Chief Executive Officer of the City.

CITY

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

CLEVER AND CREATIVE VISION

The local community's 30-year strategic vision for the Geelong city-region.

COMMUNICATION CHANNEL(S)

The channels the City uses to convey information to (and receive information from) its various audiences and stakeholders, such as in print (paid and earned), radio, TV, online/web and social media – but not email or mail.

COMMITTEE(S)

Council Committees, or external committees, boards, associations and forums, to which Council appoints councillors to represent its interests.

COUNCIL

The City of Greater Geelong Council comprised of elected councillors and led by the mayor.

COUNCIL PLAN

The four-year plan that outlines the Council's strategic direction and priorities during its term of office.

CORPORATE COMMUNICATIONS AND MARKETING SERVICES

Means the Manager, Corporate Communications and Marketing Services or their delegate or team members.

ELT

The Executive Leadership Team of the City, as constituted from time to time.

ISSUE

Means activities, policies or decisions the City or Council generate that could create significant public interest – and affect the City's or Council's reputation.

MAYOR & COUNCILLOR SUPPORT UNIT

Means the Coordinator, Mayor & Councillor Support or their delegate or team members.

MAYORAL MEDIA ENGAGEMENT RESPONSIBILITIES

Mayoral Media Engagement Responsibilities are determined by the Mayor and Councillors' Support Unit, and generally meet at least one of these criteria:

- key City announcements regarding:
    - Clever and Creative Vision;
    - Council Plan and Council Plan updates;
    - the City's annual budget and rate notices, and

- the City's Annual Report;

- announcements or commentary relating to premier events, major projects or key community infrastructure the City is planning or undertaking;
- any matter involving the City (or one of its committees) that could generate state, national or international level dialogue;
- controversial matters that could impact the reputation of the municipality, its Council, or the City as an organisation;
- the outcomes of any Council decisions (made at Council Meetings or Special Meetings);
- civic and ceremonial duties involving the City or Council, as determined by custom, history or practice (ANZAC Day, Christmas program, or citizenship awards);
- a City or Council event or activity involving the prime minister, premier or other senior leaders or dignitaries – including interstate and overseas guests or visitors;
- a significant natural or human-induced emergency – local, state or international; and
- any issue where the community would reasonably expect to hear from the City's primary Council spokesperson.

MEDIA ENGAGEMENT

Means how the City, mayor, deputy mayor and councillors engage with the community via the Media, to disseminate news, views, ideas and information regarding their responsibility to develop, implement and deliver the City's strategic vision, policies, programs and services.

MEDIA

Means any accredited organisation whose primary activities focus on the dissemination of news and information to the public using various Communication Channels.

MEDIA RELEASE

Means any information the City or Council proactively provides to Media, including via the City's Communications Channels.

MEDIA/RESPONSE STATEMENT

Means any information the City or Council provides to Media in response to a specific opportunity, request or inquiry.

PORTFOLIO

Means any of the suite of Portfolios Council has introduced to allow councillors to maintain effective oversight of key strategic focus areas for the Council.

STAKEHOLDER

Means any individual, group or organisation who could be affected by a City or Council decision, or who might have an interest in or influence over a pending City or Council decision.

WARD

The four representative areas (or wards) that together comprise the City of Greater Geelong municipality, as set by the Victorian Electoral Commission: Bellarine, Brownbill, Kardinia, and Windermere.

Policy

THE MAYOR'S ROLE AS THE PRINCIPAL COUNCIL SPOKESPERSON

Pursuant to the Act, the functions of the mayor are to:

a) chair all meetings of Council at which he or she is present, to lead its decision-making process;
b) act as the principal spokesperson for Council – to represent its views, and those of the community; and
c) carry out the civic and ceremonial duties of the mayor and councillors.

This policy recognises the mayor as the principal Council spokesperson to be quoted in all reactive or proactive engagement with Media, relating to the Mayoral Media Engagement Responsibilities.

DEPUTY MAYOR'S ROLE AS SPOKESPERSON

When serving as acting mayor, the deputy mayor becomes Council's principal spokesperson.

DELEGATION TO OTHER COUNCILLORS

The mayor, or in his or her absence, the deputy mayor, can delegate the Mayoral Media Engagement Responsibilities to any other councillor. Without this delegation, no other councillor can engage with Media on behalf of Council.

BRIEFING OTHER COUNCILLORS AND THE CITY'S CHIEF EXECUTIVE OFFICER ON MAYORAL MEDIA ENGAGEMENT

The Mayor and Councillors' Support Unit will inform all councillors and the City's CEO in a timely manner of any Media Engagement the mayor performs on Council's behalf.

ATTENDANCE OF ALL COUNCILLORS AT MEDIA ENGAGEMENT EVENTS

All councillors are welcome to attend any official City or Council Media Engagement opportunity or event involving the mayor.

INVOLVEMENT OF OTHER COUNCILLORS AT MEDIA ENGAGEMENT EVENTS

The mayor can invite other councillors to participate in any Media Engagement opportunity, especially if it relates to that councillors' Ward, Portfolio or Committee appointment.

Such Media Engagement may be conducted jointly with the mayor and other eligible councillors, and could typically involve:

- a public, Media or event spokesperson role (as an MC, or to deliver a speech);
- participation in a staged Media opportunity or event (a photo shoot, radio or TV interview);
- being quoted in a proactive City Media Release or Media Response (approved by the mayor);
- and being included in any other relevant proactive City Media Engagement – including all social media, print and online.

ASSIGNING ORDER OF REPRESENTATION FOR COUNCILLORS

If the mayor invites a councillor (or councillors) to participate in a City-organised Media Engagement, the mayor will generally:

- speak first on behalf of Council
- be the focus of any City-organised Media Engagement
- and be first quoted in any City Media Release or other content (including *Community Update* and the City's social media, if appropriate).

If several councillors attend a Media Engagement event then the mayor will determine which order these councillors might speak and/or appear, if at all (including on the City's social media).

MEDIA ENGAGEMENT DECISION MATRIX

The Mayor and Councillors' Support Unit will advise the mayor, councillors and CEO of potential Media Engagement opportunities by referring to the Media Engagement decision matrix (see **Attachment 1**):

- As a general guide the Mayor and Councillors' Support Unit will propose Media Engagement opportunities to relevant councillor(s).
- Where a Media Engagement opportunity clearly focuses on a ward-based matter, the mayor and Councillors' Support Unit will offer all councillors from that ward the opportunity to participate.
- If multiple councillors from that ward accept the offer, then they will collaboratively determine who speaks first; if they cannot, the mayor will decide.
- Where a Media Engagement opportunity clearly focuses on a portfolio-based matter, the mayor and Councillors' Support Unit will offer the relevant portfolio chair (or, in their absence, the deputy chair) the opportunity to participate.
- Where a Media Engagement opportunity clearly focuses on a Committee-based matter, the mayor and Councillors' Support Unit will offer the relevant Committee-member councillor the opportunity to participate.

COMMUNICATION SUPPORT FOR MAYORAL MEDIA ENGAGEMENT RESPONSIBILITIES

The Mayor and Councillors' Support Unit will offer the mayor support to perform the Mayoral Media Engagement Responsibilities.

Any councillor invited by the mayor to officially represent the City or Council in a Media Engagement opportunity (for their Ward, Portfolio or Committee) will receive similar support.

All support requests should be made to the Mayor and Councillors' Support Unit as early as practicable to ensure quality delivery by deadline.

LIMITS OF MAYORAL MEDIA ENGAGEMENT RESPONSIBILITIES

The Chief Executive Officer is responsible for managing any Media Engagement regarding the City's day-to-day operations (under Section 94A of *The Act*).

The CEO will involve the mayor and councillors in accordance with the Media Engagement decision matrix in relation to operational Media Engagement matters.

The mayor and councillors must promptly refer on any Media inquiries they receive directly to the Mayor & Councillor Support Unit.

RESPECTING THE MEDIA'S EDITORIAL INDEPENDENCE

Media representatives attending a City-organised Media Engagement will make their own editorial decisions as to which councillors they invite (or do not invite) to appear in any staged presentation, event, photo, video or similar activity.

It is inappropriate for any councillor – including the mayor – to influence or determine the Media's editorial needs or decisions.

KEY PRACTICE GUIDELINES

Official City statements issued by the mayor or other councillors – including those prepared and/or issued on their behalf by the Mayor and Councillors' Support Unit – must:

- be consistent with the City's current policy and position;
- support the reputation of the City, its staff, its Council, and its councillors;
- be respectful of the mayor, other councillors, the City's Chief Executive Officer, City officers, and all members of the public;
- not commit the City or its resources to a course of action without prior Council discussion and/or resolution
- not be in breach of any laws (such as privacy, defamation, racial vilification, or equal opportunity), or the Councillor Code of Conduct; and
- avoid any admission of legal liability.

If a councillor chooses to express a personal opinion or view that differs from the Council's agreed position, the councillor must clearly identify their opinion or view as their own. In that case, the City's resources will not be available for their communication or engagement requirements.

All councillors quoted in City-generated Media content will have an opportunity to approve their comments in a timely manner, prior to an advised deadline.

Staff from the Mayor and Councillors' Support Unit will use their professional judgement to determine what constitutes a Mayoral Media Engagement Responsibility.

The City's CEO will ultimately determine the interpretation and/or application of this policy.

Under the City's Publication Policy, the City's CEO delegates to the Manager, Corporate Communications and Marketing Services the editorial control for the content and publication of all City-organised Communication Channels.

SOCIAL MEDIA

Corporate Communications and Marketing Services oversees the management of all City-owned social media accounts and holds all passwords.

The Mayor & Councillor Support Unit oversees the management of the mayoral social media accounts and holds all passwords.

At the mayor's request, and with approval of the City's CEO, authorised City officers will use the mayoral social media accounts to promote activities and opportunities listed in this policy under Mayoral Media Engagement Responsibilities.

The City will not solicit or pay for any followers (or similar) on any City-owned social media accounts.

The mayor and councillors are wholly responsible for maintaining any private social media accounts they might hold, create or operate under their own name, and accept all legal responsibilities for such accounts.

All councillors should inform the Mayor and Councillors' Support Unit of any existing private social media accounts they operate, or any they create, during their term of office.

City officers shall not assist any councillor with the creation or operation of any private social media account – unless approved by the CEO.

All councillors should operate any private social media accounts in strict accord with this policy, and the Councillor Code of Conduct.

Implementation of this Policy

Media Engagement opportunity	Spokesperson: order of delegation						
	Mayor	**Deputy Mayor**	**Ward Cr(s)**	**Portfolio Chair**	**Portfolio Deputy Chair**	**Committee, board, assoc. or forum Cr**	**CEO or snr delegate**
Media has asked for an interview or comment on an issue that meets the criteria of a **Mayoral Media Engagement Responsibility**	Primary speaker	N/A	N/A	If delegated by the mayor	N/A	N/A	At the CEO's discretion – in consultation with the mayor
Media has asked for an interview or comment on an issue that does *not* meet the criteria of a **Mayoral Media Engagement Responsibility** – but clearly relates to a specific **ward**.	Secondary speaker	If delegated by the mayor.	Primary speaker	N/A	N/A	N/A	At the CEO's discretion – in consultation with the mayor
Media has asked for an interview or comment on an issue that does *not* meet the criteria of a **Mayoral Media Engagement Responsibility** – but clearly relates to a specific **portfolio**	Tertiary speaker	If delegated by the mayor.	N/A	Primary speaker	Standby speaker – if delegated by the Portfolio chair.	N/A	At the CEO's discretion – in consultation with the mayor
Media has asked for an interview or comment on an issue that does *not* meet the criteria of a **Mayoral Media Engagement Responsibility** – but clearly relates to both a specific **portfolio**, and a specific **ward**.	Tertiary speaker	If delegated by the mayor.	Secondary speaker	Primary speaker	Standby speaker – if delegated by the Portfolio chair.	N/A	At the CEO's discretion – in consultation with the mayor
Media has asked for an interview or comment on an issue that does *not* meet the criteria of a **Mayoral Media Engagement Responsibility** – but clearly relates to a **Committee**.	Secondary speaker	If delegated by the mayor.	N/A	N/A	N/A	Primary speaker	At the CEO's discretion – in consultation with the mayor
Media has inquired about a City **operational** matter.	Primary speaker – in consultation with the CEO	N/A	N/A	If delegated by the mayor	N/A	N/A	Secondary speaker in consultation with Mayor - courtesy

							advice to all councillors
Media has inquired about a City **administrative, or regulatory matter.**	Secondary speaker – in consultation with the CEO	N/A	N/A	N/A	N/A	N/A	Primary speaker – in consultation with the Mayor

MONITORING AND REPORTING

The Responsible Officer monitors compliance with the Policy and is responsible for reporting to Council when required.

ADVICE AND ASSISTANCE

The Responsible Officer for this policy manages the provision of advice to the organisation regarding this policy.

A person who is uncertain how to comply with this policy should seek advice from this person or from their Manager.

RECORDS

The City must retain records associated with this policy and its implementation for at least the period shown below.

Record	Retention / Disposal Authority	Retention Period	Location
Council Report	Director, Governance, Strategy & Performance	As per PRoV	EDMS – Council Meetings

REVIEW

The City should review and, if necessary, amend this policy within six months of the appointment of the new Council in 2020.

References

- *Local Government Act* (1989)
- *City of Greater Geelong Act* (1993)
- *City of Greater Geelong Amendment Act* (2017)
- Councillor Code of Conduct
- Councillors' Expenses and Facilities Policy
- Community Engagement Policy
- Media Liaison Procedure
- Media Issues Management Policy
- Disciplinary Policy
- Plaques and Memorials Procedure

5. ROAD CLOSURE – GIBBONS ROAD, LARA

Source:	**City Services – Engineering Services**
Director:	**Guy Wilson-Browne**
Portfolio:	**Transportation and Connections**

Purpose

1. To endorse the process to discontinue Gibbons Road, Lara and invite submissions.

Background

2. Gibbons Road is a Category 2 Local Road – Rural, south of the Lara settlement boundary identified in the Lara Structure Plan, at the eastern end, as pedestrian / shared path access only.

3. The eastern end of Gibbons Road where it meets O'Hallorans Road is an extension 'road' (not a legal carriageway). The extension was developed as an interim haulage route during the construction of the Grand Lakes Estates, Lara circa 2010.

4. A trial closure at the eastern end of Gibbons Road, Lara commenced in February 2019 following concerns raised by the community that the road was being used as a shortcut (between Lara and Bacchus Marsh Roads) generating safety and amenity issues for both users and local residents.

5. Concrete barriers installed near the bend in the road alignment at O'Hallorans Road to close the road, (refer to Figure 1, **Attachment 2**), will remain in place until a resolution is made to either conclude the trial or make the closure permanent.

Key Matters

6. Letters were sent to property owners on Gibbons Road in March 2019, advising that the closure would remain in place until the community engagement for the Lara Traffic Study was undertaken and final recommendations adopted.

7. Community engagement regarding the Lara Traffic Study has now closed and three items of feedback were received objecting to the Gibbons Road closure.

8. 85 unsolicited communications were received during the trial closure between February and May 2019, 82% would support the road remaining open as a preferred route / shortcut and that is should be sealed. 8% were in support of maintaining the closure for safety and amenity reasons. 100% of residents on Gibbons Road supported closure. (refer to **Attachment 3**).

9. The cost of improvement works to the road to bring it up to a sealed standard are estimated in excess of $1.7million and do not include any additional safety works on Bacchus Marsh Road likely to be required to cater for turning traffic.

10. The full closure of Gibbons Road will improve safety by reducing the speeds of vehicles along the unsealed road and redirecting traffic flows onto road networks fit for purpose, and will improve amenity with a reduction in dust and noise issues.

Cr Aitken moved, Cr Grzybek seconded -

11. That Council endorse the Chief Executive Officer to commence the process to discontinue the 300m section of Gibbons Road, by publishing a notice outlining the proposal, inviting submissions for 4 weeks and bring back a further report to Council after consideration of submissions.

Carried.

Attachment 1

Financial Implications

1. Reopening of Gibbons Road will require gazettal of a deviation of the road through current freehold title land. Improvement works to the road to bring it up to a sealed standard are estimated in excess of $1.7million and does not include any additional safety works on Bacchus Marsh Road likely to be required by Regional Roads Victoria to cater for turning traffic.

2. The closure of Gibbons Road will result in operational savings in reduced grading's and unsealed road maintenance. Additionally, the truncated section of Gibbons Road will retain a higher asset condition increasing the time between renewals.

Community Engagement

3. Community feedback was received following the trial closure. Support to maintain the closure was received from 15 contacts with reasons including safety for pedestrians and other road users, amenity for those living on the road and reduced maintenance needs.

4. 70 unsolicited objections to the closure were received (many anonymous) advising that Gibbons Road is a convenient shortcut, that the road could be sealed instead of avoiding maintenance, and alternative routes are unsafe and congested.

5. Customer contact related to the road closure has subsided since early April, with recent contact related to follow-up support from an earlier submission. Following the initial feedback there has been limited ongoing requests for the road to be re-opened.

6. The officer response to all the community feedback is shown in Attachment 3.

Social Equity Considerations

7. The are no social equity implications arising from the subject of this report.

Policy/Legal/Statutory Implications

8. The extension road can be discontinued under the provisions in the Local Government Act 1989 (LG Act). The process allows for consideration of submissions from the public before a final decision is made.

9. Permanent closure of Gibbons Road can be undertaken by removing a segment from the Municipal Road Register under the provisions of the Road Management Act 2004 (RM Act).

Alignment to Council Plan

10. Improved Health & Safety of our Community – improve safety of, and user satisfaction with, community infrastructure.

11. Planned Sustainable Development – Managing the impact of development on the unique character of our townships.

12. Informed Social Infrastructure and Planning – Delivering accessible and attractive community infrastructure, based on community need.

Conflict of Interest

13. There is no officer direct or indirect interest in the preparation of this report.

Risk Assessment

14. The closure and subsequent reduction of traffic volumes will reduce the associated road safety, asset deterioration and resident amenity risks along Gibbons Road.

15. The use of Gibbons Road for access into the Grand Lakes estate was not considered as part of the Traffic planning for this estate. All road network improvements for this subdivision were undertaken for safe access into the estate via alternatives to Gibbons Road.

Environmental Implications

16. There are no environmental implications associated with the outcomes of this report.

Attachment 2

1. Gibbons Road is a Category 2 Local Road – Rural, south of the Lara Settlement boundary which the Lara Structure Plan identifies, at the eastern end, as pedestrian / shared path access only. The eastern end of Gibbons Road where it meets O'Hallorans Road is an extension 'road' (not a legal carriageway). The extension was developed as an interim haulage route during the construction of the Grand Lakes Estates, Lara circa 2010.

Figure 1 - Location of road closure and section for discontinuance on Gibbons Road, Lara

2. A trial closure of Gibbons Road, Lara commenced in February 2019 following concerns that the road is used as a shortcut between Lara and Bacchus Marsh Roads and is generating a number of safety and amenity issues for both users and local residents.

