MINUTES

COMMUNITY FOCUS COUNCIL MEETING

TUESDAY, 14 APRIL 2020

7.00PM

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

COUNCIL:
Cr S Asher (Bellarine Ward)
Mayor
Cr K Grzybek (Windermere Ward)
Deputy 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)

CITY OF GREATER GEELONG

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MINUTES OF THE COMMUNITY FOCUS COUNCIL MEETING HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE

CITY HALL, LITTLE MALOP STREET, GEELONG TUESDAY, 14 APRIL 2020 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), R Leonard (Director Governance, Strategy and Performance)

OPENING: The Mayor 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.

CONFIRMATION OF MINUTES:

Cr Grzybek moved, Cr Sullivan seconded -

That the Minutes of the Community Focus Council Meeting held on 10 March 2020 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

PUBLIC QUESTION AND SUBMISSION TIME:

Public questions submitted by midday on the day before this meeting have been answered directly by email. Submitters were also acknowledged by the Mayor, but to limit the time that the Councillors spend in the chamber due to the risks associated with COVID-19 the questions and answers were not read out during the meeting. A copy of the questions and answers are provided below.

Jennifer Bantow asked:

1. Re Planning Permit Application PP-623-2019 135 Fitzroy Street Geelong, partial demolition, construction of forty dwellings, including seven apartments, multi-lot subdivision, and reduction to the car parking requirement. The definition of the application above does not state this entire site is under the City of Greater Geelong Planning Scheme Heritage Overlay, and that it includes two storey dwellings. This site is locally known as the 'Big Shed' in South Geelong.

The entire block is under Heritage Overlay 931. This is not a 'partial demolition', it is demolition of almost the entire site leaving the footprint and minimal structural elements only of one building.

This site is within an area currently being considered by the City of Greater Geelong Strategic Planning Department. The South Geelong Railway Station Urban Design Framework Plan is in progress, and due to be completed soon. The South Geelong Railway Station Urban Design Framework includes consideration of the area in which this site sits, and the heritage values of surrounding residential predominantly traditional single storey homes.

This application is to be heard at a Planning Committee of elected Councillors meeting on Thursday 23 April 5.30pm. Even though this process is a Statutory Planning process and the other is a Strategic Planning process, does Council agree that a high density development like the one proposed should form part of the concurrent Urban Design Framework?

Response :

Thank you, Jennifer, for your question.

There are existing adopted policies and strategies to provide guidance in assessing this application. One of the key findings of the Settlement Strategy is to increase infill development by 50%. The Settlement Strategy and Housing Diversity Strategy identifies this area for modest infill development and encourages a mix of densities to create different characters and to cater for a variety of resident needs.

The strategic planning in this area through the urban design framework will continue to support substantial infill development in the precinct and not impact on the heritage overlay that already applies to the site. The strategic planning urban design team have provided input on the assessment of the application alongside the strategic planning work.

This application can move forward while strategic work is underway for the South Geelong Urban Design Framework and can be assessed under existing policies in the planning scheme.

2. Re interactive small meetings, such as Planning Committee meetings, and Heritage Advisory Committee meetings. As an alternative to live streaming, on some occasions, could Council please consider using interactive technology, such as Skype or Zoom, for small meetings such as Planning Committee meetings and Heritage Advisory Committee meetings, so that interested citizens are enabled to be heard directly by their elected representatives?

Response:

The Advisory Committees are an important part of policy and project development for the City's initiatives. The various advisory committees are continuing using online video conferencing tools as you suggest. For large gatherings and public meetings such as section 86 committees, Council meetings and Planning Committee these are being live streamed.

The next Planning Committee meeting is scheduled for Thursday 23 April 2020 and will be available to view on the City's live stream service. Submitters will have the opportunity to write a further submission to the planning committee members in the lead up to meeting to ensure continued public participation.

Sanja Van Huet asked the following:

I give Council the benefit of the doubt that Councillors and Mayor did not intend to 'muzzle' its constituents right to have a public say, by not reading out the questions to Council during its live streamed and recorded meetings. However, in good faith, could this please be rectified, so that any public comments and questions can be heard by all parties listening to the meeting, and that Council's answers to the questions can also be put on verbal public record. If the question is deemed important enough to ask, it deserves the right to an appropriate verbal answer.

Response:

Thank you, Sanja, for your question.

You have raised an important issue. This Council did not take the decision lightly when it chose not to read out both the questions and answers at the last meeting.

This is a challenging time for all of us – and we are all having to make concessions in response to the coronavirus crisis. As a Council we are still coming together to make important decisions for the community and we have to take precautions in doing so. We are maintaining a distance of 2 metres between Councillors and are attempting to limit the time we have together in the chamber to ensure that we keep each other safe in these uncertain times.

This Council is committed to transparency, and every question that was submitted for the last meeting, together with an answer, was published in the minutes on the City's website. The same will happen for tonight's meeting.

Vicki Perrett asked:

1. The amended climate emergency motion passed on 24 September 2019 included an action to write to state and federal environment ministers to advocate for significant action to reduce greenhouse gas emissions. * Were these letters sent? * Did Council receive responses? * Did the responses acknowledge the need for urgent action to address climate change and outline policies which would support Councils to achieve this objective? * Will Council release their responses to the public?

   Response:

   Thank you, Vicki, for your question. I am currently following up on the status of these letters. The City has always recognised the importance of reducing emissions and is driven by in the Council's Zero Carbon Emission Strategy.

2. We understand Cr Aitken thinks Council should suspend the 2020-2021 Grants programs. While there is uncertainty surrounding events in autumn and winter, it is premature to halt the grants program altogether, knowing these funds provide vital support to local community groups. The budget allocation for Environment and Sustainability grants is only around $60,000. How can Council justify removing these small grants while at the same meeting they are deciding whether to allocate millions more dollars to their Christmas festivities when they could only find $200,000 towards addressing the climate emergency?

Response:

Thanks again, Vicki, for this question. We are in extraordinary times right now, and I know it is important to this Council to direct its funds to where they are needed the most to support the community.

A review of the grants program will be conducted over the coming months to ensure that the allocation of grants is effective, taking into account the current pandemic.

PETITIONS: Nil.

1. RECONCILIATION ACTION PLAN

Source: **Community Life – Healthy Communities Department**
Director: **Robyn Stevens**
Portfolio: **Social Inclusion**

Purpose

1. To adopt the *Reconciliation Action Plan*, subject to possible minor changes from Reconciliation Australia.

Background

2. The *Karreenga Aboriginal Action Plan 2014-2017* is complete. In its place, funding was allocated to develop the City's first *Reconciliation Action Plan* (RAP).

3. A RAP is a strategic document that includes practical actions that will drive an organisation's contribution to reconciliation both internally and in the community. The RAP framework is prescriptive and is set by Reconciliation Australia.

4. There are four types of RAPs an organisation can develop: Reflect, Innovate, Stretch, and Elevate. The City has developed a RAP for the Reflect stage.

5. The RAP sets the following themes and strategic directions:

   5.1 Relationships: Partnerships with local Aboriginal and Torres Strait Islander organisations;

   5.2 Respect: Increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning;

   5.3 Opportunities: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development; and

   5.4 Governance: Provide appropriate support for effective implementation of RAP commitments.

Key Matters

6. The City began its RAP in 2019 and formed the RAP working group, comprising Wathaurung Aboriginal Corporation, Wathaurong Aboriginal Cooperative, community members and relevant staff.

7. The City engaged consultants Tania Dalton (Traditional Owner) and Libby Lesock to assist in developing the RAP.

8. The RAP has been developed collaboratively and incorporates feedback from key stakeholders, including Reconciliation Australia and is in draft form (**Attachment 2)**. As per their process, it has been sent to Reconciliation Australia for final approval. It is recommended Council endorse the RAP, noting minor changes may be required by Reconciliation Australia.

9. Once approved by Reconciliation Australia, the final document will be designed and published in line with the City's corporate requirements, launched during Reconciliation Week (27 May to 3 June 2020) and implementation will begin. Some actions have been completed since starting the RAP process.

Cr Mansfield moved, Cr Murnane seconded -

10. That Council:

10.1 Adopt the Reconciliation Action Plan (Attachment 2), noting that minor changes may be required after final review by Reconciliation Australia;

10.2 Authorise the Chief Executive Officer to make minor amendments to the Reconciliation Action Plan based on feedback from Reconciliation Australia;

10.3 Thank all members of the Reconciliation Action Plan working group for their involvement and contribution to the City's first Reconciliation Action Plan; and

10.4 Include the establishment of the First Nations Council Program in the action list of the RAP.

Carried.

Attachment 1

Financial Implications

1. Activities in the Reconciliation Action Plan (RAP) will be funded by relevant departments within existing resources and budget.

Community Engagement

2. Internal stakeholders have been engaged in the development of the draft RAP. The broader community has provided input via our website on 'Have your Say', at a stall held at the 2019 Pako Festa and at a community celebration at Johnstone Park called Wada-ngal held in March 2019.

3. In addition, a Maggolee workshop co-ordinated by Reconciliation Victoria was held in May 2019, which provided greater context and information about the meaning and purpose of a RAP. Members of the RAP working group and members from the City's Executive attended this workshop.

Social Equity Considerations

4. The implementation of the RAP will increase First Nations People's participation and inclusion of all aspects of community life including economic and civic participation and when receiving services and programs from the City.

Policy/Legal/Statutory Implications

5. The Plan complies with:

    5.1 The City of Greater Geelong Community Engagement Policy;

    5.2 The Victorian Charter of Human Rights and Responsibilities (2006);

    5.3 Racial and Religious Tolerance Act (2001);

    5.4 Racial Discrimination Act 1975 CTH; and

    5.5 Australian Human Rights Commission Act 1986.

Alignment to Council Plan

6. The actions under this RAP align with the City's key priorities in the *Council Plan* 'Advocating for, and helping to achieve, the priorities set by local Aboriginal People' and the City's *Municipal Public Health and Wellbeing Plan*.

Conflict of Interest

7. 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

8. A risk assessment arising from actions under this RAP will be carried out by the responsible departments for each action.

Environmental Implications

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

Attachment 2

D20- 103862

City of Greater Geelong

REFLECT PLAN May 2020 – May 2021

Acknowledgement of Country
The City of Greater Geelong acknowledges the Wadawurrung People as the Traditional Owners of this land, and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

MAYOR AND CEO MESSAGE

We are very proud to bring you the City's first Reconciliation Action Plan. The purpose of the plan is to explain how we are going to change the way we do things to better support reconciliation, both within our organisation and with the community.

At the City of Greater Geelong, we acknowledge the Wadawurrung people as the Traditional Owners of the land on which we operate.

We want our community to respectfully acknowledge the connection of Traditional Owners and other Aboriginal and Torres Strait Islander community members to the land and waterways; to better understand Aboriginal cultural history; and to acknowledge the experiences and needs of Aboriginal and Torres Strait Islander people living within the City of Greater Geelong, so they feel both respected and valued.

We have a long history of working in partnership with Aboriginal and Torres Strait Islander communities to achieve this. We have actively promoted local Aboriginal history and culture, and also used Wadawurrung language in City initiated events, projects and plans. However, we recognise the important civic leadership role we could play in further promoting and fostering reconciliation.

The next step for us is to walk together with Aboriginal and Torres Strait Islander people, and all other community members, to strengthen respect, relationships and opportunities. We know that the path to meaningful reconciliation will be built on the partnerships we will form and the learnings we will share through this process.

Thank you to everyone that has worked tirelessly to bring this plan to life. It is only one step on the long road towards genuine reconciliation, but it is one we hope will lead to better opportunities for all Aboriginal and Torres Strait Islander people living and working in our region.

Cr Stephanie Asher
Mayor

Martin Cutter
Chief Executive Officer

WADAWURRUNG - TRADITIONAL OWNERS MESSAGE

My name is Norm Eccles. I live on my Ancestor's land, Wadawurrung Country. I'm a father of 4, Grandfather of 10 and Great Grandfather of 3. My mother Joyce Eccles aged 95 years, is the oldest living Wadawurrung person. She is a woman of strength who loves her Culture, family and community. When I was 10 years old my mum moved to Geelong with 9 children and has lived here for 62 years.

We currently have 5 generations living on Wadawurrung Country in the City of Greater Geelong municipality. From my mother Aunty Joyce 95 years, to my granddaughter Alira 2 years.
Over my 60 years living in Geelong I have utilized many City of Greater Geelong facilities and worked in many volunteer roles connected to the City and local sporting clubs.

Geelong is a beautiful place to live and was a place my Ancestors lived for thousands of years. I am a descendant of the only surviving bloodline of the Wadawurrung people. Prior to settlement and colonisation my Ancestors cared for this Land, the Country, the water, all things living; and each other. Our stories, Spirit and bloodline is connected strongly to this Country. My mother and her family advocated for this Country, and I am proud of the family generations today continuing to advocate and care for Country.

Reconciliation is vital for all people, to learn about the Wadawurrung history of the land they live on, to know the stories and appreciate the Country, and importantly for organizations to be committed to walking together for reconciliation and endorsing this Reconciliation Action Plan.

"*Wadawurrung Country connects from our mountains, to freshwater country, Moorabool and Barwon rivers to our Saltwater Country at Barwon Heads into Corio Bay in the City of Greater Geelong boundary*".

Wadawurrung Woman - Corrina Eccles

"*Our creation story and songlines are all connected, Country is a living entity. We can close our eyes and hear our language from our Country being spoken by our birds and all things around us. We can open our eyes and see our stories and connection, we can walk barefoot and feel our Mother Earth. We can traditionally burn country for it to heal and renourish. Our cultural structures cared for our Country for thousands of years". We as Wadawurrung People will continue to advocate, care and walk together for our future generations and all people living and visiting our country, 'Wadawurrung Country'.*

Wadawurrung Woman - Corrina Eccles

We praise the City of Greater Geelong for walking along side us and listening to our voices and traditional ways. The development of the Reconciliation Action Plan has been a journey of walking together to see the Reconciliation Action Plan endorsed as a framework of accountability to acknowledge, support and advocate for Wadawurrung People and all Aboriginal and Torres Strait Peoples living on Wadawurrung Country".

Wadawurrung Woman - Corrina Eccles

Reconciliation Action Plan - Aboriginal art work

Artist: Billy-Jay O'Toole

Title: "Wadawurrung Country and Connection" 2019

The meaning behind the art work: The blue section of the painting represents our amazing ocean, bays, rivers, creeks and wetlands. The white creamy section represents our coastline with the footprints embedded into the sand, telling the story of our Old People who have been connected to this coastline for many of thousands of years.

The mountain represents the You Yangs which holds a special part of our history here on Wadawurrung country, with the 7 gathering circles on the mountain representing the 7 family groups within Wadawurrung.
Waa the Crow is our protector here on country, and Bunjil the Eagle is our creator.
The u shape people symbols represent my family of 5 generations still living on Wadawurrung country, my great grandmother Joyce Eccles my pop Norm Eccles, my Mum Corrina Eccles, myself and my beautiful daughter Alira. The eucalyptus leaves are a part of cleansing. I have incorporated these leaves because this country is cleansed everyday by the family when conducting Smoking Ceremonies.

Our Business

The role of The City of Greater Geelong is constituted under the *Local Government Act (Vic) 1989* to provide leadership for the good governance of the municipal district and the local community. This means:

- considering the diverse needs of the local community in decision-making
- establishing strategic objectives and monitoring achievements
- managing resources in a responsible and accountable manner
- advocating local community needs to other communities and governments
- giving everyone the opportunity to participate in the democratic process and decision making that shapes our community.

The City of Greater Geelong is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that we and our administration meet the community's priorities.

The City of Greater Geelong has a responsibility to respond to the needs of Aboriginal and Torres Strait Islander peoples in the Geelong region. This can include an advocacy and facilitation role regarding Aboriginal cultural heritage and its contemporary expression; health, wellbeing and economic issues. The preparation of the Reflect Reconciliation Action Plan demonstrates Council's commitment to building a strong relationship and partnership with the Aboriginal and Torres Strait Islander community in Geelong.

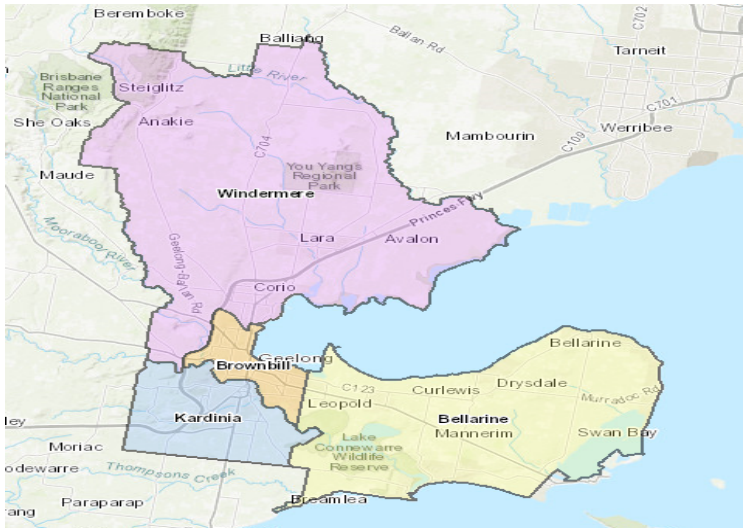
OUR CITY AND ITS PEOPLE

With a population of more than 252,000people, the City of Greater Geelong is Victoria's largest regional municipality.

Located 75 kilometres south west of Melbourne, the City of Greater Geelong municipality covers an area of 1,252 km^2, comprising suburban, coastal and country areas. Our staff are currently based in seven central Geelong offices. Greater Geelong is bounded by the Moorabool Shire and Wyndham City Council in the north; the Borough of Queenscliffe in the east; the Surf Coast Shire and Golden Plains Shire in the west; and Bass Strait to the south.

The region is characterised by the iconic waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world-renowned coastline of south-west Victoria via the Great Ocean Road.

The Traditional Owners of the land, the Wadawurrung People, have lived in the Geelong region for more than 25,000 years, occupying a territory of 10,000 square kilometres.



Population Profile

The City of Greater Geelong's population continues to grow, with an estimated 2018 resident population of 252,217. With more than 50 suburbs and townships, the population is predicted to reach 393,216 by 2041

The City of Greater Geelong has the largest population of Aboriginal people in any local government area in Victoria, with an Aboriginal and Torres Strait Islander population of 1% (ABS 2016). This is larger than Greater Melbourne with 0.5% or Victoria with 0.8% of the population. Across Australia Aboriginal and Torres Strait Islander Peoples make up 2.8% of the total population.

Employment

The City of Greater Geelong is one of the largest employers in the region, employing 2,647 people including 10 Aboriginal and Torres Strait Islander staff. Over the last decade Aboriginal people have been employed in the areas of Healthy Communities, People and Culture, Child and Family Services, Recreation and Leisure, Youth Development and Engineering.

Comment from an Aboriginal Staff Member at City of Greater Geelong

“I applied for the Business Administration Trainee position at the City for various reasons. Firstly, it is a strong foundation for my career pathway and there are endless opportunities available within the organisation. I have always been interested and passionate about the structure of business operations, general administration and organisational procedures and policies. This traineeship allows me work full time as well as study my Certificate IV in Business. Additionally, throughout the course of this traineeship, I will gain more knowledge and skills relevant to business and administration, further enhancing my capabilities and pushing me to reach my maximum potential. Secondly, having the privilege of working in such an organisation that is community orientated, allows me to represent the City’s core values. In conjunction with this, I am able to demonstrate my own personal values and morals that will benefit the wider Geelong community as well as my work colleagues. A sense of care and responsibility to an individual or large community is something that has always resonated with me, and so a combination of all these above factors means I will be able to fulfil my duty and job position within the City of Greater Geelong.”

Alana Bonanno

Business Administration Trainee

Our RAP

Process of developing the Reconciliation Action Plan

The City of Greater Geelong has developed the Reflect Reconciliation Action Plan in consultation with a Working Group comprising Aboriginal and Torres Strait Islander community members, representatives from Wathaurung Aboriginal Corporation and Wathaurong Aboriginal Co-operative. The working group met regularly and participated in a series of workshops facilitated by Tania Dalton, a local Aboriginal consultant.

Our Reconciliation Action Plan has been developed around four key deliverable themes including Relationships, Respect, Opportunities and Governance. It is based on priorities and aspirations identified through consultation with the local Aboriginal and Torres Strait Islander Community and input from the Working Group members.

Our Reconciliation Action Plan builds on advancing a positive relationship between Aboriginal and Torres Strait Islander Peoples and non-Indigenous people, demonstrating respect and self-determination for local Aboriginal and Torres Strait Islander Peoples ensuring equality of opportunity and access in all dealings with the community.

We thank the following Aboriginal and Torres Strait Islander Community Members and other stakeholders who contributed to our Reconciliation Action Plan development through sharing their knowledge
(* denotes Aboriginal and/or Torres Strait Islander Person)

- *Tania Dalton – Aboriginal Consultant
- *Kaley Nicholson – Senior Lead Diversity and Inclusion City of Greater Geelong
- *Corrina Eccles – Traditional Owner
- *Sharelle McGuirk - Department Health and Human Services
- *Jordyn Flagg – Aboriginal Community Liaison Officer Victoria Police
- *Kylie Clarke – Aboriginal Community Member
- *Lisa Briggs – Interim CEO Wathaurong Aboriginal Co-operative
- *Adam Muir – Healthy Communities City of Greater Geelong
- *Jye Walker – Department of Justice
- *Shane Bell – Department of Premier and Cabinet
- *Julie Jose – Department Health and Human Services
- *Renee Owen – Programs Manager, Aboriginal Health Unit, Barwon Health

- *Mark Edwards - Wathaurong Aboriginal Co-operative
- *Alana Bonanno - Business Administration Trainee City of Greater Geelong
- *Sandra Brogden – Department of Education
- *Miranda Farmer – Aboriginal Community Member
- *Cormach Evans – Strong Brother Strong Sister
- *Lowell Hunter – Aboriginal Community Member
- Vicky Grosser – Geelong One Fire Reconciliation Group
- Deb Kearney - Department Health and Human Services
- Cr Sarah Mansfield – Portfolio Holder/Aboriginal Affairs City of Greater Geelong
- Janice Lane – Manager Healthy Communities City of Greater Geelong
- Jane Wager – Co-ordinator Social Equity and Safety City of Greater Geelong
- Kevin Krastins – Community Development Officer City of Greater Geelong
- Libby Lesock – Consultant
- Paul Davis – General Manager Wathaurung Aboriginal Corporation
- Pirooz Jafari - Acting Co-ordinator Social Equity and Safety City of Greater Geelong
- Chantal Chauvet-Allen - Co-ordinator Health Equity and Planning City of Greater Geelong
- Jessica Hurse - Manager Planning and Growth City of Greater Geelong
- Travis Kirkwood - Manager Property, Procurement and Assets City of Greater Geelong
- Steve Singline – Public Art Officer City of Greater Geelong
- Kimberley Walters – Communication and Marketing City of Greater Geelong
- Maryanne Vagg – Marketing, Community Education and Sponsorship City of Greater Geelong
- Chris Walters -Community Inclusion City of Greater Geelong
- Ashley Shaw – Senior Advisor Recruitment and Workforce Management City of Greater Geelong

The City's journey to date

The City of Greater Geelong has actively engaged with the Geelong Aboriginal and Torres Strait Islander community for more than 20 years, working to identify key issues, aspirations and actions that Council can undertake, or for which it can advocate on behalf of the local Aboriginal and Torres Strait Islander community.

In 2014, the City developed, with the local Aboriginal and Torres Strait Islander community, the Karreenga Aboriginal Action Plan 2014–2017. This plan was underpinned by the City's Aboriginal Cultural Heritage Management and Protection Development Planning Protocol adopted by Council in 2000, and the Indigenous Statement of Recognition and Commitment adopted by Council in 2009.

The City undertook annual reporting on the Karreenga Aboriginal Action Plan completing over 130 actions with the Aboriginal and Torres Strait Islander community since 2014.

The Karreenga Action Plan included a signed Statement of Intent which demonstrated the intention of Council to work in partnership with Aboriginal and Torres Strait Islander peoples and address key goals identified in the action plan. This Statement was signed by the City of Greater Geelong, Wathaurung Aboriginal Corporation and Wathaurong Aboriginal Co-operative.

Our partnerships/current activities

Wadawurrung Aboriginal History

We acknowledge our Ancestors and our Elders past and present. We acknowledge Bunjil our Creator Spirit of our beautiful Country and thank Him for continuing to watch over Country today and beyond.

We acknowledge that our Ancestors traditionally nurtured and cared for Wadawurrung Country for tens of thousands of years and in return the Country cared for them with healthy nourished land and water providing a sustainable life.

We acknowledge the hardships, the destruction, disrespect and the harm our Wadawurrung Ancestors endured following colonisation. These devastating impacts are still evident and felt today within the Spirit of our bloodline, and harshly felt on Country, with destruction to our Mother Earth waterways, cultural values and songlines connected to our Country.

The fact that Wadawurrung People and Culture have managed to survive and thrive demonstrates enormous inner Spirit, connection to Country, strength, resilience and adaptability.

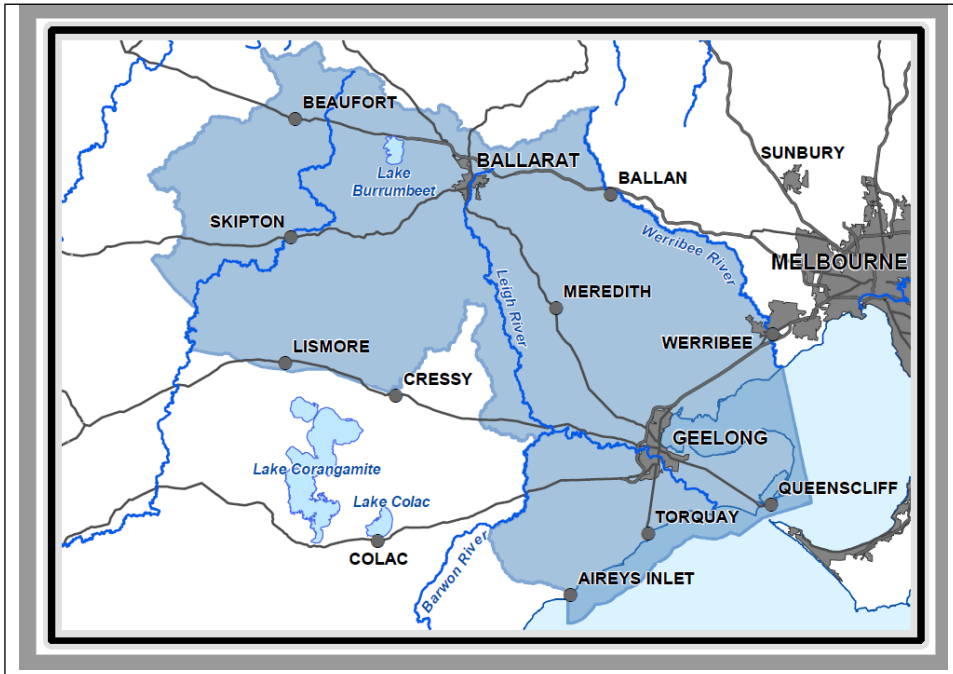
Wadawurrung People are determined and committed to their cultural obligations to see their unique cultural heritage and cultural values protected and respected. Wadawurrung aims to restore Traditional Knowledge and authority over the management of Wadawurrung Country for the betterment of those living on, prospering from, or visiting Wadawurrung Country. We want everyone to enjoy our holistic and diverse country, landscapes, the Land, mountains, inland, waterways and coastal areas.
Wadawurrung People are the Traditional Owners of this land.

Wadawurrung People care for the Land, waters and intangible heritage of their land. Wadawurrung Country covers over 10,000 square kilometres from the Great Dividing Range in the North, to the coast in the south, from the Werribee river in the east, and to Aireys inlet in the west, which includes Geelong and Ballarat.

Djilang traditional Wadawurrung name for Geelong

Djilang was the traditional Wadawurrung name for Geelong. Djilang meaning a “Tongue of Land”.
As Bunjil, our Karringalibil Murrup (Creator Spirit) flew over this country, his eyes looking down on country, he saw the water coming into the bay and the tongue of land – Djilang.

Djilang was a rich cultural landscape for the Wadawurrung, a place of plenty. From our wetlands, coastal country, rivers and inland country, the resources were used by our people to live a rich and sustainable life and as valuable trading materials. Significant cultural landscapes feature surrounding Djilang include: the Wurdi Youang, meaning Big Hill and now known as the You Yangs, Corio Bay, meaning Sandy place, Lake Connewarre coming from the Wadawurrung word Kunawarra - the Black swan, and the Moorabool and Barwon Rivers, a connected system between the mountains and the sea. These significant cultural land features show how our land still speaks to us of our Wadawurrung Ancestors and their connection to this Country.
Rebecca Famlonga and Corrina Eccles
Wadawurrung Traditional Owners



Wathaurung Map

“Our family have looked after and cared for this Country for over a thousand generations and are still caring for it to this very day. Wadawurrung Country is our Mother, we need to care for our Mother, and in return she will care for us. If our Mother’s lands, water and all things are healthy and cared for, we will have healthy country, healthy people and strong spirit.”
Rebecca Famlonga and Corrina Eccles
Wadawurrung Traditional Owners

The Wathaurung Aboriginal Corporation (WAC), trading as Wadawurrung, is the Registered Aboriginal Party (RAP) for Wadawurrung country. Wadawurrung people are legally recognised under the Victorian Aboriginal Heritage Act 2006 as the Traditional Owners of this land. We are responsible for managing and protecting all Wadawurrung Cultural heritage, water, stories and history.

Establishment of the Karreenga Aboriginal Advisory Committee

The purpose of the Karreenga Aboriginal Advisory Committee is to provide a structure for on-going conversation between the Aboriginal and Torres Strait Islander community and City of Greater Geelong across a broad range of topics such as health, housing, legal, sport, recreation, employment, culture, heritage, environment, training and childcare.

The Karreenga Aboriginal Advisory Committee also provides Council with information and advice regarding issues about social justice and cultural safety for the Wadawurrung people and the local Aboriginal and Torres Strait Islander Community. The Committee comprises a Councillor, representatives from Wathaurung Aboriginal Corporation and Wathaurong Aboriginal Co-operative, Aboriginal and Torres Strait Islander residents and non-Indigenous residents, representative from Barwon Health, Department of Health and Human Services and Geelong One Fire Reconciliation Group and staff from the City.

The City has been the sponsor of 12 Aboriginal Cultural Heritage Management Plans since 2013. These plans relate to new developments in areas of Aboriginal cultural heritage sensitivity and they are assessed by Wathaurung Aboriginal Corporation as the Registered Aboriginal Party. The preparation of the Aboriginal Cultural Heritage Management Plans has assisted in protecting, recognising and respecting Aboriginal cultural heritage within the Geelong region and the Council has taken a proactive approach to this protection of Aboriginal culture heritage since the adoption of the Aboriginal Planning Development Protocol in 2000.