3. The road closure has been installed near the bend in the road alignment at O'Hallorans Road using concrete barriers, with multiple advance warning signage (refer to Figure 1, Attachment 2), which will remain in place until a resolution is made to either conclude the trial or make the treatment permanent.

4. Due to the effectiveness of the trial to date, the road closure remained in place while details regarding the permanent treatment options and cost estimates were prepared for presentation to Council.

5. Letters to local residents in Gibbons Road were sent advising of the closure and also noted the Lara Traffic Study priority actions were released on 28th March 2019 for a period of 6 weeks for community feedback.

6. 85 unsolicited responses were received with 15 in favour and 70 against. Residents of Gibbons Road have been very supportive of the closure. The majority of other responses are from the residents of Grand Lakes Estate and are not supportive of the closure.

7. Primary objections to the closure relate to Gibbons Road being a convenient shortcut to avoid traffic and safety concerns on designated roads exiting the Grand Lakes Estate. These traffic and safety concerns are being investigated by the Lara Transport Study and Regional Roads Victoria (Forest Rd Sth / Canterbury Rd West). Concerns regarding O'Hallorans Rd / Patullos Rd are being addressed in planning works funded in the 2019/20 Council budget.

8. A permanent closure of Gibbons Road can be enacted under existing delegations and is a recommendation of the Lara Transport Study, report tabled at Council Meeting 13 August 2019. To close the road it is recommended that the road first be removed from the Municipal Road register under Section 17(4) of the Road Management Act 2004. Then the redundant segment of road may be discontinued through clause 3 of Schedule 10 of the Local Government Act 2004 by publishing a notice in the government gazette.

9. The trial road closure of Gibbons Road has improved safety, amenity and maintenance issues previously associated with use of the road as an undesignated shortcut for Grand Lakes Estate residents.

Attachment 3

Community Feedback

	Feedback Content	Received via	Officer Response
1	No consultation was made. It is important to locals to reach BM Rd and need to seal not closed.	City Web User	City News Advertised Closure. Use as an alternate route not supported. Cost to seal road $1.7m.
2	Disappointed as condition of the Rd as it is needs to be graded twice a yr., inadequate time given for the closure and closure of Elcho Rd.	City Web User	City News Advertised Closure. Closure to reduce risk. Increase maintenance grading noted.
3	Don't close the rd. lay asphalt in the dusty part of the Rd as it is too dusty after Rd closure in Bacchus Marsh Rd	City Web User	Cost to seal road $1.7m. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
4	Closure of Gibbons Road, Lara. Seal the road and make it useable for all Lara residents.	City Web User	Cost to seal road $1.7m.
5	This is the best route to reach BM Rd as other Rds are closed.	City Web User	Use as an alternate route not supported. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
6	Wants to discuss on road closure, why it cannot be sealed and not happy.	Unknown	Cost to seal road $1.7m.
7	Gibbons Rd in Lara has been closed not sure why? This is an inconvenience considering Elcho Rd in Lara is also closed off so the closest Rd available road to access the ring road/ Bacchus Marsh Rd is Patullos Rd	Unknown	Use as an alternate route not supported. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
8	Road serves as important access onto Bacchus Marsh Rd; other access' are not all that safe, with intersections on the route a bit on the dangerous side	Direct email	Use as an alternate route not supported. Safety of alternate routes referred to Lara Traffic Study

	Feedback Content	Received via	Officer Response
9	No consultation/explanation given to those outside Gibbons Rd; in any case, should not have been closed while Elcho Rd closed, at Bacchus Marsh Rd, while roundabout currently being constructed.	Contact Us	City News Advertised Closure. Use as an alternate route not supported. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
10	The Gibbons road closure in Lara! I find this closure very inconvenient because I use this singular road every morning to get to work. By working in lovely banks and living on the South East side of Grand Lakes estate it is the quickest and most accessible road for me to get there! By this closure it takes me another 10-15 minutes every day to get to work which results in more money being spent on petrol!	City Web User	Use as an alternate route not supported.
11	Gibbons Rd Lara trial closure. The road itself is in disgraceful condition but is the quickest and easiest route from my home. Especially given the current closure of Elcho Rd where we are now All forced to go down Patullos rd. Receive a letter saying to gain access via Gibbons Rd during the closure then a few weeks later they close that road?! Makes no sense.	Online Complaints	Use as an alternate route not supported. Increase maintenance grading noted. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
12	Gibbons Road in Lara needs to be sealed ASAP. With all the new Estate being built, a lot more traffic will be using that road as clearly it is a lot quicker route to the ring road/ Corio.	Online Complaints	Use as an alternate route not supported.
13	Gibbons road - Anonymous - Seal the road	Online Complaints	Cost to seal road $1.7m.
14	Gibbons Rd closed - Reopen Rd	City Web User	Use as an alternate route not supported.
15	Gibbons Rd closure Lara - Open the road and seal it. With Lara growing, this is the best way out of Grand Lakes for a lot of residents. Would take a lot of pressure off Elcho, Buckingham and Canterbury road west	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.
16	Gibbons Road in Lara shouldn't be closed permanently it should be converted into an actual road rather than a dirt road. So many people use this especially with all the new estates around it. closing it is not the answer	City Web User	Use as an alternate route not supported.
17	Gibbons road being closed to through traffic - Reopen and seal the road	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.

	Feedback Content	Received via	Officer Response
18	Gibbons Road closure - Open and seal Gibbons Road	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.
19	Gibbons Road closure is an inconvenience to locals who use that road. I have a friend in that street and I can't take a direct route there anymore	City Web User	Use as an alternate route not supported. Access is provided off Bacchus Marsh Road.
20	Seal it and reopen it, need more the one route in and out of Lara. Forest Rd getting too heavy. Only going to get worse. Alternatives roads need to be built. I always thought a road is something you Drive on not a COURT!?	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Safety of Forest Road referred to Lara Traffic Study.
21	Gibbons road closure - Please seal gibbons Rd or at least make it useable while Elcho Rd is closed.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
22	Gibbons road in Lara should not be closed it should be sealed and used to help alleviate the traffic on Elcho road. It is the best road for grand lakes traffic to head to Corio or to ring road. People love on the road so the council will always have to maintain it so why not seal it and let it be used for good	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Increased maintenance grading noted.
23	The closure of gibbons road in Lara. Yes the dust is terrible and the road needs grading but it's the closest access to Bacchus marsh rd. Needs to be re-opened	City Web User	Use as an alternate route not supported. Increased maintenance grading noted.
24	Gibbons Rd closure Need Gibbons Rd sealed for through traffic can't have it closed adds 5 minutes onto my trip each way	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.
25	Gibbons Road Lara Closure. This road is used as a thoroughfare by many residents. It's safer to use for the car than Canterbury Rd West as that is still a building site and cars are subject to nails and screws in their tyres, costing hundreds to replace. It is also absurd that we have been told to detour down this road now that Elcho Road is experiencing road works, and the council have gone and closed the road to through traffic.	City Web User	Use as an alternate route not supported. Sweeping of Canterbury Road referred to Maintenance crew.

	Feedback Content	Received via	Officer Response
26	Gibbons road closure. I honestly believe that the road needs be reopened to the public especially now that Elcho road is temporary closed. It's unfair that there is only one detour onto Bacchus marsh rd. I have lived in Lara my entire life and this is the first complaint I have had. Gibbons road is a well-used road and if the only reason you closed it was because of dust then seal it?	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
27	I would like to add my name to the list of complaints regarding the recent Gibbons road closure in Lara. Not only is this road the most direct and quickest access to the freeway heading to the coast & Corio from Grand Lakes estate. The fact the trial closure is being run whilst Elcho road has also been closed is ridiculous. Obviously the roads growing use over the last few years with more homes in grand lakes stresses the fact that it needs to be properly upgraded & sealed, not closed. I would also like to mention the dangerous narrow section of road in front of 50 Canterbury road west. Passing other vehicles especially trucks on this part of the road is extremely dangerous as it is very narrow and it won't be too long before and accident occurs there. I look forward to the reopening and upgrade of Gibbons road in the near future.	Direct email	Use as an alternate route not supported. Cost to seal road $1.7m. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
28	I am complaining about gibbons Rd Lara. It was an alternative to Elcho rd. I used it once only yesterday. Why does such a 3rd world Rd even exist in Victoria? Even other countries would paddock bash to avoid that road. Even if you keep it closed to the general public, do something about the state of it for the residents that live there. They pay their rates, please fix the road. I don't intend on using it at all again. I won't damage my car like that again. Resident of Curletts rd Lara	Online Complaints	Use as an alternate route not supported. Increased maintenance grading noted. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
29	Please seal Gibbons Road with bitumen	Direct email	
30	Please consider re-opening Gibbons Rd, Lara as a sealed road. With the increased and growing population in Lara, it seems ridiculous to close off an entrance/exit that previously allowed traffic flow in and out of Lara. Furthermore, to provide the best roads and traffic for the community, this road should be sealed to allow for safe travel.	Direct email	Use as an alternate route not supported. Cost to seal road $1.7m.

	Feedback Content	Received via	Officer Response
31	I implore the City of Greater Geelong to re-open Gibbons Rd, Lara as a sealed road. The increased and growing population of Lara demands the road to be open to allow for safe travel and to assist in the flow of traffic. I can't understand the sense in closing a viable entrance/exit into and out of Lara, particularly to those living in Grand Lakes and Canterbury West Estates. In addition the road needs to be sealed to allow for the best and safest roads in Lara. To leave the road unsealed would be an accident waiting to happen.	Direct email	Use as an alternate route not supported. Cost to seal road $1.7m.
32	Closure of Gibbons Road - Reopen and seal the road to keep both residents of the road and Grand Lakes residents that use the road happy. There are not enough other access roads to warrant keeping this road blocked off.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.
33	Gibbons road closures - Open it!	City Web User	Use as an alternate route not supported.
34	Not happy with closure of Gibbons Road Lara - Open it back up	City Web User	Use as an alternate route not supported.
35	The closure of Gibbons Rd Lara - The reopening of gibbons Rd and sealing it would improve the congestion of Forest Rd Lara. Safety is an issue as well as there are not enough roads in and out of Lara for all the new housing that have been developed.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Safety of Forest Road referred to Lara Traffic Study.
36	Closure of Gibbons Rd, Lara. - With the closure of Gibbons Rd and Elcho Rd for works there is only 1 road out of Lara on the Corio side (Heales Rd), which has heavy truck usage. Re-open Gibbons Rd, preferably after it has been sealed. There are hundreds of new homes in grand lakes paying rates that could be put towards this.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
37	Not being able to access Gibbons Road in Lara due to it being closed for the residents on that road.	City Web User	Residents have access off Bacchus Marsh Road

	Feedback Content	Received via	Officer Response
38	Trial closure of Gibbons Rd Lara. The trial closure is a joke. Many people want use this road every day. It is currently not very safe, however roads can be sealed and speed limit can be reduced to make it better for residents of the road and a access for all who live in Grand lakes. Estate. The current lack of road closed on side road or road ahead is absolutely ridiculous. Drivers are not given enough notice that the road is closed ahead. Alternative roads in and out of Grand lakes Estate are not really any safer than Gibbons Rd. Canterbury Rd West now that there is 2 new estates is a joke to drive down. Cars everywhere, footpaths/pedestrian crossings that dangerously jut out into the road and the roundabout on Forest Rd has blind spots that I see everyday drivers Geelong bound do not give way to cars entering it from Canterbury Rd West. It's only a matter of time that a serious accident is going to happen there. On local Maps this is an accessible road so why and local rate payers are we unable to use this toad?	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Safety of Forest Road referred to Lara Traffic Study.
39	I am emailing you in regards to the temporary but potentially permanent road closure in Lara. We use this road daily as it saves time to get to Bell Post Hill to attend school and not to mention it saves time to get to the soccer club. We waste so much petrol and time now because this road is closed. I believe this road is beneficial to the community of Lara and environment and it should be sealed not closed. I hope you take into account to what the locals of Lara need rather than permanently close Gibbons Road.	Direct email	Use as an alternate route not supported. Cost to seal road $1.7m.
40	I am just writing to express my concerns about the timing of the closure of Gibbons Road. With Elcho Rd closed it is really difficult for many of us to now get to the Ring Road to head towards Geelong. I live near Gibbons Road in Grand Lakes estate & now required us to go down Canterbury then Forrest then back up Heales Rd. I think if Gibbons Road were to be permanently shut you should consider fixing & reopening McManus Road which is also been shut in recent years. Ideally for me, the answer to the problem would be to seal Gibbons Road as to not cause stress & frustration for the residents living there. The road is constantly needing to be re-sealed & I feel that it is reasonably used road	Unknown	Use as an alternate route not supported. Cost to seal road $1.7m.
41	Closure of Gibbons road in Lara. It is ridiculous. Canterbury rd &forest road so congested. Would make leaving Lara easier and safer for those who live near Gibbons road	City Web User	Use as an alternate route not supported. Safety of Forest Road referred to Lara Traffic Study.
42	Unfair closure of gibbons Rd Lara 3212. With the fast growth of grand lakes estate and closure of Elcho Rd, Lara. This has become a huge set back	City Web User	Use as an alternate route not supported. Diversion of traffic from interim shut down

	Feedback Content	Received via	Officer Response
			of Elcho Road by RRV led to increased risk on Gibbons Road.
43	It is not acceptable for Gibbons Road to be closed. It's is causing severe congestion in Canterbury road west especially at the roundabout. The doesn't seem to be any legitimate reasons to add more traffic to this area when the roads are already too narrow to deal safely with the traffic. Council has responsibility to its people to rectify this issue urgently.	City Web User	Use as an alternate route not supported.
44	Gibbons road in Lara being closed congests the other entries into grand lakes just so much more. The other roads are all so full with parked cars and many people who also need to travel in and out of the estate.	City Web User	Use as an alternate route not supported.
45	Trial closure of gibbons rd. Leaving Lara is already a nightmare especially in grand lakes estate. I can't safely enter onto Forest Rd from either Canterbury Rd (roundabout- nearly get cleaned up every time you enter it because no one gives way to no one) and Buckingham street is almost impossible to turn right and we have for years asked for lights or a roundabout here. Since more houses have been built on Canterbury Rd it's almost one way especially with cars parked both sides of street. My quickest way out is usually Gibbons Rd but that then too is a death trap waiting to happen on the broken pot hole lined road.	City Web User	Use as an alternate route not supported. Increased maintenance grading noted. Safety of Forest Road referred to Lara Traffic Study.
46	I believe it is time the council seals Gibbons Rd, Lara. It is a road that would be utilised by many residents in the Grand Lakes Estate and would reduce congestion in other parts of the area	City Web User	Use as an alternate route not supported.
47	The Canterbury Rd/Forest Rd roundabout in Lara is now very congested and only time will tell when a tragic accident can happen. With the increase in population brought about by multiple estates opening in Lara, infrastructure should be put in place to cope with the requirements.	City Web User	Use as an alternate route not supported. Safety of Forest Road referred to Lara Traffic Study.
48	Closure of Gibbons road in Lara. - Reopen Gibbons road and seal the road to allow access to Canterbury road estate.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.

	Feedback Content	Received via	Officer Response
49	The closure of Gibbons Rd, Lara, be re-opened. Lara is growing and there is just not enough entry and exit points. Gibbons Rd although was never intended to be a through road with the expansion of Lara I think this needs to be advised. If coming from the ring road, Heales Rd is always full of trucks, at peak times you can sit trying to turn onto Forest Rd for quite a while and then you come to Canterbury Rd round-a-bout which, I have near misses at every week, with cars just flying through. If you go O'Halloran's Rd towards Patullos Rd, it obviously takes longer but you also have yet another dangerous intersection to get out of and traffic is only going to increase with Manzenee estate as well as Lara west	City Web User	Use as an alternate route not supported. Safety at Canterbury / Forest Road South referred to Lara Traffic Study.
50	Please re open Gibbons Road Lara as it's an important road for Grand Lakes Lara, Lara views and Museum estate residents. The other roads are already highly congested and the closure of Gibbons Road is only making matters worse.	City Web User	Use as an alternate route not supported.
51	The roads in or out of the Grand Lakes Estate in Lara are either blocked off or incredibly convoluted and dangerous. The closure of Gibbons Road (which was the most direct route to Bacchus Marsh Road after Elcho Road was closed for works) has placed extreme pressure on both Buckingham Street and Canterbury Road West. Both of these streets intersect with Forest Road South which, with the increased traffic from closing the only other main road into Lara is incredibly difficult and not to mention dangerous to turn on to.	City Web User	Use as an alternate route not supported. Safety of Forest Road referred to Lara Traffic Study.
52	Gibbons road Lara needs to be sealed asap...Stop spending money on stupid Xmas decorations like a stupid Metal tree that sits in the water once a year!!!	City Web User	Cost to seal road $1.7m.
53	This is about the closure of Gibbons Rd Lara, due to the roundabout being constructed on the Elcho/ B-Marsh Rd intersection there is too much congestion along Forest Rd due to this, is putting the school kids at risk not to mention the lollypop bloke outside the school walking between cars to get the kids across safe. We have children that go to Lara Lake Primary and are leaving 45 minutes before the bell or we aren't on time due to traffic in and out on Forest Rd. Why wasn't Gibbons Rd Lara sealed to a standard that it could be used by locals. Shame on CoGG for their note thinking ahead..	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Safety of Forest Road referred to Lara Traffic Study.

	Feedback Content	Received via	Officer Response
54	This road needs to be Reopened, as it is a safe route to access the Ring road and Geelong. The traffic congestion in Grand lakes estate is getting out of control and becoming dangerous with the amount of traffic entering and exiting the estate from Canterbury Rd and Buckingham road it's a disaster waiting to happen. The main outlet for traffic to exit the estate lead to Forest Rd . Forrest road is heavy with traffic most days in the morning during school hours and afterschool hours. Traffic from the estate is only adding to the already congested Forest road. The amount cars. Trucks and motor bike not to mention School kids on forest road is dangerous enough. Car come through the roundabout trying to rush through cutting in traffic near the Lara museum is an accident waiting to happen	City Web User	Use as an alternate route not supported. Safety of Forest Road referred to Lara Traffic Study.
55	Please don't close Gibbons Road in Lara. With the works on Bacchus Marsh road and not only, Gibbons Road is a road Lara NEEDS to be operational and needs proper asphalt, and NOT closed down. To resolve the dust problem, please don't close it, seal it instead so we can all utilise, not create clouds of dust and also will refuse the pressure on Forrest Road.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.
56	I have 2 complaints regarding Gibbons Rd closure, 1 the road needs to be sealed it is a public road and it's not only the people that live on the road that use the road. I use Gibbons road to get to work every day as it is the most efficient way to access the ring road from Grand lakes. I have used Gibbons road prior to Elcho road being shut down and noticed that the council just continually grades the road instead of sealing it. It is insane that the people living on the road have to have all the dust from this road coming into their properties and the council thinks the resolution is to prevent access by the public to the road? Really?	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
57	Closure of Gibbons road, Lara - Reopening it. Sealing the road would be good too. It would ease congestion in the area.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.
58	Gibbons Rd in Lara should be at least accessible, if not sealed and properly made. At the moment it is graded every 2 months which isn't good enough. The road becomes unsafe in about 3-5 weeks due to traffic. Our whole community uses this road.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.