Case Study:
Koling Wada Ngal
Celebrating All Things Deadly
Close the Gap Day event

The City of Greater Geelong celebrated with the local Aboriginal and Torres Strait Islander Community on Close the Gap Day on 21 March 2019. Traditionally across Australia, the day has been used to raise awareness of the health of Aboriginal and Torres Strait Islander peoples, but the City chose to turn the message around and celebrate “All Things Deadly” about Aboriginal and Torres Strait Islander life and cultures. The event, held in Johnstone Park, a traditional meeting place for the Wadawurrung People, was very well received by the local Aboriginal and Torres Strait Islander and non-Indigenous community, with participation from people of all ages.
The event was led by the City of Greater Geelong with significant support from local organisations, groups and businesses, who contributed resources, activities and information for the event.
Originally designed to garner support from the local Aboriginal and Torres Strait Islander community for the development of the City’s first Reconciliation Action Plan, the event quickly grew into a festival of traditional ceremony, dance and art, and contemporary craft, music and activities.

After a Welcome to Country and Smoking Ceremony by Traditional Owners, the Community was encouraged to participate in the music and dance, stalls, information sessions and a healthy exercise program led by Aboriginal sports program “I Dare Ya”.
Food was provided by a local Aboriginal catering business and music and entertainment by local Aboriginal and Torres Strait Islander community members. Joining the music line up was also the Dhungala Children’s Choir with Deborah Cheetham leading the choir of local Aboriginal and Torres Strait Islander children through songs in traditional language.
The Aboriginal and Torres Strait Islander Community agreed that the event was a resounding success and plans are underway to ensure it becomes an annual event on the City of Greater Geelong event calendar.

The Reconciliation digital projections

A glimpse into the Reconciliation digital projections in Geelong

The City of Greater Geelong has supported a diverse range of events during National Reconciliation Week over many years. In particular over the past five years, the City has launched the Reconciliation digital projections, and this remains one of the key reconciliation events on the City’s calendar.

Discussions with Uncle Bryon Powell, Elder from Wadawurrung Traditional Owner Group, led to the development of the project. Uncle Bryon originally suggested that Council hold a Welcome to Country with a traditional Smoking Ceremony at sunset and this idea was expanded to incorporate a digital projection program on the front of City Hall, City of Greater Geelong’s Municipal offices, during National Reconciliation Week.

The motivation behind the program was to create an opportunity for the strengths of the local Aboriginal and Torres Strait Islander communities to be showcased in a creative and engaging format. The project was developed from a strengths-based approach, with

each partner contributing imagery that depicted the health, strength and creative aspects of the local Aboriginal and Torres Strait Islander communities.

A digital multimedia artist was engaged to create an animated digital show reel that displayed imagery of local Aboriginal and Torres Strait Islander artists and their work. Additionally, historic footage and contemporary images of community members participating in a range of healthy leisure activities, sport, dance and community gatherings are also displayed. A soundtrack accompanies the imagery, including a voice over from Aboriginal and Torres Strait Islander community members.

Council is proud to host and coordinate the event which receives overwhelming support from both Aboriginal and Torres Strait Islander Peoples and non- Indigenous members of the community. All parties have demonstrated a willingness to bring a solution focused approach to relationship building and creating a greater sense of cultural understanding and respect.

The project successfully engages and works with more than 35 stakeholders across Aboriginal, Torres Strait Islander and non-Indigenous communities. This includes Traditional Owners, Aboriginal service providers, schools, The Torch, artwork from Barwon, Karreenga and Marngoneet prisons, Geelong Art Gallery, Geelong Library and Heritage Centre, Barwon Water, Geelong Performing Arts Centre, artists, sporting clubs and health providers.

In 2019, artworks from 20 Aboriginal artists were also placed on exhibition and offered for sale in the Geelong Library.

The project is delivered utilising the skills and expertise of staff across the organisation and it contributes to a growing awareness and understanding of the strengths of the local Aboriginal and Torres Strait Islander community. The success of the project has contributed to its ongoing sustainability, with all partners indicating an interest in growing the project in future years.

City Walking Trails

In 2018 the City of Greater Geelong launched a number of walking trails many containing Aboriginal cultural information about the local area. Walks have been developed within the North Shore Neighbourhood, Cowies Creek Environmental area, and the Karndoor-Kapa Track in Corio. The Karndoor-Kapa track is named in Wadawurrung language and means “Follow the Norlane Corio track”. Each of the tracks provides a pamphlet that contains a section on Aboriginal Culture written by the Traditional Owners. The information provided on these walks includes knowledge about the Traditional Owners, their lifestyle, local food sources and contact with the early settlers.

“Because of Her We Can” Commemorative photobook and Street face
NAIDOC Week is a time to celebrate and recognise the histories, cultures, contributions and achievements of Aboriginal and Torres Strait peoples.

In 2018, the City of Greater Geelong celebrated NAIDOC with the national theme *Because of her, We Can!* acknowledging the contributions, leadership, advocacy and influence of First Nations women across our region.

As leaders, trailblazers, politicians, activists and social change advocates, First Nations women have fought, and continue to fight, for justice, equal rights, rights to Country, law and justice; access to education and employment; and the ability to maintain and celebrate their cultures, languages, music and art.

They continue to influence as doctors, lawyers, teachers, electricians, chefs, nurses, architects, rangers, emergency and defence personnel, writers, volunteers, chief executive officers, actors, singer songwriters, journalists, entrepreneurs, media personalities, board members, accountants, academics, sporting icons and Olympians, the list goes on.

They are mothers, Elders, grandmothers, Aunties, sisters and daughters.

Their achievements, their voices, and their unwavering passion give us all strength and has empowered past generations and paves the way for generations to come.

In recognition the City prepared a commemorative photobook of the 2018 event, portraying the many First Nations women, their family, friends, colleagues and Community who came together to honour and celebrate them.
In addition to the photobook, 40 pictures were chosen to be featured on 18 buildings around Geelong, as part of NAIDOC celebrations.
These STREETFACES were nominated and selected by young local Aboriginal and Torres Strait Islander people and are shining a light on the Aboriginal women who make a difference in their lives and our community.

Relationships			
Action	**Deliverable**	**Timeline**	**Responsibility**
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2020	Manager Healthy Communities
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2020	Manager Healthy Communities
	• Establish a preferred communication strategy of engagement with Aboriginal and Torres Strait Islander Stakeholders and Organisation networks	December 2020	Manager Healthy Communities Senior Lead Diversity & Inclusion
	• Establish Aboriginal and Torres Strait Islander feedback mechanism through the “Have your say” page on Geelong Australia website	July 2020	Manager Healthy Communities
	• The Mayor, CEO and Director Community Life to meet with CEO Wathaurong Aboriginal Cooperative bi-annually to ensure strategic, advocacy and media opportunities are mutually agreeable to both organisations	September 2020 and March 2021	Mayor, CEO and Director Community Life
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	April 2021	Director People and Culture
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2020	Manager Healthy Communities
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2020	Director People and Culture

Relationships			
Action	**Deliverable**	**Timeline**	**Responsibility**
	• Invite local Aboriginal and Torres Strait Islander Community members to participate in the digital artwork display	June 2020	Manager Arts and Culture Manager Healthy Communities
	• Support an external National Reconciliation Week event	27 May- 3 June, 2020	Manager Healthy Communities
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	July 2020	Chief Executive Officer/Director People and Culture
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey and invite them to participate in our events and activities	December 2020	Director Community Life
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2020	RAP Working Group
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	January 2021	Director People and Culture
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2021	Director People and Culture

Respect			
Action	**Deliverable**	**Timeline**	**Responsibility**
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2021	Director People and Culture
	• Conduct a review of cultural learning needs within our organisation.	July 2020	Director People and Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2020	Manager Healthy Communities
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2020	Director People and Culture
	• Draft, implement and communicate a cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country for internal and external use	July 2020	Director People and Culture
	• Develop a style guide for Aboriginal and Torres Strait Islander correspondence, including recognised Aboriginal and Torres Strait Islander artwork, and link with Communication strategy	July 2020	Manager Corporate Communications and Marketing
	• Include Acknowledgement of Country to recognise Wadawurrung Traditional Owners on all staff email blocks, and on the City of Greater Geelong website	July 2020	Chief Executive Officer

Respect			
Action	**Deliverable**	**Timeline**	**Responsibility**
	• Display Acknowledgement of Country plaques in all Municipal buildings	September 2020	Manager Healthy Communities
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2020	Director People and Culture
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2020	Director People and Culture
	• RAP Working Group and Karreenga Aboriginal Advisory Group members to participate in an external NAIDOC Week event and assist in promoting events where requested	July 2020	RAP Working Group and Karreenga Aboriginal Advisory Committee
8. Create a physical environment within City of Greater Geelong that is respectful, welcoming and inclusive of Aboriginal and Torres Strait Islander peoples	• Display Aboriginal and Torres Strait Islander artworks in City of Greater Geelong offices and meeting rooms	September 2020	Manager Arts and Culture
	• Investigate the opportunity to use Wadawurrung language in the naming of the new civic precinct	June 2020	Chief Executive Officer
9. Celebrate local Aboriginal culture and achievements at an event on Close the Gap	• Coordinate cultural celebration event on Close the Gap Day annually	March 2021	Manager Healthy Communities

Respect			
Action	**Deliverable**	**Timeline**	**Responsibility**
Day annually	• Encourage staff and the Aboriginal and Torres Strait Islander Community to attend the Close the Gap Day Event annually	March 2021	Manager Healthy Communities and Director People and Culture
	• Ensure Aboriginal and Torres Strait Islander peoples are central in planning the annual Close the Gap day event	March 2021	Manager Healthy Communities

Opportunities			
Action	**Deliverable**	**Timeline**	**Responsibility**
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2021	Director People and Culture
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2021	Director People and Culture
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2021	Manager Property Procurement and Assets
	• Investigate Supply Nation membership and corporate partnership with Kinaway Chamber of Commerce.	October 2020	Manager Property Procurement and Assets
	• Ensure Aboriginal businesses are added to preferred supplier list once awarded.	June 2020	Manager Property Procurement and Assets
	• Actively seek quotes from Aboriginal and Torres Strait Islander owned Businesses by utilising the Supply Nation and Kinaway Chamber of Commerce to target specific needs.	June 2020	Manager Property Procurement and Assets

Governance			
Action	**Deliverable**	**Timeline**	**Responsibility**
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain the RWG to govern RAP implementation.	June 2020	Director People and Culture /Manager Healthy Communities
	• Draft a Terms of Reference for the RWG.	December 2020	Director People and Culture /Manager Healthy Communities
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2020	Manager Healthy Communities and Director Governance Strategy & Performance
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May 2020	Chief Executive Officer and Executive Leadership Team
	• Engage senior leaders in the delivery of RAP commitments.	June 2020	Chief Executive Officer and Executive

Governance			
Action	**Deliverable**	**Timeline**	**Responsibility**
			Leadership Team
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2020	Director Governance Strategy & Performance
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020	Manager Healthy Communities
15. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2021	Manager Healthy Communities
16. Review and renew the membership of the Karreenga Aboriginal Advisory Group	• Discuss with Traditional Owners the renaming of the Karreenga Aboriginal Advisory Group	April 2021	Manager Healthy Communities
	• Review the Karreenga Aboriginal Advisory Group Terms of Reference and refresh the guiding principles, and vision each 12 months	June 2020	Manager Healthy Communities
	• Review the Karreenga Aboriginal Advisory Group membership to ensure a majority Aboriginal and Torres Strait Islander members and a minimum of 40% membership of women	June 2020	Manager Healthy Communities
	• Facilitate and enable two opportunities per year for briefings to Council on current/ relevant matters including the RAP, Karreenga Advisory Committee and Change the Date celebrations	October 2020 April 2021	Mayor and Councillor Support

Contact details
Name: Janice Lane Position: Manager Healthy Communities Phone: 03 5272 4511 Email: jlane@geelongcity.vic.gov.au

2. COMMUNITY SUPPORT PACKAGE – STAGE 2

Source:	**Chief Executive**
Chief Executive Officer:	**Martin Cutter**
Portfolio:	**Economic Development**

Purpose

1. To seek Council approval of the short-term Community and Economic Support Package - Stage 2.

Background

2. The Coronavirus (COVID-19) pandemic and declared State of Emergency is having a significant impact on the community and economy locally, nationally and internationally. All communities and businesses are impacted by COVID-19.

3. The Federal and Victorian governments have both announced a range of social and economic measures providing significant economic support to assist vulnerable community and business sectors.

4. At its 24 March 2020 meeting, Council resolved to provide an initial support package valued at over $3.4million. It also resolved for an additional community and economic support packages to be considered by Council in April and June 2020.

Key Matters

5. The Council and the City have considered a range of relief opportunities to support the local community and businesses during the COVID-19 emergency. The Council responded quickly with an initial relief package, and in designing this program has given due consideration to the response to the initial package and the significant relief actions taken by the Federal and Victorian governments.

6. The recommended opportunities in this support package primarily aim to provide immediate relief to affected community members, groups and businesses to get through the current stage of the COVID-19 crisis. The value of this proposed package is over $1.5million, bringing the City's total financial support to over $4.9million.

7. Targeted support for particular segments of our local community are provided in this package, including support for those people in our community financially impacted by the pandemic, the most vulnerable, arts and culture groups and businesses, the tourism, hospitality and events sector and community groups and clubs.

8. Key initiatives include:

   8.1 A COVID-19 Financial Hardship Policy, which provides for a range of relief measures for people and businesses in our community who are financially impacted by the pandemic. Relief measures include the ability to apply for deferral of rates payments, suspension of all current debt recovery action for unpaid rates through to 31 October 2020 and a waiver of interest on overdue rates, fees and charges through to 31 October 2020;

   8.2 A further extension to the free rent period for the City's community and sporting groups operating on Council land, bringing the total rent free period to 7 months;

   8.3 A $50,000 commitment towards the purchase of fresh food to support food security for our most vulnerable members of the community;

8.4 A $100,000 commitment to immediately commence the business case for new social housing in our region, in a potential partnership with the Victorian government;

8.5 Fast-tracked payment terms to City suppliers from 28 days down to between 7 and 14 days; and

8.6 A refund for food and heath business registration fees for a further 9 months, bringing the total refund period to 12 months.

Cr Aitken moved, Cr Grzybek seconded -

9. That Council:

9.1 Recognises the continued significant impact the COVID-19 pandemic is having on the community and economy;

9.2 Endorse the following further community and economic support package (Community and Economic Support Package – Stage 2), including the initiatives listed in paragraphs 9.3 to 9.8 below;

9.3 Approves the COVID-19 Financial Hardship Policy (Attachment 2) and highlights to the community and businesses the following opportunities:

9.3.1 Waiver of penalties for late payment of pet registration fees and the option to enter a payment plan;

9.3.2 The City's commercial waste customers can suspend, cancel or amend their collection service without penalty; and

9.3.3 Event organisers to be refunded any associated fees or charges paid to the City where the event was cancelled or closed due to Government COVID-19 Directions.