	Feedback Content	Received via	Officer Response
59	Good Morning, As a resident in the state seat of Lara, I would like to bring light to an ongoing issue that relates to the Roads in Lara Electorate - I understand that roads and Rubbish are a Council issue, but as you can see from below - They do not care - like most levels of Government when you live in such a safe seat. We only receive a token visit every few years and the occasional new prison. Due to road closures as a result of Elcho Road & Bacchus Marsh Road. The residents of Lara were sent a notice by RVV to advise alternative routes during closures. O'Hallorans Rd/Gibbons Road and Patullos Road as alternative routes from Lara to Bacchus Marsh Road. At time of receiving letter, 2 days prior to road closure, I wrote to RVV about the state of alternative road - Gibbons Road, which is unpaved and was in need of Grading as it was dangerous with deep ruts and corrugated surface, this was then passed onto City of Greater Geelong, with whom I have now followed up on 2 occasions, with no maintenance done on this road. This is presently the most convenient road from Lara to reach Geelong, as Patullos Road put you on the wrong side of the roadworks meaning possible lengthy delays. But still no maintenance on Gibbons Road as it gets worst and it is only time before there is a fatality. So as of 24 January, an illuminated sign has been erected to advise that Gibbons road will close as of the end of January "Trial Closure", so rather than fix the road, COGG has once again turned their nose at Lara residents and decided to close the road, No idea what the trial is supposed to be, other than trialing a no road maintenance. For progress, we need improved infrastructure, but also we need various Agencies RVV & COGG to work together to achieve the best results. COGG does need to explain "Trial Road closures" to affected residents, I will continue to check my letterbox, but not hopeful. Several attempts have been made to communicate with The COGG, with blow off answers and the above paragraph has been sent to the editor of the Geelong Advertiser in the hoping of bringing this to the attention of some people with a little common sense.	Email to MP	Use as an alternate route not supported. Cost to seal road $1.7m. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
60	The closure of Gibbons road in Lara is not only inconvenient for me as a nearby resident, but it also blocks another way to get onto Bacchus Marsh road, particularly while Elcho road is closed also.	City Web User	Use as an alternate route not supported. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
61	Gibbons Rd closure, Lara - Fix the road	City Web User	Cost to seal road $1.7m.
62	Gibbons Rd Lara is closed again and should not be!	City Web User	Use as an alternate route not supported.
63	Please open gibbons road Lara and have it sealed for the grand lakes residents to use.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.

	Feedback Content	Received via	Officer Response
64	Gibbons road Lara closure why. Absolute joke. Apart from the many people that frequently use it what about the people that live there. If they want to go into Lara they have to go all the way around and through the road works as well. What a joke	City Web User	Use as an alternate route not supported.
65	Gibbons road, Lara closure	City Web User	Use as an alternate route not supported.
66	Gibbons Rd closed when Elcho Rd also closed is ridiculous.	City Web User	Use as an alternate route not supported. Diversion of traffic from interim shut down of Elcho Road by RRV led to increased risk on Gibbons Road.
67	Gibbons road Lara closed again	City Web User	Use as an alternate route not supported.
68	Closure off Gibbons Road Lara causing more congestion on other Lara roads that are already congested due to poor road design & traffic management systems. This is not only confined to Lara but the whole city off Geelong & is getting worse there is not enough thought put into design & traffic management which I am willing to discuss with the relevant authorities further.	City Web User	Use as an alternate route not supported.
69	Sealing of the Gibbons road is very important to divert the Geelong bound traffic from Canterbury Road west through the Forest road. Opening up Gibbons road divert traffic to Bacchus marsh road because another side Elcho road is busy too. Heals road is not very safe when big truck are always passing through	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m.
70	There are so many issues of this Gibbons road being close. All the others road access to Grand lakes are congested and therefore very dangerous, especially when all the cars parked. Making another way like (sealing of Gibbons road) it's like dividing Geelong bound traffic to another way. Forest road is also very dangerous. It's doesn't make any sense spending money on filling pots every 3 months but could not spend money permanently seal that road.	City Web User	Use as an alternate route not supported. Cost to seal road $1.7m. Safety of Forest Road referred to Lara Traffic Study.
71	Good job to the council on the closer of Gibbons Road in Lara. This is positive feedback not negative. I wasn't sure where to send positive feedback. Make the closure a permanent thing so people can enjoy the safe environment that the closure has created.	City Web User	Support for closure noted

	Feedback Content	Received via	Officer Response
72	I'm sending this through not as a complain but rather some positive feedback on the closure of Gibbons road Lara. I am a keen golfer and I can tell you that playing golf today along the Gibbons road side was much more enjoyable than usual. Usually we are covered in dust whenever there is a south wind. Not to mention watching how dangerous people drive as they approach the estate at the end. I can't imagine how thankful the residents of Gibbons Road must be. Keep up the good work COGG	City Web User	Support for closure noted. Increased maintenance grading noted.
73	Thank you to the COGG for making Gibbons Road Lara a safer place and making it a no through road once again. We often used to walk our dogs of an evening along here from grand lakes. But have been unable for a long time due to people's extremely dangerous driving. Permanent closure would be amazing for the safety of residents and the community.	City Web User	Support for closure noted.
74	another happy Gibbons Rd resident - make it permanent	Call direct to officer	Support for closure noted.
75	Happy patron of Elcho Rd Golf Course; can now enjoy game of golf without putting up with 'continual clouds of dust' coming from Gibbons Rd - Thumbs Up	Direct Email	Support for closure noted. Increased maintenance grading noted.
76	Frequent user of Elcho Park Pony Club; looking forward to being able to ride horse to the club from Gibbons Rd, once again; had to stop a long time ago on account of too many dangerous motorists Thank you Cogg	Direct Email	Support for closure noted.
77	Thank you, but reporting someone has moved the water filled barriers - Thank you	Direct Email	Support for closure noted.
78	Thank you for closing road	Direct Email	Support for closure noted.
79	Thank you, but contractor has placed barriers in poor spot; motorists travelling through paddock, around them; just need to relocate them Thank you	Direct Email	Support for closure noted.

	Feedback Content	Received via	Officer Response
80	It was a quiet Rd with no through access to Lara but since the establishment of The Grand Lake Estate, it has become somewhat of a race track, particularly for 4 wheel drive vehicles. Over the past 8 or so years, we the residents have endured excessive speeds and noise from passing vehicles, extreme quantities of dust to the point of inability to hang out washing, hard rubbish dumped at Lara end of Gibbons, people driving on our naturestrip to avoid using the road because of poor condition and personally have had a young girl forced off the Rd in which her vehicle ended up on its roof on top of my front fence. The accident was very distressing not only causing property damage but also leaving a high risk of stock wandering onto the Rd and creating more hazards, thankfully she survived without any major injuries, unknown to Police and Ambulance. This Rd was never designed to carry the amount of traffic that it currently does. I have read many aggressive and threatening comments on Facebook from residents of Grand Lake Estate, and quite frankly, cannot fathom why they would want to access it in the first place, the corrugation is extreme and dangerous. Residents threatening to tamper with water filled barriers and vehicles beeping their horns all the way down the road at residents. I tried to spending money repairing fence and the naturestrip, excessive dust and disrespectful passers-by. Residents are not asking Council to seal the road, but to permanently block this road from Lara residents from using it as a short cut to Bacchus Marsh Rd. Request to COGG install a permanent fixture to return this quiet road back to its original state.	Direct Email	Support for closure noted. Increased maintenance grading noted.
81	Hi COGG I'd just like to leave feedback regarding the closure of Gibbons Road. I feel that this was a good move. I've travelled down this road a number of times. It's going to reduce dust pollution to the golf course and the residents of Gibbons Road. Also the dangerous driving that I've witnessed has been shocking. The number of cars traveling down the road at high speed seems to be high with even trucks using the road regularly when they are not supposed to. There are many other sealed roads to use to exit and enter Lara that are much more suited to higher volumes of traffic. block it off for good.	City Web User	Support for closure noted. Increased maintenance grading noted.

	Feedback Content	Received via	Officer Response
82	We would love Gibbons Road to be permanently closed and turned back into a "dirt" no through road like it originally was when we first purchased our land. These are the reasons. • There is currently too much traffic using Gibbons Road as a cut through causing the road to continually need to be graded and up kept. • The road users are not driving to the conditions of this road which has resulted in 5 accidents in recent years. • Vehicles pass each other via the naturestrip. • Storm water pipes on the nature strip have been driven over and smashed. • Vehicles that use this road have become bogged in the spoon drain • There is no way for the speed limit to be monitored on this road. • Walking or riding our horses down the road to pony club is unsafe because of driver behaviour • The dust pollution from vehicles means we can't have our windows open or washing on the line if it's a still day or northerly winds. • People throw their rubbish out of their car windows on a weekly basis, the sides of the road is covered with broken glass from beer bottles. • There are multiple alternate road options to enter and exit the Lara estates. Canterbury Road, Elcho Road which has been improved and Buckingham street. These are all very safe options. • Bacchus marsh road does not have a turning lane into Gibbons road and can also be dangerous, so using the new Elcho road roundabout will be the safest and quickest way to the Grand lakes estate. • Another option may be for McManus road to be opened and sealed to lead them all straight to Heales road and to the safety of the roundabout.	Direct Email	Support for closure noted. Increased maintenance grading noted. McManus Road is not recommended for through access.

6. NAMING – PURNELL ROAD CHILD AND FAMILY CENTRE

Source: **Community Life – Connected Communities**
Director: **Robyn Stevens**
Portfolio: **An Inclusive and Diverse Community**

Purpose

1. To seek Council's approval to release the proposed name for the new Purnell Road Child and Family Centre for community consultation.

Background

2. The Purnell Road Child and Family Centre is a City of Greater Geelong and State Government project which responds to the need to provide new facilities to accommodate current and expected population growth in the north.

3. The new facility is proposed to accommodate long day child care, sessional kindergarten, maternal and child health, specialist family support unit, toy library, community meeting room, interview room, consulting rooms, multi-purpose room, community/parent lounge and public playground/open space area.

4. The new facility has already received an occupancy certificate. Services will start transitioning from October 2019 and full services will commence operation in term one 2020.

Key Matters

5. The proposed name for the Purnell Road Child and Family Centre, Korayn Birralee *(pronounced Ko-rain Birra-lee, with a rolling r on the rr)* Family Centre, Corio, has been created, agreed upon and approved by traditional land owners from Wathaurung Aboriginal Corporation.

6. The proposed name, meaning Corio Children, best reflects the service provided and location of the service without conflict for emergency services or duplication.

7. The name meets the criteria under the *Geographical Place Names Act 1998*, and as outlined in the guidelines, *Naming rules for places in Victoria 2016.*

8. The proposed name will be released for community consultation for a period of four weeks. Notification of community consultation will be given through advertisement in key local media and through a mail-out to neighbouring residents.

9. Once community consultation has concluded a further report will be provided to Council to formally adopt the name.

Cr Aitken moved, Cr Grzybek seconded -

10. That Council:

10.1 Approve the release of the proposed name, Korayn Birralee Family Centre, Corio, for community consultation for a period of four weeks; and

10.2 Note that a further report will be provided to Council to formally adopt Korayn Birralee Family Centre, Corio, as the name for the facility (subject to statutory approval from the *Office of Geographic Names*).

Carried.

Attachment 1

Financial Implications

1. Council is responsible for the cost of the signage to the new building. This cost is accounted for within the capital project budget.

Community Engagement

2. Officers have undertaken a detailed engagement process with the traditional land owners from Wathaurung Aboriginal Corporation, with the name being presented and agreed by the Wathaurong Aboriginal Co-operative Board.
3. The community will be invited to input into the proposed naming of the Purnell Road Child and Family Centre, Korayn Birralee Family Centre, Corio. Notification of this opportunity will be given through advertisement in the Geelong Advertiser, City News and Geelong Australia webpage and through a mail-out to neighbouring residents.
4. Subject to Council and Geographical Registrar approval, the relevant authorities and abutting owners and surrounding residents will be notified of the naming.

Social Equity Considerations

5. The proposal promotes and respects Aboriginal culture, helps build relationships between Aboriginal and non-Aboriginal Australians, and promotes education of Aboriginal history and culture within Council and across the community.

Policy/Legal/Statutory Implications

6. All *Geographical Place Names Act 1998* guidelines and Council policies have been followed and met in relation to the naming proposal.

Alignment to Council Plan

7. The proposal aligns to Council Plan, in particular:
   7.1 'A more inclusive and diverse community' under the key priority 'advocating for, and helping to achieve, the priorities set by local Aboriginal people'; and
   7.2 'Organisational leadership, strategy and governance' under the key priority of 'proactively manage our assets, including land holdings'.

Conflict of Interest

8. 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

9. The naming of the Purnell Road Child and Family Centre, Korayn Birralee Family Centre, Corio, considers the risk of emergency services not being able to locate the facility. The risk is minimal, as the name is not duplicated elsewhere in the municipality and the naming complies with the *Geographical Place Names Act 1998*. The Emergency Services Telecommunications Authority (ESTA) responsible for responding to 000 calls, will be notified of the name change, if approved.

Environmental Implications

10. There are no environmental issues arising from this report.

7. NAMING – DRYSDALE INTEGRATED CHILD AND FAMILY CENTRE

Source: **Community Life – Connected Communities**
Director: **Robyn Stevens**
Portfolio: **An Inclusive and Diverse Community**

Purpose

1. To seek Council's approval to release the proposed name for the new Drysdale Integrated Child and Family Centre for community consultation.

Background

2. The Drysdale Integrated Child and Family Centre is a City of Greater Geelong and state government project which responds to the need to provide new facilities to accommodate current and expected population growth in the northern Bellarine area.

3. The new centre is proposed to accommodate a range of early years and family services/facilities including child care, sessional kindergarten, maternal and child health, consulting rooms, and a multi-purpose community room.

4. The new facility is planned to commence operations in term one 2020.

Key Matters

5. The proposed name for the Drysdale Integrated Child and Family Centre, Bellla wiyn Birralee *(pronounced Bella-w'n Birra-lee, with a rolling r)* Family Centre, Drysdale, has been created, agreed upon and approved by traditional land owners from Wathaurung Aboriginal Corporation.

6. The proposed name, meaning Bellarine Children, best reflects the service provided and location of the service without conflict for emergency services or duplication.

7. The name meets the criteria under the *Geographical Place Names Act 1998*, and as outlined in the guidelines, *Naming rules for places in Victoria 2016.*

8. The proposed name will be released for community consultation for a period of four weeks. Notification of community consultation will be given through advertisement in key local media and through a mail out to neighbouring residents.

9. Once community consultation has concluded a further report will be provided to Council to formally adopt the name.

Cr Mason moved, Cr Sullivan seconded -

10. That Council:

10.1 Approve the release of the proposed name, Bellla wiyn Birralee Family Centre, Drysdale, for community consultation for a period of four weeks; and

10.2 Note that a further report will be provided to Council to formally adopt Bellla wiyn Birralee Family Centre, Drysdale, as the name for the facility (subject to statutory approval from the *Office of Geographic Names*).

Carried.

Attachment 1

Financial Implications

1. Council is responsible for the cost of the signage to the new building. This cost is accounted for within the capital project budget.

Community Engagement

2. Officers have undertaken a detailed engagement process with the traditional land owners from Wathaurung Aboriginal Corporation, with the name being presented and agreed by the Wathaurong Aboriginal Co-operative Board.
3. The community will be invited to input into the proposed naming of the Drysdale Integrated Child and Family Centre, Bellla wiyn Birralee Family Centre, Drysdale. Notification of this opportunity will be given through advertisement in the Geelong Advertiser, City News and Geelong Australia webpage and through a mailout to neighbouring communities.
4. Subject to Council and Geographical Registrar approval, the relevant authorities and abutting owners and surrounding residents will be notified of the naming.

Social Equity Considerations

5. The proposal promotes and respects Aboriginal culture, helps build relationships between Aboriginal and non-Aboriginal Australians, and promotes education of Aboriginal history and culture within Council and across the community.

Policy/Legal/Statutory Implications

6. All *Geographical Place Names Act 1998* guidelines and Council policies have been followed and met in relation to the naming proposal.

Alignment to Council Plan

7. The proposal aligns to Council Plan, in particular:
   - 7.1 'A more inclusive and diverse community' under the key priority 'advocating for, and helping to achieve, the priorities set by local Aboriginal people'; and
   - 7.2 'Organisational leadership, strategy and governance' under the key priority of 'proactively manage our assets, including land holdings'.

Conflict of Interest

8. 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

9. The naming of the Drysdale Integrated Child and Family Centre, Bellla wiyn Birralee Family Centre, Drysdale, considers the risk of emergency services not being able to locate the facility. The risk is minimal, as the name is not duplicated elsewhere in the municipality and the naming complies with the *Geographical Place Names Act 1998*. The Emergency Services Telecommunications Authority (ESTA) responsible for responding to 000 calls, will be notified of the name change, if approved.

Environmental Implications

10. There are no environmental issues arising from this report.

8. QUARTERLY FINANCIAL MANAGEMENT REPORT – SEPTEMBER 2019

Source:	**Customer & Corporate Services – Financial Services**
Director:	**Michael Dugina**
Portfolio:	**Finance**

Purpose

1. To present to Council the Financial Performance information to 30 September 2019.

Background

2. On 25 June 2019 the 2019-20 Final Budget was adopted with a recurrent surplus of $1.4m and opening cash balance of $92.5m.

3. On 27 August 2019 Council approved the carryover of capital and non-capital project funding into 2019-20, in addition to other material adjustments impacting the 2019-20 financial year. This change known as 2019-20 amended budget was in response to funding allocated in 2018-19 for projects not completed, and the removal of 50% of the 2019-20 Federal Government Grants Commission funding due to early payment in 2018-19. This resulted in a higher than expected opening cash balance of $105.5m. The 2019-20 recurrent amended budget is an operating deficit of ($17.2m) and non-recurrent surplus of $78.5m. The 2019-20 full year net amended budget is a surplus of $61.3m.

4. The financial statements and commentary is for the period July 2019 to September 2019, which compares the amended budget with actual revenue and expense.

Key Matters

5. The recurrent operating result for the three month period is a surplus of $5.9m. The budgeted position was a deficit of ($3.7m) so the result represents a better than anticipated outcome of $9.6m. A summary of the year to date variances are provided in **Attachment 1** of this report.

6. Capital expenditure year to date is $18.9m against an amended budget of $22.1m. It is anticipated that there will be a carryover figure of $22.3m (as budgeted) for works not completed by the end of the financial year. This figure will be reviewed during the second quarter of 2019-20. A summary of capital expenditure variances is provided on **Attachment 1** of this report.

7. The cash and investment balance of $79.1m is ($8.1m) lower than expected at this stage of the year mainly due to lower rates receipts, partly offset by capital spend behind schedule. A summary of the cash and investments is provided on **Attachment 1** of this report.

8. The non-recurrent result (e.g. gifted assets from development, sale of properties, developer cash contributions to infrastructure etc.) for the three month period was a surplus of $23.0m. This was $6.1m favourable to the anticipated position. A summary of the non-recurrent variances is provided on **Attachment 1** of this report.

9. A high-level review of full year impact indicates a net unfavourable impact of $1.2m against the operating amended budget. This is driven by increased costs from the change in recycling operations (including the closure of SKM) and waste diversion $3.1m (reduced income Drysdale landfill $1.2m, recycling $1.6m, garbage $0.3m), partially offset by a favourable $1m from a lower than expected take up in hard waste collection and a better than expected allocation of Federal Government Grant Commission income of $0.9m.

10. The budget incorporated a $2.4m efficiency dividend that is expected to be realised through various improved income and savings across the organisation.

11. There were no environmental upgrade agreements entered into for the quarter. The existing agreement is valued at $115k.

Cr Murnane moved, Cr Aitken seconded -

12. That Council endorse the Financial Report to 30 September 2019.

Carried.

Attachment 1

Discussion

1. The 2019-20 full year amended budget is a surplus of $61.3m. Refer following Table:

	Expenditure $'000	Income $'000	Surplus/ (Deficit) $'000	Opening Cash Balance
Council Adopted 2019-20 Budget - Recurrent Surplus/(Deficit)	**381,565**	**382,962**	**1,397**	**$92.5m**
2018-19 Non Capital Carryover Requests	8,195	286	(7,909)	
Grants Commission 2019-20 - 50% received in 2018-19	0	(10,717)	(10,717)	
2019-20 Recurrent Amended Budget	**389,760**	**372,531**	**(17,229)**	**$105.5m**
Non Recurrent Surplus/(Deficit)	**9,190**	**87,686**	**78,496**	
Net Result Surplus/(Deficit)	**398,950**	**460,217**	**61,267**	

2. The September management report data is provided in the following table to report year-to-date performance versus the amended budget.

Overall Summary					
	YTD Actual $m	YTD Amended Budget $m	YTD Var Fav/ (Unfav) $m	FY Amended Budget $m	FY Forecast $m (1)
Recurrent Surplus/(Deficit)	5.87	(3.73)	9.60	(17.23)	(18.43)
Non-Recurrent Surplus/(Deficit)	22.97	16.84	6.13	78.50	78.50
Net Surplus/(Deficit)	28.84	13.11	15.73	61.27	60.07
Capital Expenditure	18.94	22.09	3.15	125.30	125.30
Closing Net Cash Positive/(Negative)	79.09	87.24	(8.15)	97.92	96.72

Recurrent Summary					
	YTD Actual $m	YTD Amended Budget $m	YTD Var Fav/ (Unfav) $m	FY Amended Budget $m	FY Forecast $m (1)
Recurrent Income	94.65	92.58	2.07	372.53	373.43
Recurrent Expenditure	88.78	96.31	7.53	389.76	391.86
Recurrent Surplus/(Deficit)	5.87	(3.73)	9.60	(17.23)	(18.43)
YTD Variance - $9.60m Favourable					

(1) *Note the full year forecast only considers high level risks and opportunities known at this stage, a full re-forecast will be undertaken and incorporated into subsequent Quarterly reports.*

3. The following major variances contributed to this result:

Recurrent Income

	Actual YTD $m	Variance Fav/(Unfav) $m
General Rates and Charges – Supplementary rates $1,229k favourable, in addition to other favourable rates generation YTD, expected to be partly offset by objections in full year.	61.63	1.44
Government Grants Favourable mainly due to: • State Grants $791k favourable – Early receipt of *Vic Roads School Grant (School Crossing Supervisor Subsidy)* $908k, offset by late receipt of grant for the *Geelong Small Business Festival ($55k)* and lower receipts in *Family Services ($31k).* • Federal recurrent ($753k) unfavourable – Community Care ($644k) (*Commonwealth Home Support Program $248k)* and Connected Communities ($98k) *(Food Distribution Service).*	11.84	0.16
User Charges Favourable mainly due to: ▪ Waste Services $539k favourable *(Commercial Collection $663k and other minor favourable variances, offset by Drysdale Landfill ($183k) unfavourable)*, phasing of Property Leasing income $339k, Health & Local Laws $151k *(Car Parking $83k and Animal Pound $69k) and* Integrated Children Centres $130k. Offset by: Engineering Services – ($187k) unfavourable *(Subdivision Development design and supervision fees).*	15.32	1.03
Other Fees & Charges Unfavourable mainly due to: ▪ Animal registrations unfavourable *($375k – these are mostly paid in March and April)* and Food Act Licences (308k) – both due to unfavourable budget phasing YTD.	2.96	(0.78)
Sundry Income - Unbudgeted miscellaneous income received.	2.43	0.15
Interest on Investments – Broadly in line with budget.	0.46	0.06
Recurrent Income Total	**$94.65m**	**$2.07m**

Recurrent Expenditure

	Actual YTD $m	Variance Fav/(Unfav) $m
Employee related expenditure favourable due to lower staff salary costs mainly relating to unfilled vacancies. This is partly offset by unfavourable supplementary labour costs ($1,648k) (see external services).	37.77	2.97
General Works: Favourable mainly due to: Materials $245k favourable - mainly due to Road Making materials $171k and Cleaning $48k (*both phasing).* Plant / Equipment / Vehicle Costs $705k favourable - mainly due to Equipment Hire $412k (*mostly Stacys Rd Transfer Station $202k and Point Henry Transfer Station $144k*) and Fuel/Oil $134k. External Services $1,192k favourable mainly due to: • Contractors $2,975k favourable – *(discretionary projects $1,192k behind schedule and savings in contractor costs largely due to lower volumes of waste and the diversion of landfill to Wyndham $996k)*. Additional favourability exists due to lower Insurance expenses $518k and a reduced EPA levy $412k. Offset by: • Supplementary labour ($1,648k) unfavourable – *mainly in Community Care ($813k), Health & Local Laws ($226k), Engineering Services ($148k) and City Development ($146k).* Also increased waste disposal and recycling costs ($1,320k) largely due to the landfill diversion.	27.81	2.14
Administration costs favourable mainly due to the phasing of prepaid computer software $1,678k (to be expensed across the financial year as it is incurred), and lower interest paid on borrowings $122k.	2.71	2.06
Professional Services fees favourable mainly due to favourable phasing of consultants costs $748k within discretionary projects.	1.51	0.89
Utility costs favourable as follows - Electricity $250k, Communications $132k, Gas $57k and Water $13k.	2.36	0.45
Efficiency Dividend absorbed by savings in the above expenditure lines.	0.00	(0.60)
Depreciation costs broadly in line with budget.	16.78	(0.08)
(Gain)/Loss on Sale of Plant and Equipment ($313k) unfavourable due to lower proceeds on the sale of fleet.	(0.16)	(0.31)
Recurrent Expenditure Total	**$88.78m**	**$7.53m**

Non Recurrent Summary				
	YTD Actual $m	YTD Amended Budget $m	YTD Var Fav/ (Unfav) $m	FY Amended Budget $m
Non-Recurrent Surplus/(Deficit)	22.97	16.84	6.13	78.50
YTD Variance – $6.13m favourable				

4. The following variances contributed to this result:

	Actual YTD $m	Variance Fav/(Unfav) $m
Subdivision gifted assets	19.71	5.59
Capital grants & income	2.24	0.29
Developer contributions	2.20	1.62
Gain/(Loss) on sale of property	0.19	(0.61)
Loss on disposal of infrastructure	(0.31)	0.30
Disbursements (Waterfront Safe Harbour Project)	(1.00)	(1.00)
Prior Year Adjustments	(0.06)	(0.06)
Non Recurrent Total	**$22.97**	**$6.13**

Non Recurrent Full Year Forecast

Capital Expenditure Summary				
	YTD Actual $m	YTD Amended Budget $m	YTD Var Fav/ (Unfav) $m	FY Amended Budget $m
Capital Expenditure	18.94	22.09	3.14	125.30
YTD Variance – $3.14m favourable				

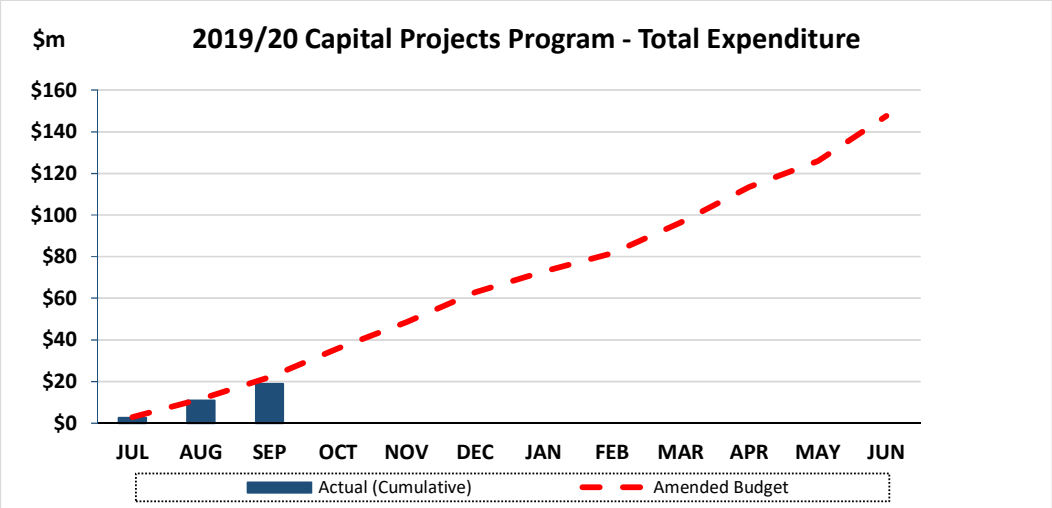
5. The capital program is currently $3.14m underspent, with the major project variances as follows:

	$m
• DCP - JR Tivoli Drive Curlewis - R001, R003 and P003	0.90
• Beach House Landlord Works	0.50
• Asphalt - Road Surfacing Program	0.46
• Flexible Parking Solutions Geelong CBD	0.40
• Osborne House Remedial Works	0.35
• Drysdale Integrated Children's & Family Centre	0.35
• Building Better Bike Connections	0.34

• Fixing Country Roads - Stage 2	0.33
• CAA Flood Mitigation	0.33
• Accommodation Project	(0.39)
• Kerb & Channel Replacement Program	(0.77)
	$ 2.81m

6. Carryover of expenditure to 2020-21 on incomplete projects as at 30 June 2020 is expected to be as budgeted $22.3m and this will be further reviewed during the second quarter.

7. The graph below summarises total capital gross expenditure to date compared to the amended budget (excluding the anticipated carryover of $22.3m).



Environmental Upgrade Agreements

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

9. Council only has one environmental upgrade agreement in place.

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

11. The total value of payments that are yet to fall due is $89k.

DETAILED OPERATING STATEMENT
As at 30 September 2019

Adopted Budget *$000s*		*Month Actual* *$000s*	*Month Amended Budget* *$000s*	*YTD Actual* *$000s*	*YTD Amended Budget* *$000s*	*YTD Variance* *$000s*	*Full Yr Amended Budget* *$000s*
	RECURRENT INCOME						
240,763	Rates and Charges	19,974	20,064	61,630	60,191	**1,439**	240,763
58,852	Government Grants	2,347	2,984	11,838	11,678	**160**	48,421
58,421	User Charges	4,785	4,796	15,324	14,295	**1,029**	58,421
15,297	Other Fees and Charges	973	1,245	2,958	3,734	**(776)**	15,297
7,730	Sundry Income	468	385	2,433	2,284	**149**	7,730
1,900	Interest Investments	128	140	465	400	**65**	1,900
382,962	**TOTAL RECURRENT INCOME**	**28,675**	**29,614**	**94,648**	**92,582**	**2,066**	**372,531**
	RECURRENT EXPENDITURE						
	Employee Related						
161,241	Salaries	11,819	12,810	37,189	40,104	**2,915**	161,253
2,553	Workcover	175	203	578	635	**57**	2,554
	Goods and Services						
9,582	General Works - Materials	644	683	1,949	2,194	**245**	9,588
9,669	General Works - Plant/Equipment/Vehicle Costs	1,055	1,259	2,041	2,746	**705**	9,669
100,001	General Works - External Services	6,431	6,916	23,817	25,009	**1,192**	105,953
13,836	Administration	1,111	749	2,709	4,773	**2,064**	13,958
7,460	Professional Services	486	875	1,515	2,409	**894**	10,259
12,480	Utilities	868	955	2,360	2,812	**452**	12,480
(2,400)	Efficiency Dividend	0	(200)	0	(600)	**(600)**	(2,400)
67,080	Depreciation	5,477	5,568	16,783	16,707	**(76)**	67,080
61	(Gain)/Loss on Sale of Plant & Equipment	(7)	(175)	(162)	(475)	**(313)**	(635)
381,565	**TOTAL RECURRENT EXPENDITURE**	**28,059**	**29,643**	**88,779**	**96,314**	**7,535**	**389,760**
1,397	**RECURRENT SURPLUS/(DEFICIT)**	**616**	**(29)**	**5,869**	**(3,732)**	**9,601**	**(17,229)**
	NON-RECURRENT INCOME						
56,500	Subdivision Gifted Assets	5,685	4,708	19,711	14,125	**5,586**	56,500
21,663	Capital Grants and Income	368	1,327	2,245	1,958	**287**	23,419
4,559	Developer Contributions	550	192	2,199	575	**1,624**	4,559
0	Insurance Recovery	0	0	0	0	**0**	0
3,208	Gain/(Loss) on Sale of Property	(5)	267	194	802	**(608)**	3,208
85,930	**TOTAL NON-RECURRENT INCOME**	**6,598**	**6,494**	**24,349**	**17,460**	**6,889**	**87,686**
	NON-RECURRENT EXPENDITURE						
6,190	Loss on Disposal of Infrastructure	203	205	314	615	**301**	6,190
3,000	Disbursements	1,000	0	1,000	0	**(1,000)**	3,000
0	Prior Year Adjustments	11	0	62	0	**(62)**	0
0	Non Council Assets	0	0	0	0	**0**	0
0	Asset Demolition	0	0	0	0	**0**	0
9,190	**TOTAL NON-RECURRENT EXPENDITURE**	**1,214**	**205**	**1,376**	**615**	**(761)**	**9,190**
76,740	**NON-RECURRENT SURPLUS/(DEFICIT)**	**5,384**	**6,289**	**22,973**	**16,845**	**6,128**	**78,496**
78,137	**NET SURPLUS/(DEFICIT)**	**6,000**	**6,260**	**28,842**	**13,113**	**15,729**	**61,267**

STATEMENT OF FINANCIAL POSITION
As at 30 September 2019

	YTD Act Current Yr $000s	*YTD Act Previous Yr $000s*	*Prior Year FY Actual $000s*
CURRENT ASSETS			
Cash and Cash Equivalents	79,093	56,862	105,528
Trade and Other Receivables	241,218	234,795	18,113
Prepayments	3,038	1,384	1,248
Inventories	1,209	1,264	1,127
TOTAL CURRENT ASSETS	**324,558**	**294,305**	**126,015**
CURRENT LIABILITIES			
Trade and Other Payables	43,863	37,299	29,667
Unearned Income	181,878	171,573	4,271
Loans	8,754	8,748	9,264
Refundable Deposits	6,374	4,672	6,016
Employee Benefits	32,708	31,812	31,609
Landfill Provision	247	447	247
TOTAL CURRENT LIABILITIES	**273,824**	**254,551**	**81,075**
NET CURRENT ASSETS	**50,734**	**39,754**	**44,940**
NON-CURRENT ASSETS			
Land and Buildings	1,004,065	946,016	1,007,556
Plant and Equipment	30,176	26,182	31,310
Infrastructure	1,402,264	1,273,793	1,391,099
Intangible Assets	3,334	620	3,500
Work In Progress	90,367	99,437	76,397
Investments	10,357	10,694	10,357
Receivables	2,933	2,394	2,933
TOTAL NON-CURRENT ASSETS	**2,543,496**	**2,359,136**	**2,523,152**
NON-CURRENT LIABILITIES			
Developer Contributions Liability	135	37	135
Loans	55,055	37,352	56,578
Employee Benefits	1,636	1,764	2,818
Landfill Provision	16,446	13,108	16,446
Carbon Tax Future Liability	0	0	0
TOTAL NON-CURRENT LIABILITIES	**73,272**	**52,261**	**75,977**
NET ASSETS	**2,520,958**	**2,346,629**	**2,492,116**
Represented by:			
RATEPAYER EQUITY			
Surplus Year to Date	28,843	21,804	136,282
Accumulated Surplus	1,451,581	1,281,953	1,315,300
Asset Revaluation Reserve	1,021,551	990,542	1,021,551
Reserves	18,983	52,330	18,983
TOTAL RATEPAYER EQUITY	**2,520,958**	**2,346,629**	**2,492,116**

STATEMENT OF CASH FLOWS
As at 30 September 2019

	September Actual $000s	September Budget $000s
Cash Flows from Operating Activities		
Payments		
Employee Costs	(39,653)	(42,680)
General Works / Utilities / Disbursements	(47,805)	(33,037)
Administration / Professional Services	(4,054)	(6,479)
Interest Expense	(581)	(703)
	(92,093)	**(82,899)**
Receipts		
General Rates	36,306	43,149
Fire Services Levy	3,961	0
Fees and Charges	23,798	19,206
Investment Income	465	400
GST Recoveries on Operating Transactions	4,266	3,570
Government Grants	11,887	11,205
	80,683	**77,530**
Net Cash Inflow/(Outflow) from Operating Activities before Capital Income	**(11,410)**	**(5,369)**
Cash Flows from Investing Activities		
Payments for Land & Buildings, Plant & Equipment and Infrastructure Assets	(18,941)	(16,515)
Payments for Investment in Associates	0	0
Capital Income	2,245	1,958
Proceeds from Sale of Land & Buildings	1,030	2,877
Proceeds from Sale of Plant & Equipment	476	808
Developer Cash Contribution	2,199	576
Net Cash Outflow from Investing Activities	**(12,991)**	**(10,296)**
Cash Flows from Financing Activities		
Repayment of Borrowings	(2,034)	(2,624)
Proceeds from New Loans	0	0
Net Cash Outflow from Financial Activities	**(2,034)**	**(2,624)**
Net Increase (Decrease) in Cash Held	**(26,435)**	**(18,289)**
Cash at the Beginning of the Financial Year	105,528	105,528
Cash at the End of Current Period	**79,093**	**87,239**
Loans	63,808	63,218
Closing Net Balance	**15,285**	**24,021**

Cash and Investments				
	YTD Actual $m	**YTD Amended Budget $m**	**YTD Var Fav/ (Unfav) $m**	**FY Amended Budget $m**
Closing Net Cash Positive/(Negative)	79.09	87.24	(8.15)	97.92
YTD Variance – ($8.15m) unfavourable				

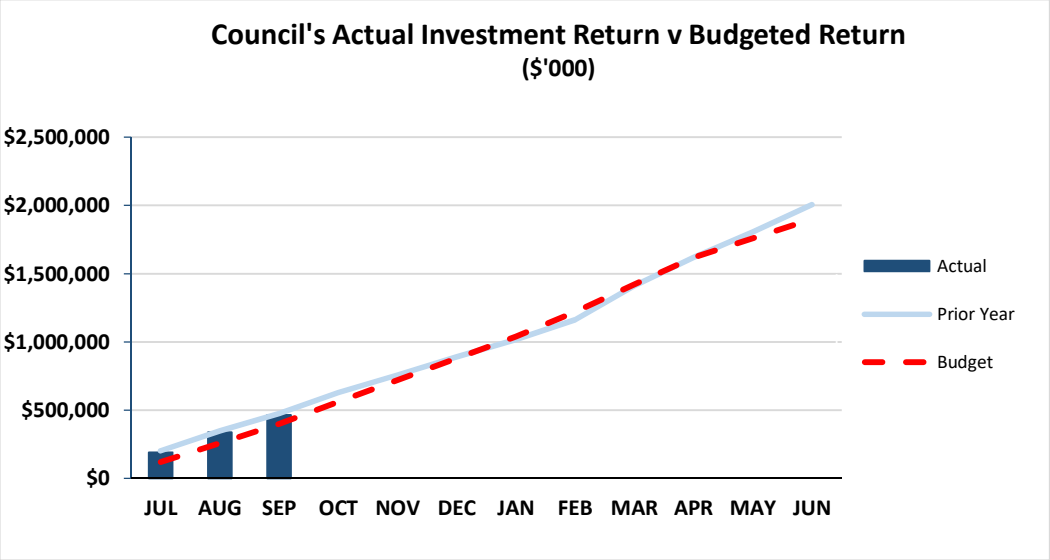
12. As at the end of September the cash and investments balance was $79.1m or ($8.1m) unfavourable mostly due to lower rates collection.