9.4 Approves the following allocations from the 2019-2020 budget:

9.4.1 $50,000 towards the purchase of fresh food to support food security in the municipality, and advocate to the Victoria government for a $100,000 contribution to this initiative;

9.4.2 $100,000 to fast track a business case to build 100 new social housing units;

9.4.3 $80,000 for a small business training program;

9.4.4 Authorises the Chief Executive Officer to establish a COVID-19 Arts and Culture Advisory Group and allocates $20,000 to targeted supports developed by the Advisory Group to our local arts and cultural sector in Geelong; and

9.4.5 $30,000 in the 2019/20 year to digitise the Heritage, Arts and Culture Program to support increased access online during the stay at home direction period and beyond;

9.5 Endorse the new fast track payment terms of between 7 to 14 days to the City's supplier;

9.6 Approves the extension of the refund of food and health promises registration fees from 3 months to 12 months of the 2019-20 financial year with an estimated value of $1.18 million;

9.7 Approves the extension of the waiver of rent for community and sporting groups within City owned land/grounds and buildings until 30 September 2020 with an estimated value of $90,000;

9.8 Endorse the City's decision to provide:

9.8.1 Off-street carpark permit holders the option to suspend permits and securing their parking spaces until further notice; and

9.8.2 Barwon Health University Hospital employees free parking permits to support them in responding to the COVID-19 emergency; and

9.9 Notes a further community and business support package to focus on recovery initiatives from COVID-19 will be considered by Council in June 2020.

9.10 Consider the additional listed support measures via the following processes:

9.10.1 Suspension for all on street car parking fees from 1/7/2020 to 31/12/2020 to a June 2020 Council meeting with an officer report and recommendation;

9.10.2 Businesses that have had forced operational closure due the COVID-19 Government direction - waive rates from 1/4/2020 – 30/6/2020 and review again in June 2020. Waiver could result in no payment for fourth quarter and refund towards 20/21 Rates if already paid - refer to the 28 April 2020 Council meeting with an officer report and recommendation; and

9.10.3 Waive the Central Geelong Marketing levy from 1/4/2020 to 30/6/2020. Those that have already paid to 30/6/2020 refund as a credit towards their 20/21 Rate and Marketing Levy Notice, and waive the charge for those that have not paid yet - refer to the 28 April 2020 Council meeting with an officer report and recommendation.

Carried.

Attachment 1

Financial Implications

1. The value of this recommended community and economic support package is over $1.5 million. This excludes implications from the COVID-19 Financial Hardship Policy such as waiving interest charges, deferral of payments, etc.

2. The total value of financial support provided to the community and business to date is $4.9 million, subject to Council endorsement of this package.

3. The financial implications primarily relate to the 2019-20 financial year which will impact the City's year end result, increasing its likely deficit.

4. Any opportunities Council initiates must be done so with consideration to Council's financial capacity.

Community Engagement

5. The immediate package (24 March 2020) and this proposed COVID-19 support package have been developed as rapid responses to this crisis and therefore engagement has been limited to Councillor and staff informal engagement with the community and stakeholders.

6. To provide greater opportunity for the Council to hear how they can a further assist the community, the City is developing community and business online feedback opportunities so we can continually hear their ideas to enhance our response to this crisis. This feedback will also inform any future support packages.

Social Equity Considerations

7. COVID-19 impacts all of our community with some segments impacted greater and the impacts are of a higher risk in health and/or financial terms. The City's support packages are designed to be targeted to address segments in greatest need and with consideration of the significant Commonwealth and State support programs.

8. The recommended support package aims to support our disadvantaged community including those in financial hardship, many businesses, in particularly our tourism and hospitality business sectors, and our arts and culture sector.

9. The COVID-19 Financial Hardship Policy purpose is to provide a framework for financial relief to individuals and business who need assistance from the impacts of the COVID-19 pandemic. This policy applies to all monies owed to the City including rates, waste charges, animal registrations, and permits, fees and user charges.

Policy/Legal/Statutory Implications

10. It is important the City continues to deliver on its obligations under the Local Government Act, and other relevant statutory obligations. Supporting the community and business and providing coordination role in response to emergencies, such as COVID-19, are critical roles of the City. The recommended support package is consistent with the City's statutory requirements.

11. The COVID-19 Financial Hardship Policy has been developed in response to this crisis and overrides existing related hardship policies of the City.

Alignment to Council Plan

12. The recommend support package is aligned to the Council Plan in particular:

    - *The health and safety of our community is vital. We will address family violence, homelessness, food shortages and public safety;*
    - *We treasure Geelong's culture and heritage and will help our creative community to grow;*
    - *A thriving and sustainable economy*
    - *Growing our tourism and events; and*
    - *We will be the 'leading voice' of the community by delivering confident governance and strategic planning.*

Conflict of Interest

13. No officers declared a conflict of interest in developing this report.

Risk Assessment

14. COVID-19 presents many risks to the community and businesses. The City's response to COVID-19 is within its roles and responsibilities and aims to support our community and businesses with their response to this crisis. Our proposed package is tailored to support those with greatest impact and risks.

15. The packages have been designed in a rapidly changing environment which has not allowed significant consultation. As noted above the City will develop online and other opportunities for the City to continue to receive feedback on its two response packages developed to date and to inform the proposed report to Council in June 2020, as required by its 24 March 2020 resolution.

Environmental Implications

16. There are no environmental implications as a result of this report.

Attachment 2

THE CITY OF
GREATER GEELONG

COVID-19 FINANCIAL HARDSHIP COUNCIL POLICY

VERSION: 1

Approval Date: 14 April 2020

Approved by: Council

Effective Date: 13 March 2020

Responsible Officer: Chief Financial Officer

Authorising Officer: Chief Executive Officer

CITY OF GREATER GEELONG

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Introduction

Municipal rates, fees and charges are the primary source of revenue for Council to ensure the ongoing delivery of a range of important services to the local community. In times of emergency, such as with the COVID19 pandemic, the Council recognises the significant hardship that can be experienced by the members of the community and business. Managing financial hardship is a shared responsibility and Council has a part to play whilst ensuring that it maintains the necessary cashflow to deliver critical services to the community during this time. Council has a range of remedial powers in accordance with the *Local Government Act 2020.*

The purpose of this policy is to provide a framework for financial relief to individuals and business who need assistance from the impacts of the Coronavirus (CODIV-19) Pandemic.

SCOPE

This policy applies to all monies owed to the Greater Geelong City Council including rates, waste charges, fees and user charges including but not limited to animal registrations and permits (but does not include fines issued under the Council's Local Laws) and rent.

To the extent this policy is inconsistent with other current Council policies, the provisions of this policy shall apply.

Definitions

This section defines the key terms used in this policy.

CITY

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

COUNCIL

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

DEFERRAL

Means the suspension for a period of time.

FINANCIAL HARDSHIP

Means a change in circumstances including those caused by the impacts of the COVID-19 pandemic which will affect a person or business' temporary or ongoing ability to pay rates, fees and charges or rent:

- For a person, these circumstances include;
  - Unemployment
  - Sickness or injury
  - Family break down
  - Decreased income or loss of income
  - The impact of Federal and State Government Directions issued from time to time
  - Any other matter considered by the City at its sole discretion
- For a business, these circumstances include:
  - Decreased income or loss of income
  - The impact of Federal and State Government Directions issued from time to time i.e. directed shut down
  - where the business has been assessed by the Australian Taxation Office as being eligible for the Commonwealth JobKeeper Payment, or
  - Any other matter considered by the City at its sole discretion

RATEPAYER

Means a person or a business who has demonstrated Financial Hardship to the City's satisfaction and has access to the provisions of this policy.

WAIVER

Means to permanently exempt a Ratepayer from a requirement to pay.

Policy

1. FINANCIAL HARDSHIP

A person or business can apply to access the financial hardship provisions of this policy by:

1.1 Sending a completed application form (**Attachment A**) by email to Hardship@geelongcity.vic.gov.au, including the details of the circumstances preventing that person or business from meeting their financial obligations to Council; and

1.2 Agreeing to enter into a payment arrangement under section 4 of this policy.

2. ASSESSMENT

The City will consider an application for financial hardship relief confidentially and objectively based on the information provided by the person or business in the application and will and advise of its decision in writing within 14 days of receiving the application and all supporting information.

Where a person or business is dissatisfied with the outcome of their application, the person or business may ask the Chief Financial Officer to review the City's decision by completing and lodging the *Appeal Against Decision* form (**Attachment B**). The Chief Financial Officer will determine the appeal within 14 days from receipt of the form.

3. DEFERRAL OF FEES, RATES AND CHARGES

Ratepayers may have rates, fees and charges or rent Deferred, although they will continue to be levied for their ongoing rates, fees and charges or rent and balance notices will continue to be provided to keep Ratepayers informed.

In all applications for Deferral, Ratepayers will be encouraged to continue to pay that portion of the rates, fees and charges or rent that is affordable given their individual circumstances. This will be mutually agreed given the particular circumstances of the Ratepayer's individual case.

4. PAYMENT ARRANGEMENTS

A Ratepayer will reach agreement with the City in the form at **Attachment C** regarding the payment of rates, fees and charges or rent on the following conditions:

4.1 Any payment agreement should be set with a known end date that clears the deferred debt within an agreed timeframe preferably within 12 months.

4.2 The rate of penalty interest that will be charged on amounts that are not paid as required by the payment agreement;

4.3 Where there have been repeated payment defaults by the Ratepayer, the City may cancel the payment agreement, entitling it to initiate debt recovery in accordance with this policy;

4.4 That the City and the Ratepayer can agree to review and, if necessary, amend the payment schedules and due dates if the Ratepayer informs the City of additional hardship barriers are being experienced since the payment agreement began in a timely way

5. WAIVER AND APPLICATION OF PENALTY INTEREST CHARGES

Interest is charged on overdue rates and charges in accordance with the Local Government Act.

For interest payable on current rates fees and charges as at 13 March 2020, further accrual of interest will be frozen from 14 March until 31 October 2020 (or such other later date as determined by the City), at which time accrual of interest will resume.

Where rates, fees and charges have been Deferred in accordance with this policy, no interest will accrue for the duration those rates, fees or charges are deferred.

In both cases, the interest rate is that fixed under section 2 of the *Penalty Interest Rates Act 1983.*

6. EXCEPTIONAL CIRCUMSTANCES

The Local Government Act provides for a waiver of rates.

Council acknowledges an inequity for ratepayers is created where rates are waived which would otherwise be charged against the property assets, and recognises the deferral of rates and charges as a more equitable outcome for the entire community.

However, Council will consider waiving or reducing rates for certain Ratepayers where exceptional circumstances are experienced, and where severe impact can be demonstrated.

Consideration of a waiver can only occur if all financial information has been disclosed to Council with supporting documentation as may be requested. Penalties apply for providing false and misleading information for an application for waiver.

Exceptional Circumstances will be determined at the sole discretion of the Chief Executive Officer.

Waivers can only be approved by the Chief Executive Officer and are limited to a total value of $1,000.

7. WHEN RATES, FEES AND CHARGES BECOME FULLY PAYABLE

Despite any payment agreement under paragraph 4 and any waiver and application of penalty interest charges under paragraph 5, outstanding rates, fees and charges or rent (and any accrued interest) will be payment in full upon the following:

7.1 In the case of a person, the Ratepayer becomes deceased;

7.2 In the case of a business, the Ratepayer enters into administration or liquidation;

7.3 The applicable property is sold or transferred to another person or entity;

7.4 There is a material alteration to the Ratepayer's circumstances.

8. DEBT RECOVERY

The City will not formally commence debt recovery actions from 14 March 2020 to 31 October 2020 (or other such period as considered appropriate by the City) for any rates, fees and chargers or rent due and payable to the City.

Implementation of this Policy

MONITORING AND REPORTING

This policy will be monitored by the Chief Financial Officer and reported to the Executive Leadership Team from time to time or whenever the Council's cash flow position is threatening to be compromised, whichever first occurs.

ADVICE AND ASSISTANCE

The Responsible Officer for this policy manages the provision of advice to the organisation regarding this policy.

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
Applications for Hardship Correspondence	Chief Financial Officer	7 years	REX

References

- *Local Government Act 1989 and 2020 (as applicable)*
- *State of Victoria's Obligations to Act as a Model Litigant.*

3. OUR HERITAGE, OUR COLLECTION

Source:	**Economy, Investment & Attraction / Arts & Culture**
Director:	**Brett Luxford**
Portfolio:	**Arts, Culture and Heritage**

Purpose

1. To seek Council's endorsement and adoption of the 'Our Heritage, Our Collection' – strategic report **(Attachment 2)** which provides a framework for the care and management of the City's vast and valuable movable heritage objects, artworks and artefacts.

Background

2. The City of Greater Geelong is the owner of a heritage collection of major national, state and local significance. It is made up of more than 12,000 heritage objects, artefacts and artworks, with an estimated value of over $28 million.

3. Spread across numerous locations throughout the municipality, the collection is incredibly diverse and reflects Geelong's history as a vibrant and progressive City.

Key Matters

4. The City's heritage collection faces many challenges that prevent appropriate care and community access.

5. Challenges include a clearly unified approach to Geelong's heritage collections and appropriate resourcing – these currently prevent many objects and stories from being cared for and accessed by the community.

6. The City has a key role to play in the collection, storage, maintenance, interpretation and display of items that reflect the heritage of the region.

Cr Mason moved, Cr Sullivan seconded –

7. That Council:

7.1. Note the findings contained in the 'Our Heritage, Our Collection' strategic report on the use and management of the City of Greater Geelong's heritage collection'; and

7.2. Adopt the 'Our Heritage, Our Collection' strategic report and consider recommendations for implementation from this report in the development of future budgets.

Carried.

Attachment 1

Financial Implications

1. The value of the heritage collection is already significant and further work needs to be undertaken to properly value the collection.

2. There will be financial implications from the adoption of this report, however these will need to be assessed on a case by case basis, as each recommendation is reviewed, and a business case presented to Council through future budgets.

Community Engagement

3. The research and development of this report has thoroughly engaged internal and external stakeholders. Please refer to **Attachment 3** to review the full Community Engagement report:

   3.1 *Internal:* The strategic report, in particular the strategies, collection statement and recommendations, has been developed through two internal workshops. These were hosted on 27 August and 1 October. Attendees were sourced from Property and Procurement, Media and Communications, Planning, Arts & Culture, Central Geelong and Waterfront, Geelong Major Events. Additional internal consultation has been undertaken across departments in the organisation that have a role to play in heritage matters;

   3.2 *External*: The Community Heritage Advisory Committee has been briefed and the project will be presented to the Committee. A Community Workshop was held on Thursday 12 September. This included a diversity of individuals from across the municipality. The contribution from these groups helped to create the Collection Statement and Priorities and the Recommendations; and

   3.3 An online survey through Geelong Have Your Say was conducted. This was available between 2 to 27 September. There were 32 contributions to the survey from a wide cross-section of the community and these insights helped to create the Collection Statement and Priorities and the Recommendations.

   3.4 Following resolutions of Council on 26 November 2019:

      3.4.1 The report was on public display from 27 November – 30 December 2019. Four additional public comments, totally 24 pages, were received through Have Your Say. Appropriate and relevant recommendations have been incorporated into the final report; and

      3.4.2 Members of the community were encouraged to return arts and heritage items that may belong to the City of Greater Geelong or its former legal entities.

   3.5 The final report was submitted to the Heritage Advisory Committee on the 27 February. The report and recommendations received unanimous support from the Committee.

4. Benchmarking with other municipalities in Victoria and with the peak museums body Australian Museums and Galleries Association (Victoria) (AMAGA) was also undertaken. This benchmarking was completed through phone interviews with City of Ballarat, City of Bendigo, City of Port Phillip and City of Maribyrnong. These municipalities were chosen because they were heavily involved in a similar process and had either completed strategic reports (Bendigo, 2017), heritage strategy (Ballarat, 2017), a Council Collections Policy (Port Phillip 2017) or were in the process of creating a strategy to deal with heritage collections (Maribyrnong, in prep).

Consultation with AMAGA was conducted via numerous phone interviews and email correspondence to understand the role that Council's must play in caring for collections.

5. Responding to community priorities of increased access, a new digital exhibition showcasing treasures from the City of Greater Geelong Heritage Collection will launch in late April 2020. It will feature 50 objects identified through this Report and selected from the themes: WAR, WOOL and WORK. This is a collaborative project with Victorian Collections that augments existing online collections and will hopefully grow over time to include community collections as well.

Social Equity Considerations

6. Many social equity considerations have been important for this report and the collection strategies proposed. These include both access to the collection and creating diversity in the collection. These two areas are details in Collection Priorities 2 & 4:

   6.1 Collection priority 2: Access & Showcase (See Report pp.38-39). Providing access to the collection for all groups is captured in this priority. This will be achieved by more public programs, exhibitions and displays, as well as object-based-learning and temporary 'pop-up' displays around the municipality. Through this we hope to address social inequity in the City; and

   6.2 Collection priority 4: Diversity & Reflection (See Report pp.42-43). From both internal and external engagement there was an overwhelming need for greater diversity in the collection objects and greater reflection on the many people that inhabit Geelong.

Policy/Legal/Statutory Implications

7. The strategic report complies with the relevant national and state legislation and there are no apparent legal ramifications or any impacts in relation to the Human Rights Charter.

Alignment to Council Plan

8. This report aligns with Council Plan strategies:

   8.1 Vibrant Art and Culture;

   8.2 Growing Our Tourism and Events;

   8.3 Informed Social Infrastructure and Planning, particularly regarding asset management and accessible community infrastructure; and

   8.4 Organisational Leadership, Strategy and Governance, to proactively manage our assets.

Conflict of Interest

9. No officer involved in the preparation of this report has any identified conflict of interest.

Risk Assessment

10. The proposals in the strategic report mitigate against risk for the City. *Collection Priority 1: Significance & Care* (See Report pp.36-37, see also Challenges pp.32-33) is intended to resolve many issues of risk that face the City, as many collections are not currently being appropriately cared for.

Environmental Implications

11. There are no environmental implications that have been identified as a result of this report.

THE CITY OF
GREATER GEELONG

OUR HERITAGE, OUR COLLECTION

Strategic Report on the Use and Management of the City of Greater Geelong's Heritage Collection

CITY OF GREATER
GEELONG

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

Opposite image:
Ceremonial Hunting Grounds in the You Yangs, 1993, by Stanley Couzens. National Wool Museum Collection.

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All photography in this report (unless otherwise noted) are by Nicole Marie.

Cover image:
View of City Hall, 1918. Council Art & Artefact Collection.

The project was funded through Australian Government's Building Better Regions Fund

Australian Government

BUILDING OUR FUTURE

Clock of the Edina, c1917, Council Art & Artefact Collection. The SS Edina was one of the longest running steam vessels anywhere in the world. Built in 1853, it was used in the Mediterranean during the Crimean War, carried cotton for the Confederate states during the American Civil War and ended its days on Port Phillip Bay, over a century later, making the trip between Geelong and Melbourne. Having appropriate staffing and good overall knowledge of the collection helps to track object movements so that significant objects are always monitored. The Clock of the Edina went on display at the Geelong Heritage Centre from November 2019 to February 2020.

EXECUTIVE SUMMARY

The City of Greater Geelong is the owner of a Heritage Collection of major national, state and local significance. It is made up of more than 12,000 heritage objects, artefacts and artworks, with an estimated value of nearly $28 million. Spread across numerous locations throughout the municipality, the collection is incredibly diverse and reflects Geelong's history as a vibrant and progressive city.

Our Heritage, Our Collection is the first time that the entire City of Greater Geelong Heritage Collection has been presented in a unified and holistic way. This report focuses specifically on moveable cultural heritage such as objects, artworks and artefacts. Although a collection of significance, the City of Greater Geelong's Heritage Collection faces many challenges that prevent appropriate care and community access. Challenges such as a clearly unified approach to Geelong's heritage collections and appropriate resourcing, prevent many objects and stories from being cared for and accessed.

This report has been developed through research, benchmarking, collection audits, internal Council workshops, community surveys, a community workshop and collection photography and documentation.

Our Heritage, Our Collection, delivers two overall images of the Heritage Collection.

1. It looks at what we have by providing an overall understanding of the whole City of Greater Geelong Heritage Collection, including a description of the six sub-collections that it comprises.
2. It looks forward by outlining future directions for the Heritage Collection. This is done through a collection statement and four collection priorities. From these collection priorities, the report presents six key recommendations for the future use and management of the Heritage Collection.

COLLECTION	NUMBER OF OBJECTS
National Wool Museum	7,874
Geelong Maritime Museum (portion owned by Council)	2,452
Geelong Heritage Centre (portion owned by Council)	1,000
Outdoor Collection (Public Art, Monuments, Memorials and Plaques)	319
Council Art & Artefact Collection	510
Geelong Gaol	218
Total objects	**12,373**

Object: Mayoral Chair, featuring carving of the Geelong coat of arms, c1860. Geelong Heritage Centre Archives (Council owned).

Opposite photo: Historic anchor Rippleside Park, Geelong. Part of the Outdoor Collection.

COLLECTION PRIORITIES

Significance and Care

Develop a full understanding of the Heritage Collection in its entirety, assess the significance and value of the Heritage Collection and set in place the policies and guidelines that are internationally recognised for the fundamental care of heritage collections.

Access and Showcase

Provide access to the collections through exhibitions, public programs, digital formats and displays throughout the municipality and through loans to cultural institution and traveling displays. Develop innovative ways to showcase the Heritage Collection digitally and in unique locations.

Creativity and the World

The Heritage Collection showcases the creative story of the city. It builds upon existing collections with an outward and worldly focus that is enticing to residents and visitors alike.

Diversity and Reflection

The Heritage Collection reflects a diversity of views and interpretations of culture and heritage and showcases the cultural development of the region. The Heritage Collection is timeless, it reflects our history, our present and our future.

KEY RECOMMENDATIONS

Recommendation 1 – Policy

Council to adopt a Collection Policy for the whole collection.

Recommendation 2 – Resourcing

Provide appropriate resourcing to oversee the collection, in particular key roles such as a Collection Manager and collection and curatorial staff to support collection care and access.

Recommendation 3 – Care

Care for the collection through industry standard collection storage facilities, in particular a purpose-built offsite storage location to properly store Council's heritage collections.

Recommendation 4 – Access

Provide greater access to the collection through additional displays, online collections, public programs and pop-up displays across the municipality.

Recommendation 5 – Specialised Services

Provide appropriate budget for specialised services to care for and maintain the collection.

Recommendation 6 – Acquisitions

Continue to maintain existing collection strengths but also build the diversity of the collection through acquisitions that reflect the unique character of Geelong.

OUR HERITAGE, OUR COLLECTION

View of Geelong, c1852, by Edward Snell. Geelong Heritage Centre Archives (Council Art & Artefact Collection – Council owned).

INTRODUCTION

The City of Greater Geelong is home to rich and diverse cultural heritage. Geelong and the Bellarine are a community of collections and collectors.

The City of Greater Geelong recognises its duty of care as stewards (owners) of more than 12,000 heritage objects, artefacts, and artworks – the Heritage Collection.[1] Spread across numerous locations throughout the municipality, the entire Heritage Collection is incredibly diverse and reflects Geelong's history as a vibrant and progressive city.

The *Our Heritage, Our Collection* strategic report provides an overall understanding of the depth and scope of the entirety of the City of Greater Geelong's heritage collections and proposes an overall framework for managing the entire City of Greater Geelong Heritage Collection. It highlights collections care challenges and outlines measures of success for good governance, the proper care of and improved access to heritage collections. It further outlines the base level of resources required to ensure success and presents options for future initiatives related to heritage collections

This City of Greater Geelong (Council) is committed to the protection, management, care and access to the Heritage Collection. It acknowledges that the Heritage Collection documents the evolving history of the City and the region.

Photo: Diary of Victorian woollen mill worker John Fraser, 1872. National Wool Museum Collection.

The *Our Heritage, Our Collection* strategic report aligns with and assists in delivering actions and measures of success highlighted in the:

- Clever and Creative Future Vision
- Council Plan 2018-22
- Heritage Strategy 2017-2021

This report focuses only on moveable cultural heritage – such as objects, artefacts and artworks. Through nearly a decade of work, museum professionals, heritage practitioners, dedicated volunteers and a cast of creatives in the region have identified thousands of objects and hundreds of stories unique to Geelong. Together these objects and stories are *Our Heritage, Our Collection*.

However, despite the excellent work of so many, the City of Greater Geelong continues to face significant challenges that prevent fulfilling the Measures of Success identified by the community through engagements such as Clever and Creative and Council Plan. Challenges such as a lack of overarching guiding principles and plans, appropriate resourcing and a clearly unified approach to Geelong's heritage collections and moveable heritage. The *Our Heritage, Our Collection* strategy lays the foundations to address these challenges and provides Council with a vital and invaluable guiding document for preserving and making accessible its collections.

The Heritage Collection contains objects of local, state, national and international significance. Some highlights of the Heritage Collection include: artworks by renowned engineer and artist Edward Snell (c1852) and works by the well-known Geelong artist Robert Ingpen. Unique and valuable objects include the exquisite Mayoral Chains from the former municipalities of South Barwon, Newtown and Geelong West. There are historic clocks, sister city gifts, ceremonial spades, robes, photographs and much more. Theme-based collections highlight the maritime, military, wool and industrial history of the region. Equally evocative are objects such as the Old Geelong Gaol collection that provides a rare glimpse into the harsh realities of everyday life through a unique collection of inmate contraband items. There is also an equally rich Outdoor Collection of monuments, memorials, industrial machinery and one of Australia's largest and most significant public art collections that the Geelong community has been actively building for over a century.

[1] Figures as of 30 October 2019, these figures do not include books in the collection libraries.

The *Our Heritage, Our Collection* strategic report is the culmination of over a decade of work across multiple projects and significant professional and community engagements. It builds upon the foundational work completed for the City of Greater Geelong Heritage Strategy, 2017-2021, which developed an overarching approach that sought to encompass all heritage in the Geelong region. It identified four key themes for City of Greater Geelong's heritage agenda: knowing, protecting, supporting and communicating education and celebration. The *Our Heritage, Our Collection* report embraces those themes focusing specifically on the vast moveable heritage collection.

This strategic report has been developed through research, benchmarking, collection audits, internal Council workshops, community surveys and workshops, photography and documentation. It will deliver on Council Plan goals and contribute to Geelong's Clever and Creative Future Vision.

Photo: Mayoral Hat, black velvet and ostrich feathers with box. Geelong Heritage Centre Archives (Council owned).

Photo below: Storks, Geelong Botanic Gardens. Outdoor Collection.

HERITAGE

UNESCO broadly defines heritage as that which is inherited. There can be:

Intangible heritage

Made up of such things as oral traditions, performing arts and rituals.

Tangible heritage

Which can be immovable or fixed cultural heritage – such as buildings, trees and archaeological sites; or moveable cultural heritage - such as historic items, artworks and objects in collections.

Photo: Reflection seat sculpture, 2014 by Jacinta Leitch. Created as a place of quiet reflection for the thousands of children placed in orphanages and children's homes in Geelong. Part of the Outdoor Collection.

CONTEXT

The frameworks for managing, caring for and providing access to moveable cultural heritage are grounded in legislated and internationally-accepted standards of practice across national, state and local levels. Local government is responsible for local heritage objects through the introduction of controls, guidelines and policies. Some of the guiding frameworks underpinning the findings and recommendations of this report include:

National

- The Burra Charter
- Moveable Cultural Heritage Act 1987
- Historic Shipwrecks Act 1976
- Environmental Protection and Biodiversity Conservation Act 1999
- Aboriginal and Torres Strait Island Heritage Protection Act 1984

State

- Heritage Act 2017
- Planning and Environment Act 1987
- Aboriginal Heritage Act 2006

Local

- Council Plan
- A Clever and Creative Future
- Planning Scheme
- Asset Management Transformation Project
- Municipal Heritage Strategy 2017 – 2021
- UNESCO Geelong – City of Design
- Karreenga Aboriginal Action Plan
- Arts and Cultural Strategy

COUNCILS & COLLECTIONS

In 2016, Museums Australia (Victoria) released the report *Local Government & Cultural Collections in Victoria*. The report revealed there are more than 1000 collecting organisations across Victoria and over 43 million objects in public collections. It highlighted the important role of local governments in preserving Victorian stories and providing access to objects through cultural collections. The report revealed that the care of collections by Victoria's 79 local government organisations "is an essential part of the creative industries ecology across the State of Victoria". One of the key findings was that low staffing was not only a major challenge for Local Government Authorities but also severely impacted the capacity of community collecting organisations.

Across Victoria two major policy influences have brought about an interest in heritage collections and a change in many LGA policies – asset management and local council amalgamations.

The City of Greater Geelong is currently undertaking an Asset Management Transformation Project, which includes developing a full understanding of heritage assets (including collections). This understanding is vital to achieving improved asset management governance.[2]

Local council amalgamations in Victoria in the late 1990s recast not only geographical boundaries but also heritage collections. The City of Greater Geelong was created from the former Bellarine Rural City Council, Corio Shire Council, Geelong City Council, Geelong West City Council, Newtown City Council and South Barwon City Council. All the heritage collections of these former shires became an asset of the City of Greater Geelong – and formed the core of the Heritage Collection. A comprehensive understanding (audit, significance assessment and financial valuation) of these combined collections has wavered since amalgamation. This has been and remains a significant issue of risk to Council highlighted most recently by the ownership issues around the Old Geelong Gaol collection and the Geelong Maritime Museum collection.

Reflecting international trends, local councils across Australia are engaged in improving business practice by implementing broad strategic oversight policies and management guidelines along with the resources to support them, for their heritage collections. Examples of local councils who are currently engaged in reviewing their heritage collections include City of Ballarat and Maribyrnong City Council in Victoria and City of Ipswich in Queensland. Leading examples of councils that have adopted collection policies include City of Port Phillip in Victoria and Sunshine Coast Council in Queensland.[3] Going even further, some councils have commissioned larger strategic reports and implemented broader policies to cover both council owned collections and community owned collections that are housed in council owned buildings, for example the Greater Bendigo Heritage Collection Policy. Consistent across all these examples is that heritage collections policies stem from and support broader comprehensive municipal heritage strategies and/or cultural strategies.

The City of Greater Geelong is not alone in striving to develop and implement broad oversight over their heritage collections. Interestingly, however, the City of Greater Geelong is unique in having two theme-based social history collections under its duty of care the National Wool Museum and the Geelong Maritime Museum.

ARTS AND CULTURE

The City of Greater Geelong is in the process of developing a comprehensive Arts and Culture Strategy that will deliver a strategic framework across arts, culture and heritage. *Our Heritage, Our Collection* will be an integral part of the Arts and Culture Strategy.

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[2] This stems from the 2014 Victorian Auditor-General's report *Asset Management and Maintenance by Councils* that recommended that councils accelerate their progress in areas such as asset management governance.

[3] City of Port Phillip, Port Phillip City Collection Policy, 2017. Sunshine Coast Council, Art and Heritage Collections Policy, 2017.