13. Council has future commitments for $34.4m, as detailed below:

Long Service Leave	$21.9m
Statutory Reserves	$ 3.8m
Refundable Deposits	$ 6.4m
Income in Advance	$ 2.1m
Asset Development	$ 0.2m
Total	**$34.4m**

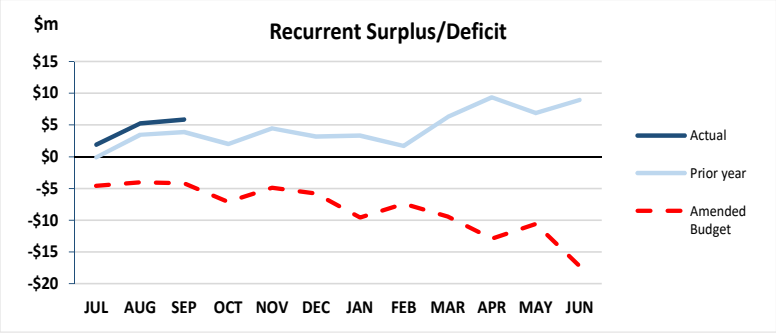
14. The Landfill Provision balance is currently $16.4m.

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



16. Investment returns are currently $65k above budget and $10k down compared to the same time last year.

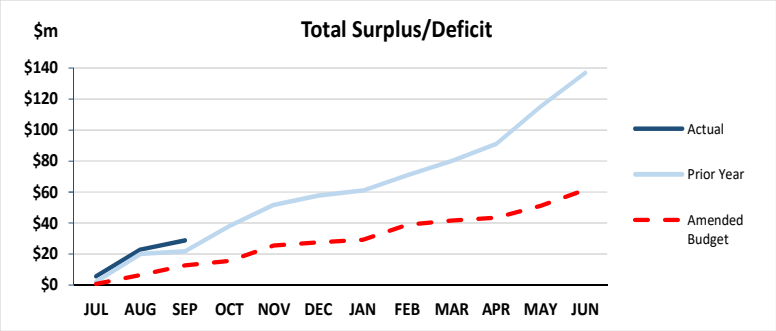
Financial Performance Indicators



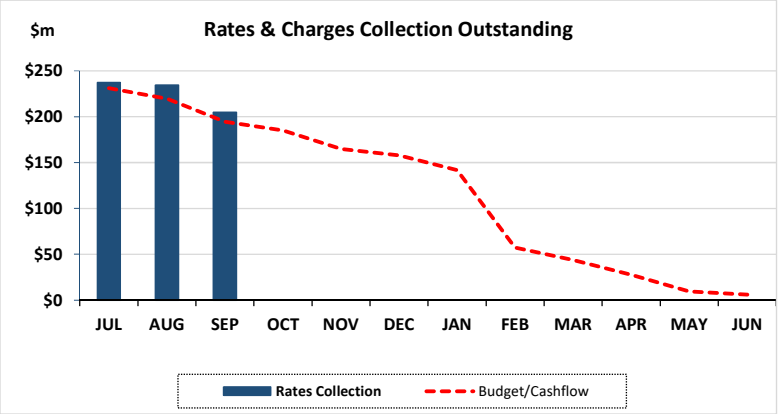
Surplus is higher than the amended budget YTD due to favourable income (mostly supplementary rates and user charges) and lower contractor and personnel expenses.

Compared to the same time last year, income is $4.8m higher in 2019/20 (mostly due to increased rates income), partly offset by higher expenditure of $2.9m (increased personnel costs)

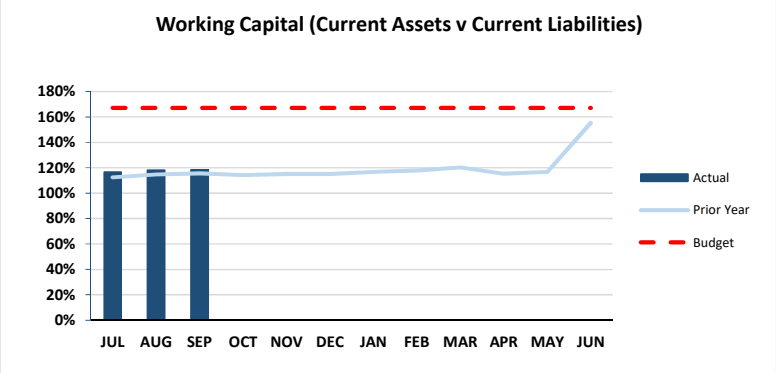
The budgeted deficit takes into the account the non-capital carryover from 2018/19 and the removal of the early receipt of 50% Federal Government Grants Commission in June 19, which was previously included in the 2019/20 Adopted Budget.



Current year favourable due to higher Subdivision Gifted Assets and the favourable recurrent surplus as noted above.



Rates collection slightly behind schedule.



Working Capital ratio broadly in line with prior year.

Actuals are expected in spike upwards in June mostly due to unearned income reducing as it is recognised at year end, and increased cash on hand.

Attachment 2

Financial Implications

1. Any financial implications are addressed within the body of the report.

Community Engagement

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

Social Equity Considerations

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

Policy/Legal/Statutory Implications

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

Alignment to Council Plan

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

Conflict of Interest

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

Risk Assessment

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

Environmental Implications

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

9. COUNCIL PLAN QUARTERLY REPORT – SEPTEMBER 2019

Source:	**Governance, Strategy & Performance – Strategy, Engagement & Performance**
Director:	**Rebecca Leonard**
Portfolio:	**Strategy and Communications**

Purpose

1. To present the Council Plan Quarterly Report – September 2019 for consideration and endorsement by Council.

Background

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

Key Matters

3. There are 81 key priorities and 104 actions. At the end of September 2019, the majority of these were on track year to date with:

   3.1 Three 'not started', including:

   - *Review and implement Greater Geelong Cycling Strategy;*
   - *Commence operation of an Enterprise Project Management Office; and*
   - *Implement the Organisation Leadership and Capability Framework.*

   3.2 Two 'needs improvement':

   - *Implement Mobile Maintenance Management System; and*
   - *Create a new advocacy function*.

Cr Mason moved, Cr Grzybek seconded –

4. That Council endorses the Council Plan Quarterly Report – September 2019, which will be made available to the community on the Council website.

Carried.

Attachment 1

Financial Implications

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

Community Engagement

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

Social Equity Considerations

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

Policy/Legal/Statutory Implications

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

Alignment to Council Plan

5. The Quarterly Council Plan Report tracks the progress against Council Plan's 11 strategic priorities, four-year priorities and one-year actions.

Conflict of Interest

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

Risk Assessment

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

Environmental Implications

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

Attachment 2

THE CITY OF
GREATER GEELONG

COUNCIL PLAN 2018–22

UPDATE 2019-20

SEPTEMBER 2019

CITY OF GREATER GEELONG

ROSEWALL COMMUNITY CENTRE

Construction has recently been completed at Rosewall Community Hub in North Corio, which has replaced the Rosewall Neighbourhood Centre as a meeting place for community groups, adult education classes and social gatherings.

ABOUT THE PLAN

Council Plan 2018–22 – Putting Our Community First, Update 2019–20 **outlines how the City is working towards making Greater Geelong a clever and creative city-region. It guides how we allocate resources so we can deliver infrastructure, services and programs to the community in a sustainable way.**

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

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

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

Links to the vision

Greater Geelong: A Clever and Creative Future is the 30-year community vision for the region. *Council Plan 2018–22, Update 2019–20* outlines how we will work towards making Greater Geelong a clever and creative city-region.

September status update

There are 81 key priorities and 104 actions. At the end of September 2019, the majority of these were on track with:

- Three 'not started'
  - *Review and implement Greater Geelong Cycling Strategy*
  - *Commence operation of an Enterprise Project Management Office*
  - *Implement the Organisation Leadership and Capability Framework.*
- Two 'needs improvement'
  - *Implement Mobile Maintenance Management System*
  - *Create a new advocacy function.*

IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (2017)	57%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59% (2017)	60%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41% (2017)	43%	-	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.17% (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	*Implement actions in the Ba-gurrk Gender Equity Framework.*	We will be delivering a Gender Equality for Middle Managers forum at Deakin University with our key strategic partners in October 2019. We also conducted a mini-review around our work in gender equity and preventing violence against women and children to date in preparation for the Victorian Government's Gender Equality Bill to be tabled later this year.	
Support local organisations that address homelessness, family violence and food shortages.	*Work with partner agencies to implement strategies aimed at addressing homelessness in Central Geelong.*	We are working with other key agencies to develop a program of works.	
	Implement a strategic response to address food shortages in the Geelong region.	We worked with key community food relief and assistance stakeholders to develop a brief and are now currently seeking a consultant to undertake this project.	
Develop a housing policy to provide a range of social and affordable housing options.	*Adopt and commence delivery of the first year of the Social Housing Plan.*	We will be releasing a draft social housing plan for community comment in mid-November.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Improve safety in our community.	*Work with partner agencies to develop a Community Safety Strategy and Action Plan.*	We are developing a framework that will help guide our work around community safety.	
Provide safer public spaces.	*Improve safety in the CBD including the Little Malop Street Mall and Moorabool Street.*	In October 2019, we will begin a trial of minor works and activations in Little Malop Street central aimed at making it more vibrant, engaging and safe. The results of the trial and community engagement will help shape the long-term master plan for the space.	
Encourage responsible pet ownership.	*Implement the Domestic Animal Management Plan focusing on community awareness and education.*	We completed the July 2019 cat desexing program and started the installation of new dog control signage. In October 2019, as part of our support for Barwon Coast Committee of Management Inc, we will commence public consultation on dog control order changes on Barwon Coast managed land.	
Promote healthy eating and support active living.	*Continue to work with sporting clubs, community groups and businesses to promote healthy eating.*	Our work continues around the reduction of sugar sweetened beverages at several Council owned and operated recreational facilities. We are also reviewing our Healthy Catering guide which assists workplaces, associations and groups to make healthier choices when organising catering.	
	Create and facilitate more health and fitness options.	We have now introduced virtual fitness classes to provide more flexible exercise options at Splashdown, Waterworld and Bellarine Aquatic and Sports Centre.	
	Create the Mental Health Strategy and Action Plan.	We are currently recruiting a new role commencing in October which will be responsible for developing the action plan.	
Create healthy environments in children's settings.		We are completing a review of our implementation of the Child Safe Standards as part of our commitment to creating a safe and healthy environment.	
Work towards having the safest roads in Victoria.	*Work towards becoming a "Towards Zero" council for road safety.*	We are updating the data within our *Road Safety Strategy* ready for Council to consider and adopt in early 2020. We are working to secure $3 million to implement additional road safety treatments throughout Corio and South Geelong, to be constructed before the end of 2020.	

LINKS TO THE CLEVER CREATIVE VISION

PEOPLE FEEL SAFE WHEREVER THEY ARE

AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (November 2017)	Maintain	2,177.9 ha (549 sites) (2018)	Reported annually.	
Per cent of plans for key community infrastructure projects completed.	Annual	37 key community infrastructure projects have been identified for delivery by 2022.	100%	65% (June 2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	*Identify locations and construct two fenced dog parks.*	We are investigating potential sites for two new fenced dog parks.	
Support the growth of localised and regional sporting facilities.	*Provide new sports and leisure facilities and upgrade existing ones.*	Planning and design is underway for upgraded facilities across the municipality including: • the Sunken Gallery – community engagement set to commence October 2019 • St Mary's Sporting Club pavilion upgrade • Ocean Grove Tennis Club pavilion upgrade • South Barwon Netball change rooms upgrade • St Joseph's Football Netball Club netball courtside support facilities • St Peters Cricket Club storage shed • Bell Park Sports Club female change room development • North Geelong Football Netball Club pavilion upgrade (Stage 2) • Herne Hill Reserve pavilion upgrade.	
Deliver accessible and attractive community infrastructure, based on community need.	*Advocate for funding for the Northern ARC Health and Wellbeing Hub.*	We continue to collaborate with G21, Regional Development Victoria, Sport and Recreation Victoria and the Barwon Region Partnerships to advocate for state government funding.	
	Engage with sporting clubs and community groups to improve access to community and sporting facilities.	The Marveloo we purchased will be made available for the first time at the Kardinia Park Festival of Sport in October 2019. It provides the community with a portable self-contained all-abilities adult change facility.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	Complete planning to upgrade children's centres, and construct and open new centres.	We are nearing completion of the Purnell Road (Norlane) and Drysdale Integrated Children's Centres both due to open in early 2020.	
	Acquire land for new community infrastructure.	We entered into a contract of sale for land in Fyansford, pending final arrangements. VicRoads have indicated their intentions to subdivide land earmarked for the Armstrong Creek Sporting Precinct to prepare it for possible sale to Council. We have prepared a report for Council which proposes the purchase of land in Bell Park as a future integrated child and family facility.	
	Implement a new approach for the Community Investment and Support Fund.	We are assessing the first-round applications to our Community Investment and Support Fund (CISF). The fund offers grants for groups and organisations to undertake projects that benefit the local community.	
	Develop a feasibility study for a livestock and information exchange facility.	We finalised the feasibility study requirements and sent this out for quote. Responses are being evaluated and a recommendation will be made to the Rural and Peri Urban Committee meeting in October 2019.	
	Finalise and implement the Osborne Park Precinct Master Plan and business case.	Council considered this matter in August 2019. We have since met with councillors and the Osborne Park Association to develop the agreed next stages of the engagement process and re-scope the study area. We propose further stakeholder engagement later in 2019 and a future report to Council in early 2020.	
Maintain our public open space.	*Improve playgrounds using the Geelong Play Strategy.*	We re-opened Kingston Park in Ocean Grove after undergoing a $370,000 upgrade. Nine more playgrounds have been identified for renewal in 2020 with designs currently being assessed. We installed Story Cubes outside the Corio Library, providing colourful public art pieces that aim to engage young children with storytelling and literacy. The interactive cubes can also be used as seats, allowing visitors to relax and connect to the library's free WiFi. We also installed Sign Rocks to mark the location of the Waurn Ponds Creek Environmental Walk on Pioneer Road and Ghazeepore Road.	

LINKS TO THE CLEVER CREATIVE VISION

AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

PEOPLE FEEL SAFE WHEREVER THEY ARE

SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

A MORE INCLUSIVE AND DIVERSE COMMUNITY

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5% (2014)	80%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	Annual	–	Increase	8 facilities (June 2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocate for, and helping to achieve, the priorities set by local Aboriginal people.	*Develop and launch the Reconciliation Action Plan.*	We are working with a Reconciliation Action Plan (RAP) working group on the development of our first RAP under the theme of Reflect. Considerable engagement has occurred, and this plan is due for release in early 2020.	
Advocate for inclusive, multicultural activities and respect for cultural diversity.	*Implement the first year of the Multicultural Action Plan.*	We have delivered a number of actions from the Multicultural Action Plan including a Men's Swimming program.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support activities that improve social connections in our community.		We continue our youth interactions aimed at improving social and community connections through groups, holiday programs, drop in programs and events, engaging with 3,599 young people. Our Community Leadership Program is currently underway. The program is designed to help build the capacity, knowledge and skills of participants to become leaders within their communities. There are 14 emerging leaders currently participating in the program which is due to finish in April 2020. We will be hosting events for International Day of People With Disability on 3 December 2019 in a variety of locations. We are also facilitating the Knowledge Project in Portarlington which aims to connect people through knowledge, skills and abilities.	
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	*Continue to invest in programs and facilities to support gender equity in sport.*	We are working in partnership with the Municipal Association of Victoria (MAV) and several sporting clubs to identify successful gender equity practices. A workshop is planned for December 2019.	
Facilitate employment programs for the communities that need it most, including young people.	*Deliver employment programs for people with Jobs Victoria Employment Network and Skilling the Bay.*	In partnership with Go Traffic, we continue to support the GROW (G21 Region Opportunities for Work) initiative with over 60 potential participants attending information sessions, 21 completing certification training and a further 121 registering for the jobs program. There are over 90 potential participants registered and 60 enrolled in Skilling the Bay courses designed to support the re-skilling of local workers.	
Improve access to facilities and programs for people of all abilities.	*Implement the Community Access and Inclusion Plan including the Changing Places Strategy.*	We have nearly completed the installation of changing place amenities in Westfield Geelong as part of the Central Geelong Accessibility Improvements Project. We are also partnering with Year 11 Victorian Certificate of Applied Learning (VCAL) students on projects including: • developing the Industrial Arts Walk, Ocean Grove with Bellarine Secondary College • the Pedestrian Intervention project with Newcomb Secondary College. The program introduces students to people who work on roads and future jobs in roads, maintenance, infrastructure, design and management.	
	Start design of inclusive playground at Rippleside Park.	We are working in partnership with Variety in the design and development of the Rippleside Park Play Space, a new all abilities play space. We appointed a design consultant and a stakeholder steering group is established.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Recognise our returned service men and women.		We are currently facilitating and supporting a range of projects including: • supporting Vietnam Veterans in collections management through the Osborne Park project • preparing to digitise First World War naval objects from the Maritime Museum and adding objects related to veterans • ongoing upgrades to memorials throughout the region including the Ocean Grove War Memorial.	
Further develop programs that support older people and young people in our community.	*Develop and launch the Positive Ageing Plan.*	We are currently scoping this project.	