OUR HERITAGE

VOICES FROM THE GREATER GEELONG COMMUNITY[4]

THE THEMES I WOULD LIKE TO SEE REPRESENTED

"Aboriginal life and knowledge; pre and post contact settlement; maritime history; agricultural and pastoral history; local inventors and inventions; the development of education, governance and justice; social development and the role of women and children in society; cultural development."

COMMUNITY DESIGN

"We do a good job in public art, heritage, green, urban design and infrastructure. Yet we provide virtually non-existent resources to care for local museum collections. Damage through neglect is bad practice."

MY FAVOURITE OBJECT

"The bollards."

YOUR VISION OF GEELONG IN 30 YEARS' TIME

"We need the region and City to develop, but still hold traits of our history and heritage - this is coming from someone who is young! I've travelled to many places around Australia and the world, and we need to hold Geelong's character, both physically and as a sense of place."

Photo: Johnston Park Geelong. Photo by Fred Murgatroyd. National Wool Museum Collection.

MY FAVOURITE OBJECT

"Collections without walls. Think outside the box when coming up with ideas for public displays."

THE IMPORTANCE OF CARING FOR HERITAGE

"Our heritage items remind us who we are, our history and heritage, and the unique values and culture that binds us. It must be preserved at all costs."

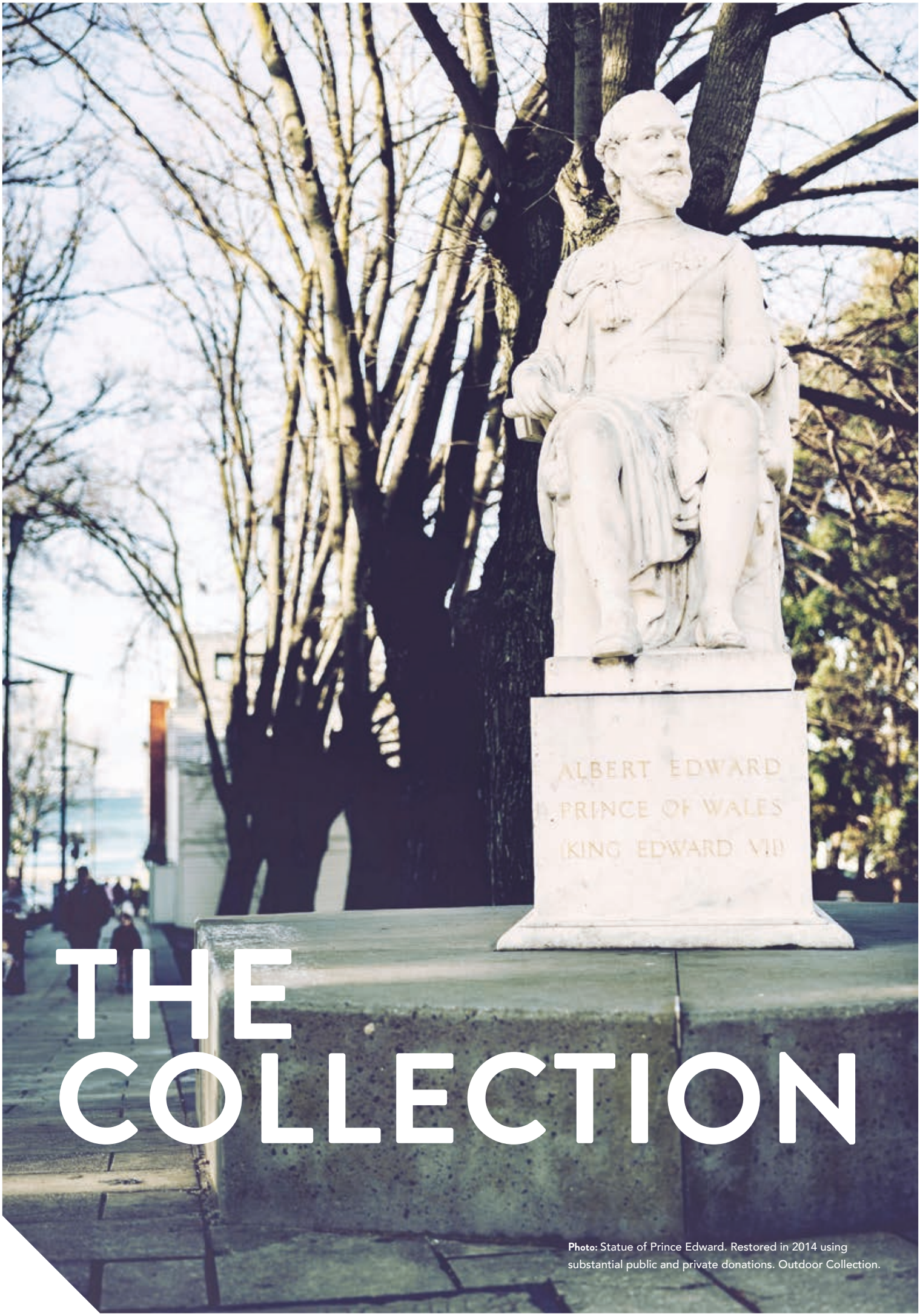
THE IMPORTANCE OF CARING FOR HERITAGE

"In order to feel pride and connection to place it is important for the current and future citizens of the City of Greater Geelong to understand the heritage on which their city was built. It is also an important means to educate visitors and the wider population of the significance of Geelong in the history of Australia. Protecting our cultural heritage has both philosophical and economic benefits for Geelong."

MY FAVOURITE OBJECT

"The amazing loom at the Wool Museum."

[4] Compiled from 'Our Future' data, survey conducted by CoGG, 2017; and, 'Have Your Say' data, survey conducted by CoGG, September 2019.



THE COLLECTION

Photo: Statue of Prince Edward. Restored in 2014 using substantial public and private donations. Outdoor Collection.

The nationally significant *Fern & Lycopods Album* collated by John Raddenberry, second curator of Geelong Botanic Gardens, c1888. Originally a bound volume of pressed fern specimens from across the world it received major restoration work in 2014. Geelong Heritage Centre Archives (Council owned).

DIEU ET MON DROIT
NEWTOWN & CHILWELL
CENTIS ADULTOS
EDUCUNT FŒTUS
1858

THE HERITAGE COLLECTION

The City of Greater Geelong recognises its duty of care as stewards (owners) of more than 12,000 heritage objects, artefacts, and artworks – the Heritage Collection.[5] The Heritage Collection covers the breadth of the community from municipal treasures to industrial and social history, and includes rare and significant objects. The Heritage Collection contains objects of local, state, national and international significance.

Council is committed to the protection, management, care and access to the Heritage Collection. It acknowledges that the Heritage Collection documents the evolving history of the City and the region and that 'preserving our heritage' is identified as a key community priority.

The Heritage Collection is made up of six sub-collections. These are:

- National Wool Museum
- Geelong Maritime Museum (portion owned by Council)[6]
- Geelong Heritage Centre (portion owned by Council)
- Outdoor Collection (Public Art, Bollards, Monuments, Memorials and Plaques)
- Council Art and Artefact Collection
- Old Geelong Gaol Collection

Object: Wooden crest featuring the coat of arms of Newtown & Chilwell Council, 1858. Geelong Heritage Centre Archives (Council owned).

NUMBER OF OBJECTS

COLLECTION	NUMBER OF OBJECTS
National Wool Museum	7,874
Geelong Maritime Museum (portion owned by Council)	2,452
Geelong Heritage Centre (portion owned by Council)	1,000
Outdoor Collection (Public Art, Monuments, Memorials and Plaques)	319
Council Art and Artefact Collection	510
Geelong Gaol	218
TOTAL	**12,373**

INSURED VALUE[7]

COLLECTION	INSURED VALUE $
National Wool Museum	7,500,000
Geelong Maritime Museum (portion owned by Council)	1,000,000
Geelong Heritage Centre (portion owned by Council)	5,600,000
Outdoor Collection (Public Art, Monuments, Memorials and Plaques)	13,100,000
Council Art and Artefact Collection	500,000
Geelong Gaol	10,000
TOTAL	**27.71M**

[5] Figures as of 30 October 2019, these figures do not include books in the collection libraries.

[6] Geelong Maritime Museum is a challenging situation that has varying levels of ownership. As at 30 October 2019, through discussion with Geelong Maritime Museum, it has been advised that one-third of the object collection is owned by the City of Greater Geelong. Total objects = 7258; one-third = 2452. Further investigation into finding the exact number of objects is an important measure of success in this report (see below).

[7] Total insured value is indicative only. It is believed that this is a severe under estimate. One action in this report is for more accurate valuations of the collections.

NATIONAL WOOL MUSEUM

The National Wool Museum (NWM) collection focuses on the cultural life of Australians as told through the wool, fibre and textile story. It has particular strength in preserving the Geelong's wool and textile story. The collection is Australia's most expansive wool focussed heritage collection.

Established in 1988 as part of the Australian Bicentennial Celebrations, the National Wool Museum was opened by Her Majesty Queen Elizabeth II on 14 April 1988. It is housed in the former Dennys, Lascelles Ltd Woolstore[8] (built in 1872), a heritage listed building of State significance. For thirty years it has become a must-see museum and tourist attraction with significant revenue generated from the Museum Shop, program/ticket sales, venue hire and leasing.[9] As of 2018-19 the building has over 273,000 visitors annually, is open to the public in excess of 120 hours per week and annually hosts eight exhibitions and over 100 programs and activities. The NWM achieved accreditation status through Australian Museums and Galleries Association Victoria in 2017.

Since its beginnings, the NWM collection has grown to reflect the many aspects of the Australian wool story from harvesting and processing to transportation and sales. There is also a substantial library related to Australian wool and textile heritage. Through public programs, outreach and displays, the collection engages the community by interpreting relevant wool and textile stories which reveal Australian cultural identity and provide a significant research resource. Online digital collections engage over 20,000 visitors annually through National Wool Museum on Victorian Collections and the National Quilt Register – the only digital resource of its kind in the world.

The NWM collection is made up of items of state, national and international significance. These include samples from Victoria's first woollen mill, a fabric sample from MacArthur's first wool clip, Australia's largest publicly held collection of Wagga quilts, a substantial collection of spinning wheels from around the world and a significant photographic collection. The collection contains an extensive array of items related to wool and the development of the wool industry in Australia, with a strong focus on the wool industry of Geelong.

The collection is comprised of nearly 8,000 items. In 2008, an external Significance Assessment described the national importance of the collection.

NUMBER OF OBJECTS	7,874
INSURED VALUE	$7.5M
ITEMS OF SIGNIFICANCE	A fabric sample from MacArthur's first wool clip, a sample of the million-dollar bale, Australia's largest collection of wool presses, most significant public collection of wagga quilts in the country.

STATUS

- Fully Accredited through Australian Museums and Galleries Association Victoria.
- High-standard collection policies in place.
- Actively cared for and maintained by dedicated staff.
- Collection fully catalogued on kEmu (museum collections database) and available online through Victoria Collections. https://victoriancollections.net.au

CHALLENGES

- Requires additional storage, in particular for large objects.
- Off-site storage is situated in a not fit for purpose leased facility that does not meet museum standard.
- Requires additional permanent collection staff to fully care for collection.
- Environmental controls within museum need upgrading, do not meet museum standard and limit capacity to display external/touring exhibitions.
- Collection requires accurate external valuation.

[8] Note: 2022 marks the 150th anniversary of the building and is a significant milestone for Geelong and Australian heritage.

[9] Total revenue in 2018-19 equivalent to 43% of total expenditure.

NATIONAL WOOL MUSEUM STATEMENT OF SIGNIFICANCE, 2008

"The National Wool Museum collection is a nationally significant collection, unique in Australia and of high local significance. It demonstrates the development, and importance, of wool and the wool industry in Australia generally and in Geelong specifically. … The collection is particularly significant because of the way in which it can demonstrate the importance of wool, and the effect wool had and has, on the economic and social development of Australia. The Museum holds a number of unique and original items in its collection… Australia's growth as a nation has been significantly enhanced through the development and use of wool, and the National Wool Museum collection is a testament to this fact."

Biosis. 2014. National Wool Museum, Significant Assessment

Photos Top to Bottom:

Textile fragment from MacArthur's first wool clip that was turned into red woollen fabric, c1821.

Blade shears, used by M. Embling, 1920.

Fabric sample book, from Collins Brothers Mill, Geelong, c1910.

GEELONG MARITIME MUSEUM

The Geelong Maritime Museum (GMM), sometimes referred to as the Geelong Naval and Maritime Museum, housed in the former stables of Osborne Park, North Geelong – a building owned by the City of Greater Geelong. The GMM has been closed since 2017 with the closure of Osborne House. The museums' collection is made up of a range of artefacts, documents and photographs relating to the maritime and naval history of Geelong and Victoria. The majority of items were on display in several rooms of the former Osborne House Stables, with some items displayed outside in the courtyard and at the front of the building.

The GMM was founded approximately 1989 and moved to its Osborne House location in 1996. The museum collection transferred from Corio Shire to City of Greater Geelong through amalgamation. Some of the collection dates to the Geelong Harbour Trust and the Port of Geelong Authority. There are many objects identified of local, state and national significance in the collection, including a unique collection of shipwreck objects. There is also a vast reference library that has been compiled by the community run museum.

The museum is staffed by volunteers and receives support from City of Greater Geelong. The GMM collection has mixed ownership which creates a complexity of issues for its care and management. The objects in the GMM collection are split into three areas of ownership: those owned by City of Greater Geelong (formerly owned by Shire of Corio); those owned by the Geelong Maritime Museum Association (GMMA) and those on loan from other institutions or private owners. The unresolved issues regarding ownership and duty of care responsibilities is a significant risk to Council and the GMMA.

NUMBER OF OBJECTS	2,452
TOTAL OBJECTS FOR THE ENTIRE COLLECTION	$1M
ITEMS OF SIGNIFICANCE	Naval uniforms, navigational equipment, shipwright's and sailmaker's tools, ship fixtures and equipment, rocket rescue apparatus, deep sea diving equipment, rope-work displays, Geelong Harbour Trust, model ships (including large-scale ship models SS Wandilla and MV Kanimbla), charts, plans and photographs, luggage, shipwreck artefacts (including from the Lighting) and salvage items from ships.

STATUS

- Currently inactive due to Osborne House closure.
- Managed by volunteers of Geelong Maritime Museum Incorporated.

CHALLENGES

- Resolving ownership and management responsibility of the collection is a critical priority.
- Completing the conservation treatment, cataloguing and packing of the collection for storage is a priority.
- Further investigation needed on the exact number of objects owned by the City of Greater Geelong.
- External organisation managing Council asset.
- For a museum of this size and significance, overarching governance structures are needed, including collection policies and procedures and how to manage loans.
- The GMM collection requires full and thorough documentation.
- The 2014 Significance Assessment should be reviewed and amended to include the entire collection in order to determine the ongoing needs required to care for the collection.

Photos: Opposite page: Objects from the Geelong Maritime Museum collection.

GEELONG MARITIME MUSEUM STATEMENT OF SIGNIFICANCE, 2014

The Geelong Maritime Museum collection is of historical, technological and aesthetic significance to Geelong. A number of items are also individually significant at the State level. The collection is historically significant for its association with the growth and development of the port and town of Geelong. It is also significant for its representation of maritime technology and history in Victoria from the mid nineteenth to mid twentieth centuries. Relics such as ship bells and other items from famous ships including the Kanimbla, Edina, Lightning, Ozone and Capitaine Wallis, and the Tugs Geelong, Wybia, Lienta and Victor, are significant as some of the very few physical and tangible objects remaining from these vessels, which otherwise can only be experienced from photographs and text.