LINKS TO THE CLEVER CREATIVE VISION

AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

PEOPLE FEEL SAFE WHEREVER THEY ARE

PLANNED SUSTAINABLE DEVELOPMENT

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares (December 2018)	Increase	1,275.471 hectares (30 June 2019)	We have increased the natural habitat that we manage by 376.759 hectares.	
15 years of residential land supply planned.	Annual	14+ years (January 2017)	Maintain	26 years (June 2019)	Reported annually.	
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (December 2016)	40%	27.0% (2018)	Reported annually.	
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	-	Reported annually.	△
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	-	Reported annually.	△
Mandatory sustainable design assessment of all new developments.	Annual	n/a	Planning controls in place	-	Reported annually.	△

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Ensure housing supply, diversity and affordability can meet the needs of our growing community.	*Implement the Settlement Strategy to guide growth and development in townships and urban areas.*	Council referred Amendment C395, which seeks to implement the Settlement Strategy into the Geelong Planning Scheme, to an independent planning panel. Hearings will be held in November 2019.	
Facilitate opportunities for infill residential development.	*Adopt the Saleyard Precinct Master Plan.*	We completed engagement to inform the draft Saleyard Precinct Master Plan in August. We are now preparing the draft plan to be considered by Council in early 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to develop urban growth areas across the region.	*Commence a Precinct Structure Plan in each of the Northern and Western Geelong Growth Areas.*	We are negotiating third party funding arrangements with land owners in the first precincts.	
	Unlock barriers to investment in key development areas, urban renewal areas and station precincts.	We completed consultation on the South Geelong Station Urban Development Framework. A draft plan will now be prepared for consideration by Council in 2020.	
	Continue to implement the Armstrong Creek Urban Growth Area to ensure infrastructure and services meet the needs of the new communities.	We have awarded the contract for construction of the Sparrovale Wetlands. Development is progressing in four precincts. We are currently engaging on the draft Marshall Precinct Structure Plan.	
	Work with Victorian Government to deliver the Geelong Growth Area Transport Infrastructure Strategy.	We have awarded the contract for the Geelong Growth Areas Transport Infrastructure Strategy.	
Manage the impact of development on the unique character of our townships.	*Progress the Municipal Heritage Strategy in partnership with the Heritage Advisory Committee.*	We are working to complete a thematic history for Geelong. The outcomes will be released in 2020.	
	Work with Victorian Government to conserve the Bellarine as a distinctive landscape area.	We are working with Department of Environment, Land, Water and Planning on the upcoming declaration of the Bellarine Peninsula as a distinctive landscape and area.	
Improve the environmental performance of new developments, using planning controls.		We are incorporating the new Environmentally Sustainable Development (ESD) guidelines into the Planning Scheme via a Planning Scheme amendment. After it is gazetted in October 2019, certain categories of new applications will need to demonstrate ESD compliance as part of a Planning Application.	
Preserve nature reserves, rural and coastal environments.	*Develop the Sparrovale Wetlands Master Plan and begin construction.*	We are developing the Sparrovale Master Plan which will shape the design and development of the site with the help of upcoming community consultation. An open tender process for construction of the Sparrovale Wetlands system is complete with construction expected to begin in October this year subject to final planning approval.	

LINKS TO THE CLEVER CREATIVE VISION

SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

EFFECTIVE ENVIRONMENTAL MANAGEMENT

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	54.00% (Jun 2019)	Reported annually.	
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO2-e (2014–15)	50% reduction	22,633 tCO2-e (2017–18)	Reported annually.	
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually (2017–18)	Increase	-	Reported annually.	△
Increased suburban tree canopy.	Every two years	14% (June 2017)	16%	-	Reported every two years.	△
Increased number of street trees planted per annum.	Annual	-	>1,850 per annum	-	Reported annually.	△

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.		We joined 47 other Victorian councils to make the switch to 100 per cent renewable energy to power our buildings and streetlights. The group will invest in 250GWh of renewable electricity – the equivalent of powering 47,000 homes with renewable energy or taking 87,000 cars off the road each year. This will help us achieve a 50 per cent reduction in emissions from Council buildings and vehicle fleet, based on 2014–15 levels. We are working towards having the new contracts in place by the end of 2020. We are currently updating our Environment Management Strategy and Zero Carbon Emissions Strategy to further drive climate change programs. This work includes adopting a new corporate emissions target.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
		We are also expanding our Sustainable Buildings Program and investigating large rooftop solar installations at seven council building sites. Solar feasibility studies are underway.	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	*Complete feasibility study of the Food Organics Processing and Transfer Station.*	We are investigating options to divert food waste away from landfill and recover this resource. The food waste diversion study includes residential collection service model options, food organics processing options, and the implementation plan for the collection trials. We visited a number of organics collection and processing facilities in Gippsland and Melbourne and will utilise the learnings from these visits to establish food organics processing capability in Geelong.	
	Develop and adopt the Waste and Resource Recovery Strategy.	We conducted extensive community and stakeholder engagement during November 2018 and September 2019 has informed the development of a draft Waste and Resource Recovery Strategy. Over 850 people have actively participated, and thousands of comments were received. The draft will be released for community consultation in late 2019.	
	Continue the hard waste collection service trial.	We have collected more than 35,000 cubic metres of material from over 12,300 Geelong homes during the first six months of the hard waste trial. More than one third of that household waste has been suitable for recycling, well above the average recycling rate of most Melbourne councils. The trial runs until June 30 next year.	
	Implement short and long term strategies to respond to changes in recycling markets.	We investigated short, medium and long-term options and strategies in response to the recycling changes. Our recycling services at the Geelong and Drysdale Resource Recovery Centres have been expanded to allow residents to drop off kerbside recyclables for processing. We have also been working closely with state government agencies, the recycling industries and other councils to develop and implement longer term actions to adjust to the changes in the recycling markets. We are currently negotiating with a contractor for the resumption of kerbside recycling processing.	
	Work with other local governments to implement regional initiatives (sustainable street furniture and road materials, zero landfill waste, waste-to-energy).	We have worked with the G21 and Barwon South West councils and continue to involve and contribute to the regional forums of G21 and Barwon South West Waste and Resource Recovery Group. We participated in the development of the Barwon South West Regional Recycling Action Plan in order to prepare collaborative response to the recycling crisis. In partnership with Geelong Manufacturing Council and state government, we are utilising innovative approaches to encourage the use of recycled material.	
	Work with partners for an integrated water strategy for the Northern and Western Geelong Growth Areas.	We are partnering with Barwon Water and Department of Environment, Land, Water and Planning on the integrated water management strategy for the Northern and Western Growth Areas.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	Support Barwon Water to deliver a regional Integrated Water Management Strategy.	We are working with Barwon Water on an Integrated Water Management Plan for the North Western Growth areas.	
Use sustainable materials to construct and renew roads, footpaths and street furniture.		We are supporting an application by RMIT for funding available through Sustainability Victoria's Research, Development & Demonstration Grant, to support the Rubbish to Resources project. If successful, the project will trial the use of plastics in asphalt pavements.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		We have approved the transition of street lights to LED with planning underway and change over planned for 2020.	
Commence Drysdale landfill rehabilitation.		We commenced the Drysdale rehabilitation project with a trial evapotranspiration cap having been constructed 12 months ago. Monitoring of this cap is underway which hopefully pave the way for Environmental Protection Authority (EPA) approval to rehabilitate the entire landfill with an evapotranspiration (phyto) cap. A minimum of another 12 months of monitoring data will be required before any approach to EPA can be made.	
Construct a green organics facility.		Our garden organics processing facility in Anakie has delivered its first load of compost, which is now being used on a neighbouring farm. The facility is expected to process up to 35,000 tonnes of green organics collected from Greater Geelong's garden waste bins.	
Plant more trees to green and cool our urban areas.	*Implement the Urban Forest Strategy.*	We planted 1,518 advanced street tress, focusing on areas in Corio, Norlane and Whittington.	
Reduce single-use plastic across the region.	*Trial the Plastic Wise Program at events in our region.*	We commenced developing a Waste Wise Policy and program by assessing our current corporate waste management practices and processes.	
Manage pest plants and animals more effectively.		We are currently working on several projects to manage pest plants and animals including: • developing an inaugural Rabbit Control Plan • implementing an integrated rabbit control program that includes best practice control method • expanding the Roadside Woody Weed Control Program to include two runs a year (late winter/spring & late summer). • implementing the Roadside Serrated Tussock Control Program • introducing a Roadside Exotic Bulb Control Program.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver biodiversity conservation programs.	*Develop and implement the Biodiversity Strategy.*	We are working toward delivering a State of Geelong's Nature report and a draft Biodiversity Strategy.	
	Develop the Northern and Western Growth Areas Biodiversity Conversation Strategy.	We commenced field surveys to inform the Northern and Western Geelong Growth Areas Biodiversity Strategy.	
	Foster best agricultural and environmental management practices in rural and peri-urban communities and on Council land.	We are working toward implementing a new Restoring Rural Landscapes Program. The program will have a large focus on rabbit and weed control on City managed land (reserves and roadsides) and introduce a private land support program for rabbit and weed control.	
	Implement initiatives from the Rural Peri-Urban Advisory Committee including restoration of rural landscapes.		

LINKS TO THE CLEVER CREATIVE VISION

DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS

SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

VIBRANT ARTS AND CULTURE

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325 (30 June 2018)	Increase	17,627 (30 June 2019)	Reported annually.	
Increased access to cultural collections through on-line engagement.	Annual	49,093 (30 June 2018)	Increase	68,815 (30 June 2019)	Reported annually.	
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	18.20% (2017-2018)	Reported annually.	
Increased employment in creative occupations.	Every five years	4.75% (2016)	Increase	-	Data available from 2021 Census. The next Census results are due to be released in the 2021–22 financial year.	△
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts, Geelong Library & Heritage Centre.	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934 (2017–18)	Maintain	NWM 947,547 Potato Shed 109,629 Geelong Gallery 156,281 Courthouse Youth Arts 21,197 Geelong Library & Heritage Centre 470,420 (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.		We continued to develop several *Public Art Strategy* projects including: • the Sunken Gallery – community engagement set to commence October 2019 • Sale Yards – contributing to the heritage • interpretation. We will progress the design and construction of the Barwon Heads Arts and Community Hub with guidance from the community and stakeholders. We have funding allocated to update the Potato Shed redevelopment business case.	
Recognise and share our heritage through storytelling.		Storytelling projects currently underway at National Wool Museum include upgrades to the core wool story galleries and the featuring extended images from the 'Invisible Farmer Project' - a celebration of the creative and vital role that women play in sustaining Australian farms and rural communities. We continue to develop an interpretative trail commemorating our ANZAC heritage in Armstrong Creek.	
Recognise and celebrate Geelong's Aboriginal culture and history.	*Continue to work across all Council events to link and emphasise Aboriginal culture and history.*	We continue to work on the Queens Park Scar Tree and have secured approvals and permits to remove and conserve the tree. The National Wool Museum will host exclusive masterclasses as part of The Design Series - exploring creativity with fibre, weaving, textile fibre and delivered in partnership with Aboriginal artists. The series will showcase creative people and pay tribute to Geelong's recent designation as a UNESCO City of Design.	
Work with galleries and museums to improve our public art and heritage offering.	*Continue remedial works of Osborne House.*	We completed minor maintenance works, with remedial works pending the outcome of the Osborne Park Precinct Master Plan and business case.	
Attract new and support existing creative industries.	*Continue the support and delivery of Geelong's iconic arts and cultural events and programs.*	We launched the 'We the Makers' a major new biennial design festival at the National Wool Museum that showcases the work of makers, designers and artists. All work will reflect the festival's 2020 theme: 'Design for the Future: Sustainable and Ethical Textiles and Fashion'. We will host the next Geelong After Dark (GAD) - Shattering Illusions - on Friday 1 May 2020. A new artistic director has been appointed for the event and we are currently inviting expressions of Interest from artists of all genres to provide innovative short performances, artworks and creative interventions as part of the GAD 2020 programme. The main round of the Creative Communities Arts Grants program has now closed with applicants to be advised in October 2019. Applications for the Creative Communities Arts (Quick Response) and Creative Communities (Professional Development) funding streams will be available from October 2019.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
		The National Wool Museum presented Happy Birthday Play School Celebrating 50 years and Art Quilt Australia - the most prestigious exhibition of its kind in southern hemisphere.	
	Support the development and promotion of local artists, arts organisations and live music.	The Potato Shed is set to host international and national music events in 2020. We provided support for live music initiatives including: • the pre-Port Fairy Folk Festival 2020 conference in Geelong • hosting a Venues Day in partnership with Music Victoria, designed to support local venues and music industry professionals with the information and tools to continue developing live music in the region • supporting the first of three capacity building workshops for musicians, Meet the Locals, an opportunity for local musicians to connect with key music industry reps and fellow songwriters.	
	Assist cultural venues to cross-promote programs and events.	We provided support for cultural facilities, including renewal of a 4-year funding agreement to support delivery of the Courthouse Youth Arts' new strategic plan and the refresh of the Potato Shed business case. We also continue to deliver the Geelong Region ArtsAtlas and Arts Bulletin online.	
Deliver UNESCO City of Design creative outcomes, including: • *National Wool Museum Master Plan* • Geelong Gallery redevelopment • Mountain to Mouth • Geelong After Dark • cultural trails.	*Adopt and implement recommendations of the Strategic Plan for Use and Management of Geelong's Heritage Assets.*	We completed a heritage asset audit. We also undertook internal and community engagement to inform the draft strategic plan, which is in development.	
	Adopt and implement the first year of the Cultural Strategy.	We completed our research and finalised the requirements for the Cultural Strategy.	
	Undertake the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.	We are scoping the requirements of the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.	
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		We worked with the Geelong Regional Library Corporation to complete a review of library services, due for finalisation later in 2019.	

LINKS TO THE CLEVER CREATIVE VISION

CREATIVITY DRIVES CULTURE

A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

INTEGRATED TRANSPORT CONNECTIONS

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	210 km bike paths 1,755km footpaths (June 2019)	Reported annually.	
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	54 (2019)	Reported annually.	
Renewal gap for road management reduced.	Annual	$4.5 million (2017)	Reduce	$3.0 million (2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support projects in the *G21 Region Road Transport Plan*.		We are supporting Regional Roads Victoria and Major Projects Victoria to deliver the Drysdale Bypass, Barwon Heads Road duplication and safety improvements on the Bellarine Highway. Together we are also planning initiatives around freight movement and access to Geelong Port and the Geelong Ring Road Employment Precinct.	
Work with VicRoads to deliver the *Network Operating Plan*, to improve bus services.	*Adopt the Transport Network Operating Plan including recommendations from the Bus Services Review.*	The draft *Transport Network Operating Plan* will be available for community feedback from the 14 October 2019.	
Improve our road management and engagement program.		We are developing an online interactive map to inform the community about the social and civil infrastructure (i.e. roads and drainage) projects under construction across the municipality.	
Deliver better-connected walking, cycling and trail paths across our region.	*Implement council program of infrastructure upgrades including streets, roads and drains.*	We are installing traffic signals at the intersection of Broderick Road and Heales Road, Lara.	
	Upgrade and deliver new footpaths, cycling and trail paths and create linkages between paths.	We are undertaking new street construction in Baker Street, Ocean Grove. We are also moving into the construction phase for both the Western and Southern links of the Building Better Bike Connections project.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	Review and implement Greater Geelong Cycling Strategy.	The review of the Greater Geelong Cycling Strategy is currently on hold as we may incorporate the cycling strategy into a broader municipal wide transport strategy.	Not started
	Undertake detailed design to create linkages between shared paths across the region.	We have undertaken community engagement that will be used to help inform the development of a shared trails master plan.	
Advocate to improve rail, road and sea connections for our region.	*Lead the Regional Fast Rail Advocacy Alliance.*	We continue to advocate strongly for the delivery of fast rail in a timely manner for Geelong. Our Mayor and CEO are active on the Victorian Government Geelong Fast Rail Reference Group and further meetings and discussions with the Fast Rail Alliance members have been held including a formal meeting of the entire group in July 2019.	
	Explore opportunities to enable the Geelong-Melbourne ferry service.	Council approved a capital grant to install mooring piles at Steampacket Quay. This will enable the new Docklands to Geelong commuter ferry service trial to commence in December 2019.	
Work with government to improve freight connections to the Geelong Port.		We are working with Geelong Port to plan for future access to and from the Port via road, rail and air.	
Advocate and plan for a second container port at Bay West.		We continue to advocate for a second container port at Bay West and work with various Geelong partners including G21, Committee for Geelong and Regional Development Victoria, to ensure Bay West is the preferred option for a second container port for Victoria.	
Support further international flights at Avalon.		Avalon Airport has again taken on a Platinum Partnership with Tourism Greater Geelong and The Bellarine for 2019–20. Together, with government, they will advocate for future flight destinations.	
Support the redevelopment of the rail station precinct, including a modern bus terminal.		We are involved in the precinct planning for the rail station, which is adjacent to our new Civic Precinct development.	
Deliver the *Better Bike Connections* project.	*Progress Better Bike Connections, west and southern routes.*	We commenced construction of the Western Route bike connection, which will be completed in December 2019. The detailed design of the Southern Route bike connection is in development, with works scheduled to commence early in 2020.	

LINKS TO THE CLEVER CREATIVE VISION

A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	17,995 (30 June 2019)	Reported annually.	
15 years of industrial land supply planned.	Annual	21 years (September 2018)	Maintain	28 years (June 2019)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	*Work with Victorian Government to implement Central Geelong Action Plan.*	We continue to collaborate with the state government to implement the Central Geelong Action Plan. This includes the provision of staff to deliver projects.	
Work with government to deliver City Deal projects.		We are working with federal and state government representatives on developing the implementation plan for all projects included in the City Deal. A release of the plan is scheduled for early October 2019.	
Use Geelong's UNESCO City of Design award to secure economic development projects.	*Collaborate with partners to deliver projects that support the UNESCO City of Design goals of sustainable cities and communities.*	We had a representative attend the City of Design Sub Network meeting in Detroit. We continue to develop and raise awareness for Geelong Design week to be held in March 2020. We developed a City of Design champions program with three confirmed applicants and eight being assessed. We hosted Geelong's first Pecha Kucha (a storytelling format) which enabled 60 community members to present on their design led projects. We have also partnered with Deakin University to present the 2019 Clever and Creative Lecture Series. The first lecture, Good Health by Design, was held in September 2019.	
Attract new investments to the region	*Advocate for Geelong businesses and major projects that contribute to regional economic development.*	We are working with a number of potential investment opportunities across several industry sectors. Cleantech have issued an Expression of Interest (EOI) process for a scalable demonstration project to be located in Geelong. This EOI is looking for ways respond to Geelong's challenges in either waste, water or energy.	
	Make decisions to support the start-up and entrepreneurial ecosystem.	We have partnered with ManuFutures to develop and deliver a design thinking workshop for start-ups and entrepreneurs that have a manufacturing focus.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Help to renew industrial precincts.	*Develop screening strategies to improve the entrance into Geelong.*	We are currently exploring appropriate locations for landscape treatments in Melbourne Road. The next stage will be to develop concept plans.	
	Integrate the Retail Strategy 2016–36 into the Greater Geelong Planning Scheme.	Council has referred Amendment 393, which seeks to implement the Retail Strategy into the Geelong Planning Scheme, to an independent planning panel with hearings to be held in October 2019.	
Execute strategies for economic growth in the region's north.	*Promote the economic assets and investment opportunities in the region's north.*	The Regional Industry Sector Employment Program (RISE) is a collaboration led by the City, funded by Gforce and supported by local organisations. The program has been recognised for its contribution to youth employment and skills development in the region, with the program confirmed as a finalist in the 2019 Victorian Training Awards.	
	Continue to deliver the Regional Industry Sector Employment Program to support jobs in the construction industry.	Four RISE groups have graduated since the program began in July 2018, with a fifth currently in progress. A sixth program is set to commence in mid October 2019. To date, 80 participants have commenced in this program with 39 graduating and 23 employed. It is intended to deliver eight programs in total.	
Support and promote local businesses, markets and products.	*Trial a flexible parking solution for the CBD.*	We have awarded the contact for a new parking app and pay-by plate parking technology that will be implemented from 1 December 2019.	

LINKS TO THE CLEVER CREATIVE VISION

A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

GROWING OUR TOURISM AND EVENTS

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

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Annual increase in visitors.	Annual	5.1 million (Apr 17 to Mar 18)	2.1 per cent per annum	5.2 million (Apr 18 to Mar 19)	Reported annually.	
Annual increase in expenditure by visitors.	Annual	$936 million (Apr 17 to Mar 18)	3.8 per cent per annum	$964 million (Apr 18 to Mar 19)	Reported annually.	
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17 to Mar 18)	4.9 per cent per annum	56,000 (Apr 18-Mar 19)	Reported annually.	
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17 to Mar 18)	1.9 per cent per annum	1.4 million (Apr 18 to Mar 19)	Reported annually.	
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6 per cent per annum	Estimated 6,226 (2018–19)	Reported annually.	
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	49:1 (2018–19)	Reported annually.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		Together with Tourism Greater Geelong and The Bellarine, we are working directly with government on the delivery of the City Deal with key positions held on both the Advisory Group and Partners Group.	
Deliver the *Visitor Economy Strategy 2017–21* and the *Tourism Development Plan.*	*Support Geelong Yacht Club to implement stage one of the Geelong Waterfront Safe Harbour Master Plan.*	We are supporting the Royal Geelong Yacht Club with $3.1 million to commence installation of a wave attenuation barrier as part of the Stage 1 of the Geelong Waterfront Safe Harbour Precinct Master Plan.	
	Construct and launch the first stage of the Sunken Gallery.	We are due to the engage community about the Sunken Gallery in October 2019.	
	Open the Geelong Botanic Garden Sustainable Visitor Facility.	We have commenced building works for the new visitor facility and are currently on track to complete it by the end of 2019.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).	The Greater Geelong and The Bellarine Tourism Development Plan 2019-22 outlines the investment and development required to effectively service projected visitation growth. Tourism Greater Geelong and The Bellarine is working with key stakeholders to advocate for the desired outcomes from this report.	
	Support and grow international education as part of the local visitor economy.	Through Tourism Greater Geelong and The Bellarine's Study Geelong program two major grants were received in 2019 for international student programs. Both programs are well underway and include new initiatives such as: • the Ambassador Program • the Mentor Program • partnerships developed with Avalon Airport and Air Asia X.	
	Participate in the development of the You Yangs and Serendip Sanctuary Master Plan.	The You Yangs and Serendip Sanctuary Master Plan is a Parks Victoria led initiative. Tourism Greater Geelong and The Bellarine is part of the steering committee providing input into the Master Plan, that is due for completion in early 2020.	
	Support the development of shared trail linkages to create a trail network across the region.	In partnership with Tourism Greater Geelong and The Bellarine, we will support and advocate for the development of the trail networks and linkages identified within the latest Tourism Development Plan.	
Build on the current events program and increasing cross-promotional opportunities.	*Establish and fund the Community Events Grant Fund.*	We are assessing the first-round applications to our Community Events Grants Fund that closed in September 2019. The fund aims to support moderate-sized events, which bring economic benefits to the City, enrich the community, celebrate common interests and provide opportunities for local participation.	
	Continue to drive visitation by supporting local events.	In partnership with Geelong Major Events, Tourism Greater Geelong and The Bellarine have supported local events through extended marketing and promotion, including Deakin University Open Day and Victorian Teachers' Games.	

LINKS TO THE CLEVER CREATIVE VISION

INNOVATIVE FINANCES AND TECHNOLOGY

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

On track | Needs improvement | Off track | △ Not yet available | ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the city 11 council facilities with free community Wi-Fi (1 July 2018)	Increase	101 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2019)	Reported annually.	
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074 (2017–18)	Increase	Payments 115,824 Forms 16,755 Requests for service 26,768 (2018–19)	Reported annually.	
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	-	Reported annually.	△
Increased revenue streams.	Annual	-	Increase	-	Reported annually.	△

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.	*Install sensor networks to enable the use of smart sensors for services including parking and waste management.*	We are using new technology to improve parking management and customer experience. Pay by plate and number plate recognition combined with a new mobile app will provide customers will real time information about their parking status and be able to make cashless payments whilst away from their car. We are also installing parking sensors to capture data on how parking bays are used in popular areas. Other sensors installed include: • new bin sensors in Armstrong creek to help improve waste collection schedules and reduce unnecessary collection of empty bins • soil and water monitoring sensors at the Botanic Gardens to improve the monitoring and management of significant and older trees within the gardens.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Develop digital tools and technologies to improve service delivery and our customer experience.	*Establish and embed the Smart City Office function.*	We are developing communication and stakeholder management plans with a focus on building employees' knowledge and capacity to better utilise new technologies and data in service delivery. Rollout of the plans is scheduled for early 2020.	
	Implement Mobile Maintenance Management System.	We implemented the Mobile Maintenance Managements System. However due to ongoing stability issues with the product, we are currently exploring an alternative solution.	
Increase free Wi-Fi in public spaces and community facilities.	*Support greater levels of digital inclusion in the community.*	We tendered for a contractor which will be awarded in December 2019. This will see the public WiFi access points double as well as increasing access speeds for users and increased download limits in 2020.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	*Install enhanced broadband for the Bellarine.*	We are currently in the design and planning approval phase of this project which will roll out in stages over the next 12 months. Connections in Drysdale are expected by June 2020.	
Attract more technology-focused businesses to our region.		We continue to support a number of technology focused businesses that wish to establish themselves in Geelong. This is across a range of sectors including cleantech in agribusiness, transportation, advanced fibres, smart materials and the health sector.	
Examine our budget to fund future initiatives.		A review of the budget process to be completed by an external consult to increase efficiency and reduce time frame.	
Establish sustainable financial and infrastructure management systems for our future.	*Commence Digital Transformation with a focus on customer experience.*	Our Digital Transformation program will be delivered in two stages: • Stage 1 - to define the project requirements and complete tender process for vendor(s) to deliver Stage 2. • Stage 2 - to design and implement the Digital Transformation solutions(s). We are currently seeking a vendor to undertake Stage 1 with a contract planned to be in place by the end of October 2019.	
	Commence implementation of Asset Management Strategy.	We are developing an Asset Management Strategy with a focus on internal roles and responsibilities, as well as asset handover and data collection.	

LINKS TO THE CLEVER CREATIVE VISION

A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY

A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE

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

On track | Needs improvement | Off track | Not yet available | Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	58 (2019)	Reported annually.	
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	71 (2019)	Reported annually.	
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	55 (2019)	Reported annually.	
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	55 (2019)	Reported annually.	
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	55 (2019)	Reported annually.	
Reduction in Lost Time Injury Frequency Rate. (LTIFR)	Every three months	14.9 (June 2018)	Reduce	29.4 (September 2019)	Reported every three months. The LTIFR reached a peak of 33.9 in July 2019 due to a change in definition to align with the Australian Standard and an increase in the actual number of lost time injuries reported. The LTIFR has decreased over the quarter to 29.4. This reflects a reduction in lost time injuries between May and September 2019.	
Increased employee engagement.	Annual	54% (2017)	70%	52% (2018)	Reported annually.	

Measures of success	Frequency	Baseline	Target 2022	YTD Sep 2019	Progress comments	Status
Increased employee satisfaction.	Annual	62% (2017)	80%	58% (2018)	Reported annually.	
Increased positive media coverage.	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	36%	Reported every three months. Positive coverage was at its lowest in August 2019 at 32 per cent with news dominated by the recycling crisis. A change to a new media analysis contractor may have contributed to the overall decrease in positive sentiment with a variation in reporting protocols.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Proactively manage our assets, including land holdings.	*Identify opportunities to sell unused land.*	Our current focus is on the sale of Geelong Ring Road Employment Precinct land, as well as the conditional sale of 257 Roslyn Road, Highton. We will continue to investigate further land sale opportunities during the year.	
Consolidate the City of Greater Geelong offices.	*Commence design and development of the Civic Precinct.*	We completed the Expression of Interest and Request for Tender processes for the development of the Civic Accommodation precinct.	
Communicate and engage more effectively with the community, in areas of need.	*Improve our inclusive engagement practices.*	We are developing new tools and templates to support our employees to better engage with our community.	
	Promote and support the Junior Youth Council.	In October 2019, the City's Youth Council will host the Geelong Youth Summit. As part of Geelong's UNESCO City of Design commitment, the summit will use design thinking to tackle the Youth Council's three priority issues of mental health and wellbeing, community safety and the environment. Schools from across the region will be invited to nominate students aged 12-17 years to attend.	
Continue to transform our workplace culture.	*Implement the Organisation Leadership and Capability Framework.*	An organisation leadership and capability framework is on hold while we develop an overarching Culture Vision and Plan that is due for completion by December 2019.	Not started
	Establish and support an organisational change management function.	We are establishing an organisational change management function, due to be finalised by December 2019.	
Use data and analytics to make better decisions.		We are continuing to refine ways of using data and have recently conducted an organisational survey to understand the data capability in the organisation.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Make our processes more effective and efficient.	*Commence operation of an Enterprise Project Management Office.*	The establishment of the Enterprise Project Management Office is currently on hold.	Not started
	Commence first year delivery of 5-year service plans.	We are implementing the prioritised actions that were identified in the first year of service plans.	
	Establish an agreed program for detailed reviews of service delivery.	We are developing an ongoing framework for service planning reviews that will outline how we will improve our future service delivery.	
Increase state and federal funding for the region.		The board of directors of G21 will be talking to politicians and advisors on the region's funding priorities in Canberra in October 2019.	
Develop, promote and improve the City's brand.	*Deliver actions as outlined in the Corporate Communications and Marketing Strategy.*	We continued to promote our brand through print and online publishing including: • Community Update, our resident newsletter • social media • media releases • community events in the 'City Presents' series.	
Lead major local organisations in collaborative projects.		We hosted a Clever Creative vision partner meeting in September 2019. We also progressed the Brand Geelong discussion with partners and continued to lead and advocate for Regional Fast Rail.	
Use better communication to strengthen our strategic priorities.	*Create a new advocacy function.*	The advocacy position has been scoped and the position description written.	
	Continue Community Focus Meetings and live-streaming of Council Meetings.	Our Community Focus meetings have continued. The first three meetings were held at Indented Head (July), Whittington (August) and Armstrong Creek (September). Ordinary Meetings of Council are live streamed, with archived recordings made available for the community on our website.	
	Commence planning for 2020 council elections.	We are planning a community engagement program to meet the state government's target of 50 per cent of women councillors and mayors by 2025. In August 2019, we supported the Women in Local Democracy (WILD) to present a workshop by the Victorian Local Governance Association (VLGA) - An Introduction to Local Government.	

GARDEN ORGANICS PROCESSING FACILITY

The City's $3.5 million Garden Organics Processing Facility has provided its first mature compost to a neighbouring farm for use on wheat, barley, and canola crops.

Farmer David Gillett is shown here with the compost.

CITY OF GREATER GEELONG

PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

100 Brougham Street
Geelong VIC 3220
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The *Council Plan 2018–22* is supported by the *Strategic Resource Plan 2018–22*.

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

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

CITY OF GREATER GEELONG

10. TRANSFORMATION PROGRAM 2.0 PROGRESS REPORT – AUGUST 2019

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

Purpose

1. To provide an update on the progress of the Transformation Program 2.0 as at the end of August 2019.

Background

2. Transformation Program 2.0 continues the work undertaken during the first phase of the transformation program and now focuses on six critical areas of change with 10 active projects being monitored under these.

3. The six focus areas are Civic Accommodation, Digital Modernisation, Asset Management, Advocacy and Stakeholder Management, People and Culture, and Service Planning and Review.

Key Matters

4. Key achievements for the last quarter include:

   4.1 Continuing to work through the Civic Accommodation tender process in order to award a contract by the end of December 2019;

   4.2 Recruiting key personnel to support the delivery of the digital modernisation project;

   4.3 Asset Management Project Plan endorsement by the steering committee;

   4.4 Draft Social Infrastructure Planning and Investment Policy released by Council for public exhibition;

   4.5 Planning for a culture and vision refresh for the organisation; and

   4.6 Hosting two regional communication professional networking events.

5. A detailed progress update on the Transformation Program 2.0 is provided in **Attachment 2** – Transformation Program 2.0 – August 2019 Update.

Cr Grzybek moved, Cr Harwood seconded -

5. That Council note the Transformation Program 2.0 – August 2019 update report.

Carried.

Attachment 1

Financial Implications

1. A number of projects such as Civic Accommodation, Digital Modernisation, Asset Management, Social Infrastructure Plan, workforce planning and leadership development are subject to current and future budget funding and are allocated in the Strategic Resource Plan.

Community Engagement

2. Community engagement was one of the original transformation projects and continues to be improved upon.

3. Progress on the Transformation Program 2.0 is reported to the Executive Leadership Team, Council, Municipal Monitors and to the Local Government Minister on a quarterly basis and is available publicly after it has been to Council.

Social Equity Considerations

4. The Social Infrastructure Plan review is one of the current 10 projects in the Transformation Program 2.0. The delivery of the Diversity and Inclusion and Gender Equity plans was delivered during phase one of the Transformation Program.

Policy/Legal/Statutory Implications

5. The Transformation Program was originally 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 continues to review the progress of the Transformation Program 2.0 and reports this to the Minister for Local Government.

Alignment to Council Plan

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

Conflict of Interest

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

Risk Assessment

8. 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.

9. The program is also monitored via the organisations enterprise risk update and reported to the Audit and Risk Committee.

Environmental Implications

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

Attachment 2

CITY OF
GREATER GEELONG

TRANSFORMATION PROGRAM 2.0

AUGUST 2019 UPDATE

CITY OF GREATER GEELONG

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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 are carried out.

It was organised into four inter-related streams of Leadership, Governance, Management and Relationships.

In November 2017 the program was reviewed with eight focus areas created, with a total of 28 projects under these. The focus areas were:

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.

TRANSFORMATION PROGRAM 2.0

The Transformation Program has progressed to the point where 18 of the 28 projects are complete or substantially complete. These projects are now operating under business as usual. This is a great achievement considering this was developed as four-year program in response to the Commission of Inquiry Report.

At the Council Meeting held on 30 July 2019 the achievements of the Transformation Program were noted and the next phase of transformation was adopted, and also supported by the Principal Municipal Monitor.

Phase two, to be known as “Transformation Program 2.0”, will 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. It will also allow for projects that reflect key areas of change to be added at the discretion of the Executive Leadership Team.

Transformation projects will continue to be included in the CEO’s key performance indicators (KPIs) and cascaded down into each Directors’ KPIs to be monitored regularly by the CEO.

Transformation Program 2.0 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 Modernisation**
   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. **People and Culture**
   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.

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

This will continue our transformation to the most efficient and effective organisation possible and fulfil our purpose of ***working together for a thriving community***.

The table below lists the focus areas and current projects that continue to be critical to the ongoing transformation of the organisation:

Project	Role
CIVIC ACCOMMODATION	
Civic Accommodation	Project Director – Civic Accommodation
DIGITAL MODERNISATION	
Digital Transformation	Manager Digital Information & Technology
ASSET MANAGEMENT	
Asset Management	Manager Property, Procurement & Asset
Social Infrastructure Plan	Manager Social Planning & Investment
ADVOCACY AND STAKEHOLDER MANAGEMENT	
Stakeholder matrix	Manager Strategy, Engagement & Performance
Corporate affairs review	Manager Corporate Communications & Marketing
PEOPLE AND CULTURE	
Workforce Plan	Executive Manager People & Culture
Internal leadership development	Executive Manager People & Culture
SERVICE PLANNING AND REVIEW	
Service planning / review	Manager Strategy, Engagement & Performance
Business analytics & reporting	Manager Strategy, Engagement & Performance

ACHIEVEMENTS FOR THE LAST QUARTER

Major achievements for the last quarter include:

- ✓ Council is continuing to work through the tender process to award a contract before the end of the calendar year
- ✓ Successfully recruited the following positions to establish foundation capabilities to deliver on the digital modernisation:
  - Manager - ICT PMO
  - Manager - Enterprise Architecture
- ✓ Asset Management Project Plan Endorsed by Steering Committee
- ✓ Draft Social Infrastructure Planning and Investment Policy released by Council for public exhibition on 30 July 2019
- ✓ Hosted two regional communications professional networking events
- ✓ Undertaken planning for a culture vision refresh for the organisation
- ✓ 34 service plans completed and presented to the Executive Leadership Team including key findings and recommendations.

Project updates

This section contains updates on all projects within the Transformation Program 2.0.

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

Transformation Program 2.0 is reported to the Executive Leadership Team, Council and the Minister for Local Government.

Key to symbols in this section:

	Not commenced
	On track
	Watch
	Needs attention
	Complete / Substantially Complete

1. CIVIC ACCOMMODATION

Project	Status	Update
Phase A – Developer selection & concept design		*February 2020 completion*
Initiation phase	*100%*	Completed
RFP – Developer proposals	*100%*	Completed
RFT – Developer tender and concept designs	*100%*	Completed
Negotiation and refinement	*25%*	December 2019
Phase B – Design & Construction		*March 2022 completion*
Statutory planning and building permits		Not commenced
Design – base build		Not commenced
Construction – base build		Not commenced
Fitout design		Not commenced
Fitout construction planning phase		Not commenced
Fitout construction		Not commenced
Phase C - Move		*March 2023 completion*
CoGG – ITC switching and configuration		Not commenced
Handover phase and prep for move		Not commenced
Post contract		Not commenced

Achievements this quarter

- ✓ Council is continuing to work through the tender process to award a contract before the end of the calendar year
- ✓ Indigenous Community Engagement Workshop conducted June 2019
- ✓ Review / evaluation meetings with Design, Finance and the City's Senior Officer Panels completed
- ✓ Positive Guidance Workshops for Design and Finance completed with teams from each shortlisted bidder
- ✓ Mayor and councillors regularly updated via Project Advisory Committee meetings
- ✓ Communications and engagement portal created to invite ideas and feedback from staff on Cityweb as well as material distributed across the organisation for staff input
- ✓ Walking tours on and around site conducted over a number of weeks for staff and community members.