GEELONG HERITAGE CENTRE (PORTION OWNED BY COUNCIL)

The Geelong Heritage Centre (GHC) was established as the Geelong Historical Records Centre by City of Geelong Council, under direction of a Supreme Court Order and commenced operations in 1979. Much of the GHC collection is made up of archival material. The GHC is an approved 'Class A' Place of Deposit by the Public Record Office Victoria and is therefore fully accredited to store and provide public access to permanent and temporary public records.

The GHC collection has been assessed and formally recognised as being of national significance and the Heritage Centre operation is widely acknowledged as a major Australian regional archive, preserving and providing access to the recorded history of the Geelong region. Over the course of its 40 years of operation the GHC has not only collected historical records but in addition to these it has also collected objects, artefacts and artworks. It holds a significant collection of moveable heritage that details the story of the Geelong region, in particular the municipal and civic heritage of the City of Greater Geelong and the former seven municipalities that were amalgamated to become Council in 1993. These objects are cared for by the GHC on behalf of the City of Greater Geelong.

Prior to October 2015, the GHC was part of the Council's Arts & Culture Department. The GHC formally transitioned to the Geelong Regional Library Corporation to become a fully integrated offer in the then new Geelong Library & Heritage Centre (opened in November 2015). To facilitate the formal transition, the Geelong focussed collections of the GHC remain owned by the Council but are cared for and maintained by the GHC. The Council ownership of part of the GHC collection is formally reflected in the Library Agreement (2009) and Supplemental Library Agreement (2016).

The GHC collects items that reflect our local indigenous culture and history as well as Geelong's historical, developmental, cultural, economic and political life including records and/or items of state and local government, private industry, community groups and individuals following European settlement.

For the purpose of this report, the focus is on the portion of the City of Greater Geelong Heritage Collection managed and cared for by The GHC on behalf of Council.

NUMBER OF OBJECTS	1000 (Approximate figure given by Geelong Heritage Centre)
TOTAL OBJECTS FOR THE ENTIRE COLLECTION	$5.6M
ITEMS OF SIGNIFICANCE	Items telling the municipal story of City of Greater Geelong and its former municipalities, such as mayoral robes, hats and honour boards. Items include early book by John Raddenberry, Geelong Botanical Gardens Fern & Lycopods (c1888) and a Brass Gorget presented to Wadawurrung man Dan-Dan-Nook as "Geelong's best runner, 1860".

STATUS

- Actively managed by dedicated staff in industry standard collection storage facility.
- High-standard collection policies in place.

CHALLENGES

- In need of additional staffing to carry out necessary object documentation.
- Precise number of objects owned by Council needs to be documented.
- Accurate valuations are needed on the collection.

Opposite Photos Top to Bottom

Officer's Shako Badge, 1829-1844. Badge worn by Captain Foster Fyans, bears the arms of the 4th King's Own Regiment. Presented to Geelong by Fyans' granddaughter and her family in 1958. Geelong Heritage Centre Archives (Council owned).

Scottish military dirk, c1790. Presented to Comunn Na Feinne Society Geelong in the 1850s and passed on to Newtown Council during their reinvigoration of the Highland Gathering. Geelong Heritage Centre Archives (Council owned).

GEELONG HERITAGE CENTRE STATEMENT OF SIGNIFICANCE, 2014

ART GUARDIANS attest to the social, cultural and historic significance of the Geelong Heritage Centre collection which has been gathered for over one hundred and eighty years, a testament to the rigour of the Geelong community who sought to record and preserve their regions history. The collection is incredibly diverse and includes archival paper based records in all manner of formats, from loose to large bound volumes, photographs, manuscripts, pictures, paintings, lithographs, parish maps, survey plans, estate sales notices, architectural drawings, engineering drawings, sound recordings, reel to reel films, videos, furniture, textiles, period clothing, indigenous artefacts and commemorative items including early Australian silverware, flags, bottles, coins, medals, bibles, and personal diaries from the 19th -Century.

OUTDOOR COLLECTION

The Outdoor Collection encompasses public art, monuments, memorials, plaques and significant industrial objects displayed in public areas. The collection is evidence of more than a century of support for monuments and artworks in Geelong's public spaces. Many of the early civic works were funded through public commissions and subscriptions. For example, in 1904, the statue of the late Queen Victoria was fully funded by the community and was unveiled to a crowd of thousands of people. The collection of statues and monuments is spread across the city and commemorates many of the turning points in national and local history. It is one of the largest and most significant collections of public art in Australia.

Major public infrastructure improvements to the Central Geelong Waterfront, to the Little Malop Street precinct and the Green Spine project, have brought a curated and enticing artistic presence to Geelong's rejuvenated public spaces. Many of these works reflect on the city's unique heritage as part of their creative expression. Major works include: 'Cargo Boxes' (2000) by Maggie Fooks and Bill Perin, and the 'Geelong Bollards Trail' (1995) by Jan Mitchell and Cam Scale's *To the Unknown Mariner* (2015) which paid homage to the region's rich maritime heritage.

The Outdoor Collection has a wide collection focus that encompasses both contemporary public art and heritage through monuments, memorials and statues. The complexities of caring for and managing a contemporary and a heritage collection under one sub-collection are challenges that needs addressing in the future.

NUMBER OF OBJECTS	319
INSURED VALUE	$13.1M
ITEMS OF SIGNIFICANCE	Major public art commission, such as: Cam Scale, *To the Unknown Mariner*, 2015. Jan Mitchell's, Baywalk Bollards, 1995, made up of 140 bollards reflecting on Geelong's history. Stork Fountain, Eastern Beach. Queen Victoria Monument, Eastern Park. City Hall Lion Statues.

STATUS

- Actively cared for and maintained.
- A Public Art Strategy for the City of Greater Geelong, adopted in 2011.
- Plaques Policy adopted in 2013.

CHALLENGES

- A 'too broad' collection mandate that encompasses both contemporary public art commissions and the care and management of heritage objects such as monuments and memorials.
- Ongoing public art maintenance.
- Multiple areas and departments managing different components of sub-collection.
- Some major heritage objects not accurately accounted for as part of Heritage Collection.
- No clear collection management policies in place for accessioning and deaccessioning.
- In need of additional collection staff dedicated to care and maintenance of items.

Opposite Photos Top to Bottom

Statue in honour of Queen Victoria – unveiled 25 May 1904 to a crowd of thousands. This was funded through public subscriptions. Originally placed in Market Square, now stands in Eastern Park.

Water fountain, Eastern Beach.

GEELONG

COUNCIL ART AND ARTEFACT COLLECTION

The Council Art and Artefact Collection (CAC) encompasses the city's hanging artwork collection, a small artefact collection, sister-city gifts and council generated items of significance such as event memorabilia. This sub-collection also encompasses the heritage furniture that is connected to individual buildings, for example Customs House.

The CAC is spread among many Council owned buildings across the municipality. A large amount of the collection is hanging in Council meeting rooms and offices, but it lacks overall, care, monitoring and basic interpretation. Although portions of the collection have been digitised and are available on Victorian Collections – very little of the collection is available to the community for viewing.

Rudimentary 'inventories' of the CAC were conducted in 2003, 2009, 2015 and as part of this Strategic Plan project. The 2015 Audit revealed significant losses to Council assets due to lack of policy, no dedicated staff resources and inadequate storage facilities that did not meet the most basic requirements. Storage, care and management of the CAC is identified as a critical priority.

NUMBER OF OBJECTS	510
INSURED VALUE	$0.5M
ITEMS OF SIGNIFICANCE	Civic generated objects including mayoral chains from former municipalities and the Geelong mayoral chair. Specific items of significance include works such as Edward Snell's, View of Geelong, 1853.

STATUS

- Spread across multiple Council facilities
- Partially digitised and available online through Victorian Collections https://victoriancollections.net.au.

CHALLENGES

- Not actively managed.
- No collection policies in place.
- Inadequate storage facilities.
- Object movements not monitored.
- In need of a responsible officer to oversee the collection.
- In need of complete documentation.
- No interpretation of items.

Above photo: Ceremonial Trowel, presented to the Corporation of Geelong by Joseph Reed and Builders William Allen and Allen Cakebread on the occasion of laying the foundation stone, Geelong Town Hall, 9 April 1855. Geelong Heritage Centre Archives (Council owned).

Below photo: Sister City Souvenir, c1990. Japanese fan presented to Geelong and Bellarine by sister city Izumiōtsu, Osaka. Geelong Heritage Centre Archives. Council Art & Artefact Collection (Council owned).

Opposite above photo: Mayoral Chains, Town of Geelong. Geelong Heritage Centre Archives. Council Art & Artefact Collection (Council owned).

PILOT
new

OLD GEELONG GAOL COLLECTION

The Geelong Gaol was built between 1849 and 1865, and was a significant capital works project for the emerging city of Geelong that used convict labour. The building is of state heritage significance as an intact example of a regional nineteenth century prison in Victoria. It was one of nine prisons in Victoria to adopt the Pentonville Model of Prison. Over the decades of its operation there were a number of modifications and additions to the building, but the original cruciform plan remains relatively intact. It operated until 1991. Throughout more than a century of use, a number of heritage objects were collected at the prison.

The Geelong Gaol closed in 1991. The City of Greater Geelong owned the building from 1994 until its sale in 2018. There was a small, but significant collection of objects related to the history and operation of the gaol that was left on-site, then the gaol closed. Ownership of these objects transferred to Council with ownership of the Geelong Gaol. As part of the agreement of sale, and to ensure these heritage objects remained in public collections, the objects did not transfer as part of the 2018 sale and remain in the Heritage Collection.

Under a memorandum of understanding, part of the Old Geelong Gaol collection is on loan to the private enterprise organisation Geelong Gaol Museum.

NUMBER OF OBJECTS	218
INSURED VALUE	$10,000
ITEMS OF SIGNIFICANCE	Collection of confiscated items that document the make-do and desperate living situation of incarcerated prisoners, former Gaol Governors dress uniform.

STATUS

- Most of the collection is currently loaned to the Geelong Gaol Museum – a private enterprise operating out of the Old Geelong Gaol site.
- In 2019, part of the collection was loaned to Federation University, Ballarat, for a display during Ballarat Heritage Weekend.
- A small part of the collection is stored at the National Wool Museum.

CHALLENGES

- There are no collection policies in place for the collection.
- Little monitoring of the whole collection.
- A majority of the collection requires conservation.

Photos: Three of the contraband items that make some of the unique items in the Old Geelong Gaol Collection.

CHALLENGES

The City of Greater Geelong (Council) recognises its duty of care for a vast and significant collection of heritage objects, art and artefacts. Properly caring for, managing and providing access to these collections has been identified by community as a value and a priority in *Clever and Creative Future*[10], this was reiterated by *Council Plan 2018-22*[11] and supported by staff and community through the engagement for this report.

STATUS

- Despite the strength, diversity and recognised value (cultural and financial) of Council's heritage collections, there remains no overall governance framework for it.
- Policy around heritage collections is fragmented.
- Management guidelines are siloed and often do not comply with internationally accepted practice for the care and management of heritage collections.
- Full understanding of externally managed collections is difficult to ascertain.
- Coordinated structure across Heritage Collections is a significant challenge and remains an identified risk to Council.

Object: Spinning wheel, Nepal and Tibet region, 1900. Part of the Zakrzewski Collection of spinning wheels. National Wool Museum Collection.

RESOURCING

- There is no Council Heritage Collections Manager with the responsibility to manage, care for, provide access to or support the collection as a whole.
- Some sub-collection areas of the Heritage Collection, such as the Council Art & Artefact Collection and the Geelong Gaol Collection, have no Council officers designated with responsibility of managing this asset.
- The National Wool Museum, a nationally important collection, has no collection manager nor any permanently employed collections staff.
- The number of permanent staff at the Geelong Heritage Centre does not adequately meet the demand to manage a collection of their significance and size.
- The Outdoor Collection has few responsible officers to implement collection care.
- The Outdoor Collection covers both commissioning and care of contemporary public art and care and management of historical objects, which makes overall management unsustainable.
- Responsibility for the care and management of Outdoor Collection falls across multiple departments with varying degrees of expertise and understanding of heritage objects.

COLLECTION STORAGE AND KNOWLEDGE

- Collection storage is the number one issue identified by both Council staff and community collecting organisations.
- Lack of a fit for purpose / purpose-built collections store is a critical issue and has resulted in loss of Council assets.
- Collection storage facilities are beyond capacity.
- Lack of knowledge transfer between Council supported collecting institutions and community collections.

[10] Clever and Creative Future: Community Values: Preserving our heritage and encouraging creative design. Success will be achieved by: Creative use of heritage assets.

[11] Council Plan 2018-22: Key Priorities: Incorporate arts and cultural initiatives into infrastructure development to enhance our sense of place. Recognise and share our heritage through storytelling. Work with galleries and museums to improve our public art and heritage offerings.

ACCESS

- Access is the number two identified issue by both Council staff and community collecting organisations.
- Some collections are not available for the community to view or engage with.
- Digital access is inconsistent, data incomplete and images of poor quality.
- The community does not know about some collections and cannot engage with aspects of our rich history.

REPRESENTATION

- There are few objects representing the rich heritage of the First Nations people of the region.
- There are few objects representing the cultural diversity of the region.
- The Council generated material shows low gender diversity.
- There is lack of initiative and resources committed to contemporary collecting.

COLLECTION PRIORITIES 2020–2023

COLLECTION STATEMENT

The City of Greater Geelong Heritage Collection reflects the histories, cultures and stories of the Geelong region. The collection will engage present and future communities to understand where Geelong and its peoples have come from, to influence our futures. Through its objects, artefacts and artworks, it tells stories of Geelong's place in the world and through innovative curating it shows the clever and creative pulse of the city. By setting the best standards of care and interpretation, it will build the capacity of the whole community in caring for and showcasing our heritage both locally and internationally.

COLLECTION PURPOSE

Council and the City of Greater Geelong recognise our duty of care and are committed to the protection, management, care and access to the region's moveable cultural heritage. The Heritage Collection is owned and managed by the City of Greater Geelong. The collection statement and priorities provide a framework for the sustainable development and management of the City of Greater Geelong Heritage Collection. It assists in delivering actions and measures of success highlighted in:

- Clever and Creative Future Vision
- Council Plan 2018-22
- Arts and Culture Strategy
- UNESCO Geelong City of Design
- Heritage Strategy 2017-2021

COLLECTION PRIORITIES

Our Heritage, Our Collections strategy helps to guide how we use and manage the Heritage Collection across all areas of Council. Priorities One and Two are Foundational priorities – what we must do to ensure care and access. Priorities Three and Four are Aspirational priorities – where we will steer the collection towards a holistic approach to the collection.

PRIORITY 1
SIGNIFICANCE AND CARE

Develop a full understanding of the entire collection, assess the significance and value of the collection and set in place the policies and guidelines that are internationally recognised for the fundamental care of heritage collections.

PRIORITY 2
ACCESS AND SHOWCASE

Provide access to the collections through exhibitions, public programs, digital formats and displays throughout the municipality and through loans to cultural institution and traveling displays. Develop innovative ways to showcase the collection digitally and in unique locations.

PRIORITY 3
CREATIVITY AND THE WORLD

The collection showcases the creative story of the city. It builds upon existing collections with an outward and worldly focus that is both education and enticing to residents and visitors.