Key priorities for the next quarter

- ➢ Award contract to successful tenderer
- ➢ Staff, community and key stakeholder engagement
- ➢ Work closely with Change Management workplace consultant to prepare workshops to support adequate and appropriate input from staff.

2. DIGITAL MODERNISATION

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

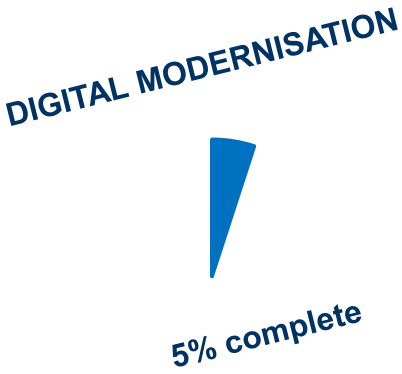
Please note: A revised project plan to be reflected above in the next quarterly report

Achievements this quarter

- ✓ Successfully recruited the following positions to establish foundation capabilities to deliver on the digital modernisation:
  - Manager - ICT PMO
  - Manager - Enterprise Architecture
- ✓ Concluded a market evaluation to on-board a professional services consultancy through a competitive tender process. This will assist the City complete a detailed business analysis, and prepare a market engagement to retain a suitably qualified and experienced partner to move our portfolio of core applications to a more contemporary platform, and to deliver more efficient business processes.

Key priorities for the next quarter

- ➢ Conclude negotiations with shortlisted vendors for Professional Services consultancy services, and on-board successful vendor
- ➢ Map our customer journeys through our digital channels, our customer service centres and our call centre
- ➢ Map our current core business processes.



3. ASSET MANAGEMENT

Project	Status	Update
Asset Management		
Governance & Management • Asset Management Policy • Asset Management Framework • Asset Management Strategy • Asset Management Plans	*20%*	Revised project plan to be endorsed
Financial Sustainability / Asset Accounting • Organisational Renewal Gap Report • Asset Valuation Review • Asset Inputs – Long term financial plan	*10%*	Under review
System Development • Asset Register Restructure • Asset Data Collection Strategy • GIS Strategy • Maintenance Management	*10%*	Meeting schedule set
Service Driven Asset Management • Strategic Asset Management Models • Interface with service planning	*5%*	Meeting bi-monthly
Capabilities, Culture & Communications • Communications Strategy • Asset Management Steering Committee • Councillor Communications • Capability gap assessment / training	*10%*	Revised project plan to be endorsed

Project	Status	Update
Social Infrastructure Plan (SIP)		
Release SIP and complete Part A review	*100%*	Completed
SIP strategy review and revision	*90%*	October 2019
Data collection and analysis	*90%*	October 2019
Community engagement – Part B and Part C	*100%*	Completed
Complete SIP digital platforms	*75%*	December 2019
Release revised SIP	*0%*	Not commenced

Achievements this quarter

Asset Management

- ✓ Asset Management Project Plan Endorsed by Steering Committee
- ✓ Original Asset management Transformation project tasks reset with amended project plan.
- ✓ Asset Management Policy review underway under guidance of Policy Review Committee.
- ✓ Asset Management Roles & Responsibilities framework drafted. Consultation with key stakeholders.
- ✓ Asset Handover Business Process Improvement Project underway.
- ✓ Draft Maintenance Management System Development Strategy prepared.
- ✓ Building and Open Space asset reconciliation project to consolidate SPM, WSM & INFOR IPS.
- ✓ Asset Accounting Working Group established with draft TORs.
- ✓ Asset Data Governance Centre of Excellence established.
- ✓ Management recommendations prepared arising from VAGO Performance Audit Into Asset Management. Resource recommendation for implementation of recommendations to be tabled with Steering Committee.

Social Infrastructure Plan

- ✓ Draft Social Infrastructure Planning and Investment Policy released by Council for public exhibition on 30 July 2019
- ✓ A series of councillor and cross-organisational workshops completed
- ✓ Key integration links between social infrastructure transformation and strategic asset management transformation identified.

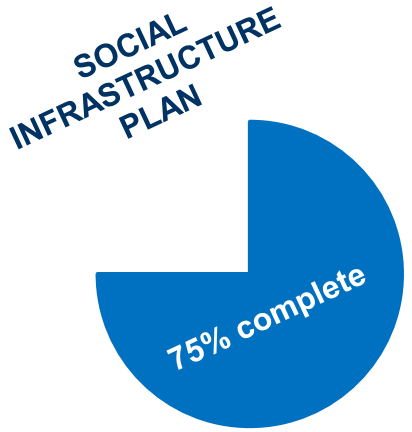
Key priorities for the next quarter

Asset Management

- ➢ Asset Management presentation to councillors
- ➢ Strategic Asset Management Models completed for Bridges and Drainage Assets and in development for Building and Open Space Assets.
- ➢ Maintenance Management System development underway
- ➢ Cityweb page for Asset Management Framework and key information
- ➢ Asset Renewal Gap report for all asset classes to be prepared

Social Infrastructure Plan

- ➢ Finalise Social Infrastructure Planning and Investment Policy
- ➢ Release draft Social Infrastructure Plan for public exhibition
- ➢ Formalise integration points with strategic asset management
- ➢ Complete public facing / interactive mapping tool
- ➢ Identify priorities to inform



4. ADVOCACY AND STAKEHOLDER MANAGEMENT

Project	Status	Update
Corporate Affairs review	*80%*	Corporate affairs action plan to be set
Stakeholder matrix	*20%*	Project on hold pending employment of an Advocacy Lead

Achievements this quarter

Corporate Affairs review

- ✓ Scoping of advocacy function completed and presented to councillors
- ✓ Preparations for Vision Partner meeting to be held in September 2019, including refreshed team charter and implementation plan
- ✓ Hosted two regional communications professional networking events
- ✓ Enhanced media reporting and analysis capacity.

Stakeholder matrix

- ✓ Identified stakeholder databases

Key priorities for the next quarter

Corporate Affairs review

- ➢ Set corporate affairs plan
- ➢ Build the UNESCO City of Design stakeholder network
- ➢ Review the Corporate Communications and Marketing Strategy
- ➢ Investigate solutions for engagement reporting
- ➢ Continue with Vision Partner engagement

Stakeholder matrix

- ➢ Consolidate stakeholder management
- ➢ Commence recruitment initiative for an Advocacy Lead.

5. PEOPLE AND CULTURE

Project	Status	Update
Internal leadership development	*5%*	Culture Vision and Plan 2019-2024 to be completed late 2019
Workforce resource plan	*5%*	First workforce planning cycle to be completed December 2020

Achievements this quarter

Internal Leadership Development

- ✓ Undertaken planning for a culture vision refresh for the organisation
- ✓ Councillors briefed on culture current state and vision

Workforce resource plan

- ✓ A draft proposal to support this activity which currently doesn't exist in the organisation structure has been developed

Key priorities for the next quarter

Internal Leadership Development

- ➢ Organisational-wide focus groups (Working Better Together) commencing on 6 September with the Executive Leadership Team, Senior Leadership Team and Joint Coordinators Group
- ➢ Culture Vision and Plan 2019-2024 development.

Workforce resource plan

- ➢ Recruitment and planning for this project.

6. SERVICE PLANNING AND REVIEW

Project	Status	Update
Service Planning / Review	*SP - 90%*	Presentation to Council next quarter
Business analytics / reporting	*10%*	June 2020 estimated completion date

Achievements this quarter

Service Planning / Review

- ✓ 34 service plans completed and presented to the Executive Leadership Team
- ✓ Summary report with key findings and recommendations presented to the Executive Leadership Team
- ✓ Workshop with the Senior Leadership Team to share plans and gain understanding of major strategic challenges and identify ways forward
- ✓ Planning is underway for the next round of service plans.

Business analytics and reporting

- ✓ Draft organisation results (outcomes) map completed
- ✓ The first Data Governance Group meeting was convened
- ✓ Data survey was conducted.

Key priorities for the next quarter

Service Planning / Review

- ➢ Presentation to Council on summary and key findings from recently completed Service Planning program.

Business analytics and reporting

- ➢ Continue work on the development of an organisational results (outcomes) map
- ➢ Commence development of an organisational data strategy and performance framework.

Report sign-off

Chief Executive Officer's Comments

Significant progress has been made in the Transformation Program with 18 of the original 28 projects now completed or substantially complete and now operating as business as usual.

Transformation Program 2.0 will focus on areas of change and continuous improvement that are critical to the success of our organisation. These areas include Civic Accommodation, Digital Modernisation, Asset Management, Advocacy and Stakeholder Management, People and Culture and Service Planning and Reviews.

This last quarter has seen significant achievements already including Council continuing to work through the tender process to award a contract for the new civic accommodation before the end of the calendar year. Next quarter will see the commencement of organisation-wide focus groups that will help shape the workplace we all want to be a part of.

Mr Martin Cutter
Chief Executive Officer
City of Greater Geelong

Date: 12/9/2019

Principal Municipal Monitor's Comments

The Civic Accommodation project progress is noted. The governance of this project and the tender progress are noted. The Digital Transformation project is crucial to the success of the Civic Accommodation project. The progress on the appointment of the consultancy to support the Project are noted. In the future it will be important to control costs through ensuring that project scope creep does not occur.

Progress on Asset management and Stakeholder management have both been slow.

People and Culture shows a promising reinvigoration.

Ms Jude Munro AO
Primary Municipal Monitor
City of Greater Geelong

Date: 10/9/2019

CITY OF GREATER GEELONG

PO Box 104
Geelong VIC 3220
P: 03 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

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CITY OF GREATER GEELONG

11. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT CHARLEMONT RISE ESTATE, STAGE 11

Source: **City Services – Engineering Services**
Director: **Guy Wilson-Browne**
Portfolio: **Social and Infrastructure Planning**

Purpose

1. To revoke Council's designation of 12 December 2006 of flood affected land at Charlemont Rise Estate, Stage 11 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Background

2. Council has a statutory obligation under the *Building Regulations 2018* to designate land as liable to flooding where it reasonably knows it to be prone to flooding. Conversely, there is an obligation to remove the encumbrance of designation from land that is no longer considered to be flood-prone.

3. The current designated flood mapping (**Attachment 2**) was designated by Council at its meeting of 12 December 2006.

4. This revocation will result in another stage of new lots in Charlemont Rise Estate fronting 150 – 230 Horseshoe Bend Road, Charlemont being free of their flood prone status, paving the way for owners to build homes on their land.

Key Matters

5. The flood mapping is subject to a revision due to the subdivision and development at 150 - 230 Horseshoe Bend Road, Charlemont Rise Estate. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Charlemont Rise Estate, Stage 11, achieves flood immunity for newly created lots for flood events up to and including the 100 year Average Recurrence Interval (**ARI**) event due to approved internal earthworks.

6. The decision by Council engineers that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).

7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

Cr Nelson moved, Cr Harwood seconded -

8. That Council revoke the Council designation of 12 December 2006 of flood affected land at Charlemont Rise Estate, Stage 11 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Carried.

Attachment 1

Financial Implications

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

Community Engagement

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.

3. Relevant City databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

Social Equity Considerations

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

Policy/Legal/Statutory Implications

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989, Local Government Regulations 1990, Planning and Environment Act 1987, Building Regulations 2018, Water Act 1989, Subdivision Act 1988* and *Emergency Management Act 1986*.

6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

Alignment to Council Plan

7. The recommendations of this report are consistent with the Council Plan, in relation to planned sustainable development.

Conflict of Interest

8. 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

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.

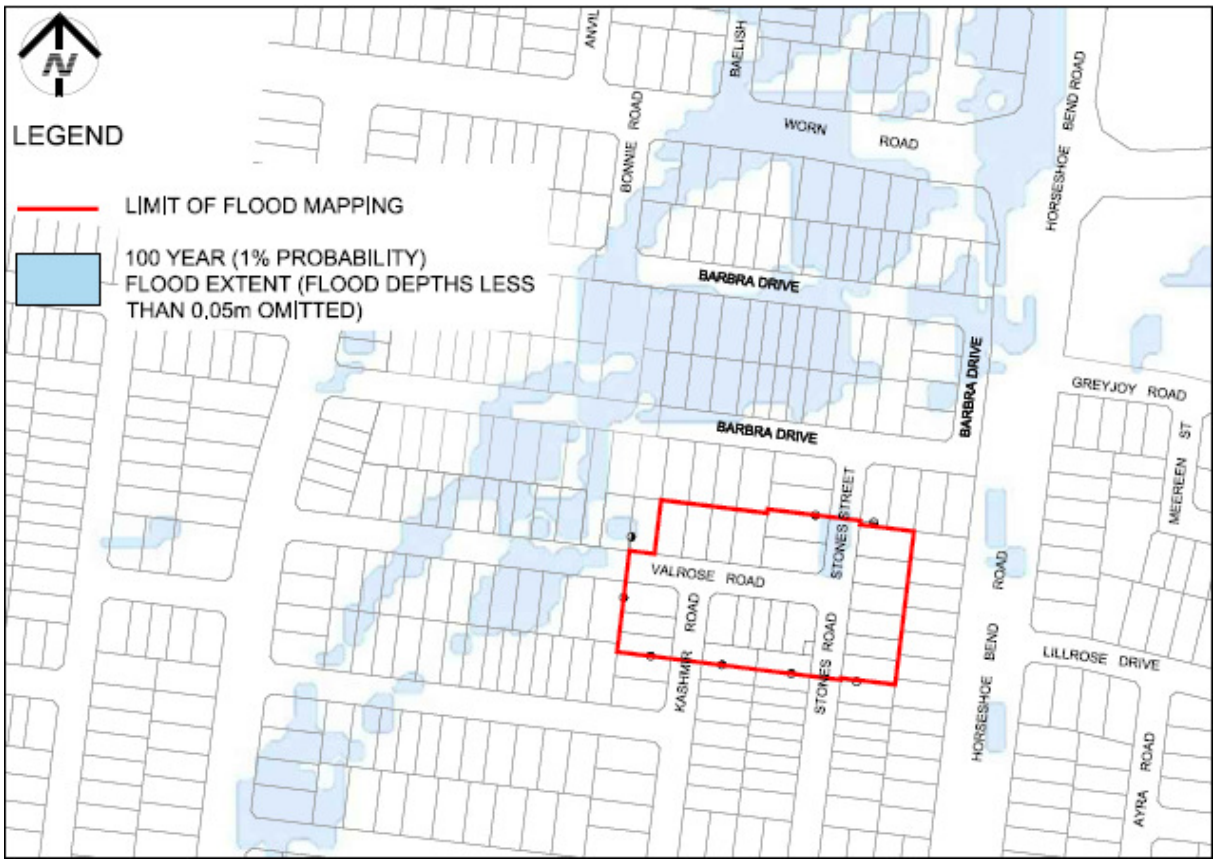
10. The revocation of the designation is the final step in minimising Council's risk.

Environmental Implications

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.

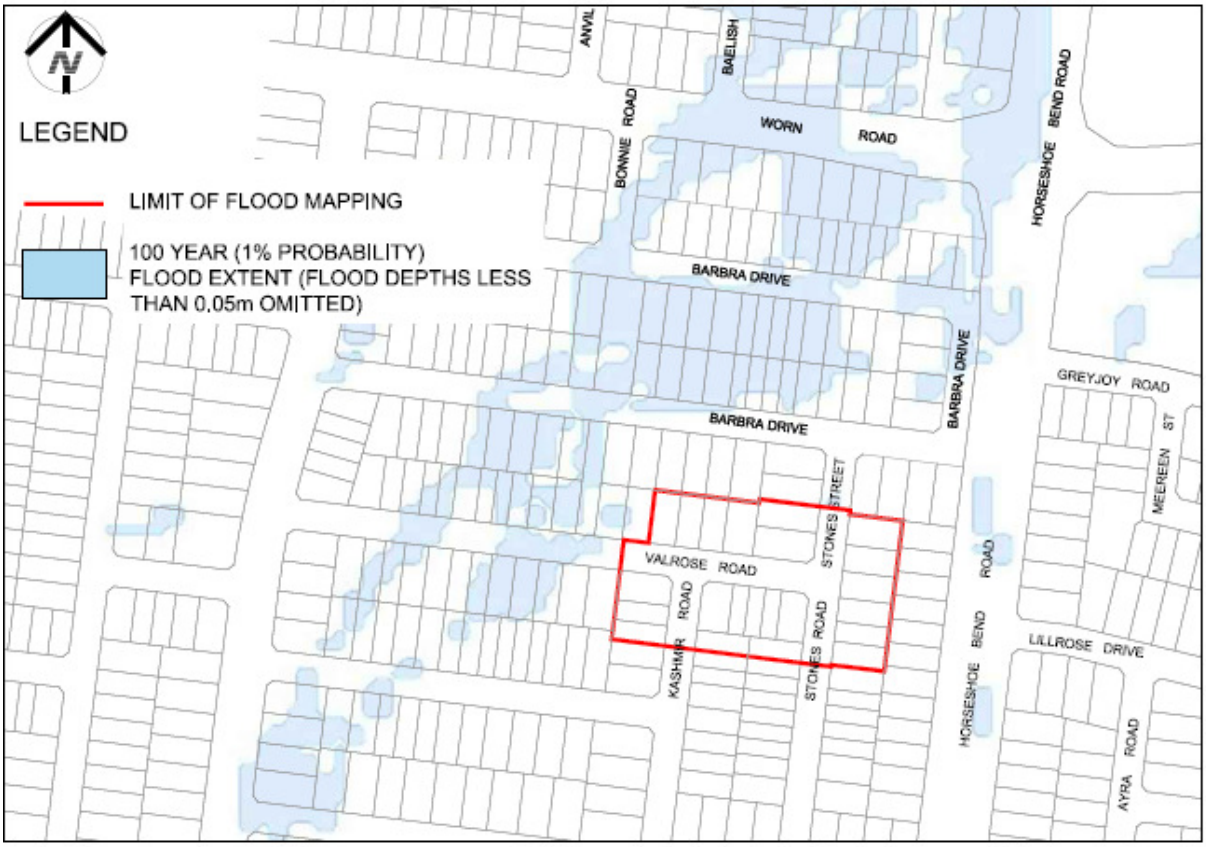
Attachment 2

Current Flood Map



Attachment 3

Revised Flood Map



CLOSE OF MEETING

As there was no further business the meeting closed at 8.48pm. Tuesday, 12 November 2019.

Signed: _____
Cr Stephanie Asher (Mayor)

Date of Confirmation: _____.