PRIORITY 4
DIVERSITY AND REFLECTION

The collection reflects a diversity of views and interpretations of culture and heritage and showcase the cultural development of the region. The collection is timeless, it reflects our history, our present and our future.

Object: Painted black enamel metal chest, thought to be the original lock box used by first Town Clerk of Geelong, William Weire to store important documents such as early leases and agreements, c1850. Geelong Heritage Centre Archives (Council owned).

1 SIGNIFICANCE AND CARE

FOUNDATIONAL PRIORITY – WHAT WE MUST DO TO ENSURE CARE AND ACCESS.

Develop a full understanding of the entire collection, assess the significance and value of the collection and set in place the policies and guidelines that are internationally recognised for the fundamental care of heritage collections.

KEY PRIORITIES

- The number one identified priority: the development of purpose-built storage locations that will house the Heritage Collection and key identified community collections.
- Holistic governance of the collection.
- Develop a full understanding of the collection and care for it in its entirety.
- Assess the significance of all collection items.
- Maintain a current financial valuation of the collection.
- Be recognised for its good governance through exemplary local government collection management.

MEASURES OF SUCCESS

- *Our Heritage, Our Collections* Strategy endorsed and adopted by Council.
- Permanent Council Collections Manager position approved and put in place to oversee the management, care and access of the entire Heritage Collection.
- Resources and support for existing collections officers in order to facilitate the completion of collections work related to Outdoor Collection, Old Geelong Gaol, Geelong Heritage Centre and the National Wool Museum collections.
- Council Collections Policy and Guidelines developed for entirety of Heritage Collection. These supported and implemented across Council.
- Development of a purpose-built collections store, fit for purpose to internationally recognised museum standard.
- Complete the Geelong Maritime Museum collection conservation – including comprehensive documentation, verification of ownership and ensure collection is safely stored until such time as the Museum is re-developed.
- Collections care, access and interpretations embedded in any Council Reconciliation Action Plans.
- Entire Heritage Collection catalogued in an appropriate collection management system and maintained on the City of Greater Geelong Asset Register.
- Complete financial valuation of the Heritage Collection is completed.
- Significance assessment of Heritage Collection is completed.
- A program of support and training is developed, resourced and implemented that builds the skills and capacity of community groups and volunteers through training and professional development.

RELATED PLANS AND PROJECTS

- Asset Transformation Project
- Arts and Culture Strategy
- Heritage Strategy 2017-2021

LINKS TO COUNCIL PLANS AND INITIATIVES

We will foster Geelong's Clever and Creative Future vision by:

- Development and implementation of sustainable solutions.
- Preserving our heritage.

We will deliver on Council Plan goals:

- Informed social infrastructure and planning, in particular with regards to asset management and accessible community infrastructure based on community need.
- Organisational leadership, strategy and governance, to proactively manage our assets

We will deliver on Council Plan 2018-22 Measures of Success:

- Increased number of objects actively cared for within our arts and heritage collections.
- Increased access to cultural collections through online engagement.

Photo: Boer War Memorial, La Trobe Terrace. Outdoor Collection.

ONE FLAG.
ONE NATION.
ONE DESTINY.
In Commemoration of
Trooper WALTER E. CLARK.
Corporal ERIC A. WILSON.

Photo: ???

2 ACCESS& SHOWCASE

FOUNDATIONAL PRIORITY – WHAT WE MUST DO TO ENSURE CARE AND ACCESS.

Provide access to the collections through exhibitions, public programs, digital formats and displays throughout the municipality and through loans to cultural institution and traveling displays. Develop innovative ways to showcase the collection digitally and in unique locations.

KEY PRIORITIES

- The number two identified priority: develop opportunities for display and access of collections.
- Showcase the Heritage Collection and highlight the unique heritage of the region.
- Invest in existing collecting and heritage institutions.
- Provide access to the collections through exhibitions, public programs and pop-up displays throughout the municipality.
- Work with Wadawurrung Traditional Owners to identify and develop opportunities for display, access and interpretation of Heritage Collections.
- Develop responsive and creative ways to showcase the collection digitally and in unique locations both locally and nationally.
- Maintain and develop existing collections of council generated material and associated documents of municipality business, in particular the municipal collection and the council art and artefact collection.
- Use existing buildings and infrastructure to showcase the collection.

MEASURES OF SUCCESS

- The Council Collections Manager to assist with and facilitate access.
- Increased resourcing, for example collection officers, so that greater community access to the collection can be provided.
- Identify potential display opportunities in new or existing buildings.
- Increased number of collection items showcased through exhibitions and displays.
- Increased digital engagement with the collection.
- Adoption of innovative approaches to showcasing collections, such as using digital technology or "museums without-walls" approaches.
- Building the capacity of all collecting organisations in the region, both council supported and community run museums, through training and greater collaboration.
- Exhibitions and pop-up object display in Council owned heritage buildings and as part of new building developments.
- Review and update existing policy on plaques and memorials.
- Develop a Community Museum Plan that outlines how the city can support community collections and build their capacity as heritage organisations.

RELATED PLANS AND PROJECTS

- Heritage Strategy 2012-2021
- Arts and Culture Strategy
- Public Art Strategy
- Plaques and Memorials Policy
- UNESCO Geelong – City of Design

LINKS TO COUNCIL PLANS AND INITIATIVES

We will foster Geelong's Clever and Creative Future vision by:

- Development and implementation of sustainable solutions.
- Preserving our heritage.
- Creativity Drives Culture.
- A Destination that Attracts Local and International Visitors

We will deliver on Council Plan goals:

- Vibrants Arts and Culture.
- Growing Our Tourism and Events.

We will deliver on Council Plan 2018-22 Measures of Success:

- Increased number of objects actively cared for within our arts and heritage collections.
- Increased access to cultural collections through online engagement.

Photo: Axminster carpet loom (1910) in operation at the National Wool Museum. One of the very few fully operational looms of its kind in the world. During the community consultation for this report, the loom was widely noted as the community's favourite Council owned collection item.

Photo: Old shipping buoys, Geelong Waterfront. Part of the Outdoor Collection.

3 CREATIVITY AND THE WORLD

ASPIRATIONAL PRIORITY – WHERE WE WILL STEER THE COLLECTION AS WE DEVELOP A HOLISTIC APPROACH TO THE COLLECTION.

The Heritage Collection showcases the creative story of the city. It builds upon existing collections with an outward and worldly focus that is enticing to residents and visitors alike.

KEY PRIORITIES

- The collection showcases the creative vision of the city and embraces UNESCO Geelong – City of Design.
- Through specific theme-based collections, such as maritime and wool, preserve and highlight stories of Geelong's place in the world.
- Through contemporary collections and innovative curation, show the creative pulse of the city.
- Record and tell municipal stories of events, people, milestones and decisions made by the municipality.
- The collection is an enticing attraction for tourists to understand Geelong as a unique city and region.

MEASURES OF SUCCESS

- Maintain the existing strengths of the collection by focussed acquisitions, regular displays and growing significant collections.
- Support existing collecting institutions to achieve greater impact for their exhibitions and displays.
- Reach wider audiences through increased visibility of the collection by embracing digital and pop-up display opportunities.
- Embrace the potential of public art to showcase Geelong as a clever and creative city by appropriately resourcing projects.
- Showcasing and instilling a community connection to creativity (past and present).
- Increased access to collections by residents and tourists.
- Develop pop-up displays that highlight the Municipal Collection and the Geelong Maritime Museum collection.
- Develop innovative digital collection platform that showcases all significant items in the collection.
- Engage with other cities in the UNESCO Creative Cities Network to develop collaborations.
- Additional officers to oversee Memorial, Monuments and Plaques.

LINKS TO COUNCIL PLANS AND INITIATIVES

We will foster Geelong's Clever and Creative Future vision by:

- Development and Implementation of Sustainable Solutions.
- Creativity Drives Culture.
- A Destination that Attracts Local and International Visitors.
- A Leader in Developing and Adopting Technology.

We will deliver on Council Plan Goals:

- Vibrants Arts and Culture
- Growing Our Tourism and Events

We will deliver on Council Plan 2018-22 Measures of Success:

- Increased number of objects actively cared for within our arts and heritage collections.
- Increased access to cultural collections through online engagement.

4 DIVERSITY AND REFLECTION

ASPIRATIONAL PRIORITY – WHERE WE WILL STEER THE COLLECTION AS WE DEVELOP A HOLISTIC APPROACH TO THE COLLECTION.

The collection reflects a diversity of views and interpretations of culture and heritage and showcase the cultural development of the region. The collection is representative and respectful and it is timeless, it reflects our history, our present and our potential futures.

KEY PRIORITIES

- Work with First Nations peoples in the region, the Wadawurrung, to support collections and exhibitions.
- Reflect on the historical workings of municipality business, through collecting Council-generated material of the current and future incarnations of the City of Greater Geelong and its former municipalities.
- Reflect a diversity of views and interpretations of culture and heritage and showcase the cultural development of the region.
- Develop the collection to reflect the diversity and unique character of Geelong.
- Show a commitment of the city to self-awareness and untold stories.
- Work with the whole community to embrace our heritage.

MEASURES OF SUCCESS

- The collection is embraced, accessed, shared and celebrated in Geelong and further afield.
- Council generated material is accessible and showcased so that the community engages with the vibrant history of municipality business.
- Increased cultural and gender diversity represented through the number of collection items that embrace diversity.
- Council generated material is documented, accessible and visible to the community.
- Work with community to understand what themes and untold stories that collections and exhibitions should showcase.
- Guidelines for care and documentation of council generated heritage items are available and in place for the city.

LINKS TO COUNCIL PLANS AND INITIATIVES

We will foster Geelong's Clever and Creative Future vision by:

- Creativity Drives Culture.
- An Inclusive, Diverse, Healthy and Socially Connected Community.

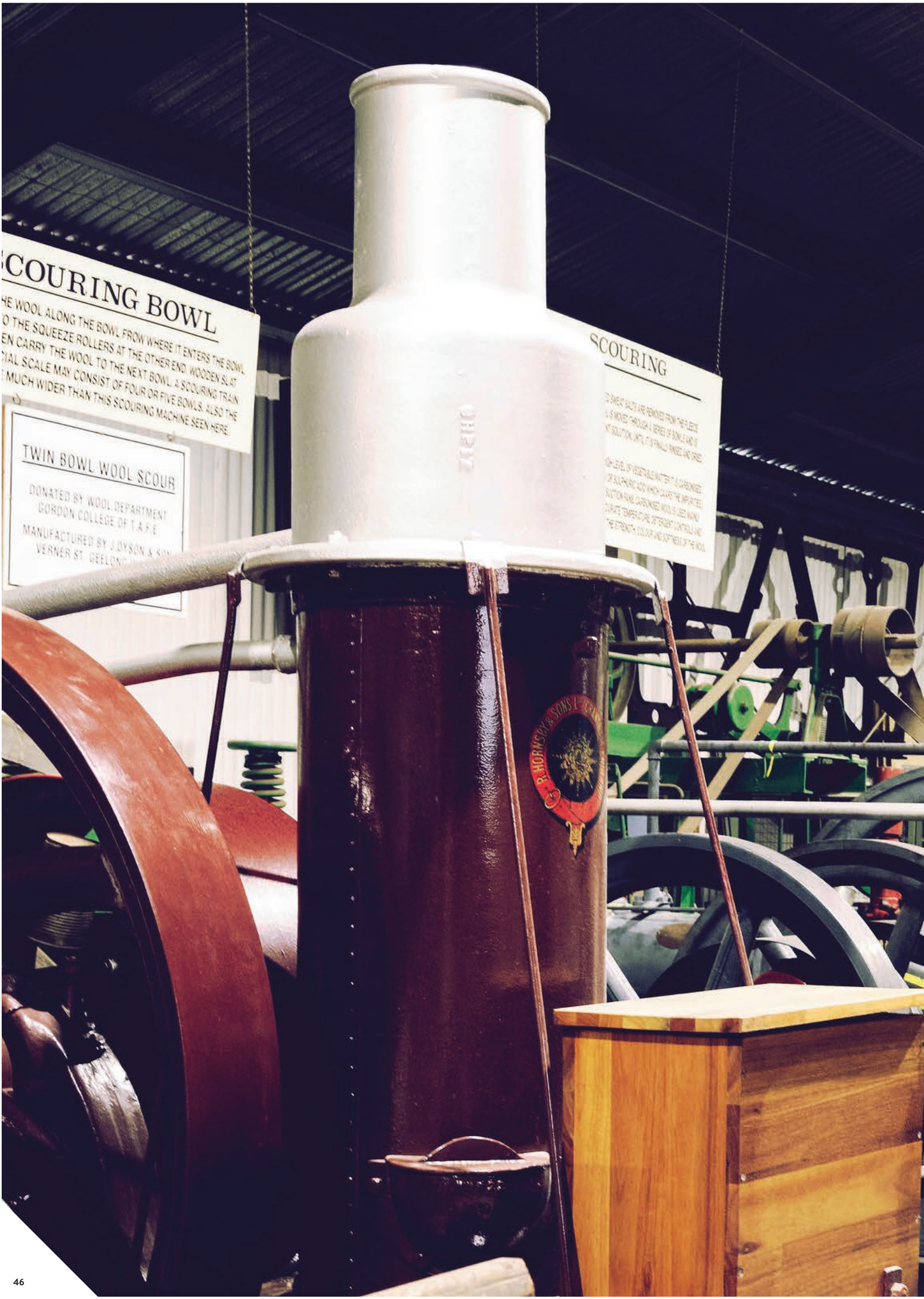
We will deliver on Council Plan Goals:

- Vibrants Arts and Culture.
- A More Inclusive and Diverse Community.

Photo: Brass Gorget – Presented to Dan-Dan-Nook, Wathaurong man by the Comunn Na Feinne Society, 1860. The gorget is inscribed 'KING DAN-DAN-NOOK' Best Runner Geelong 1860. Geelong Heritage Centre Archives (Council owned). Photo image used with permission from Wadawurrung Traditional Owners.

KING
DAN-DAN-NOOK
Jerry.
Best Runner.
Geelong.
1860.

Photo: Inside the spinning room at the Federal Woollen Mills, c1960. National Wool Museum Collection.


SCOURING BOWL
HE WOOL ALONG THE BOWL FROM WHERE IT ENTERS THE BOWL
O THE SQUEEZE ROLLERS AT THE OTHER END. WOODEN SLAT
EN CARRY THE WOOL TO THE NEXT BOWL. A SCOURING TRAIN
IAL SCALE MAY CONSIST OF FOUR OR FIVE BOWLS. ALSO THE
MUCH WIDER THAN THIS SCOURING MACHINE SEEN HERE.
TWIN BOWL WOOL SCOUR
DONATED BY WOOL DEPARTMENT
GORDON COLLEGE OF T.A.F.E
MANUFACTURED BY J.DYSON & SON
VERNER ST GEELONG
SCOURING
B. HORNSBY & SONS

“Heritage objects create a lot of interest and we like to show the young people how things used to be done and allow the older ones who do remember the opportunity to reminisce about the past.”

Edward (Ted) Stephens (pictured) of the Vintage Machinery Committee of the Royal Geelong Agricultural and Pastoral Society, a community run collection.

COMMUNITY COLLECTIONS

Although outside the scope of this report, community collecting organisations are important in maintaining and telling stories of the region.

Geelong is home to more than twenty community museums and collecting organisations, which range from historical society collections to industrial machinery collections and include objects as diverse as football jerseys to cars. Recent museums opening in Geelong include the *Museum of Play and Art Children's Museum* and the *Australian Orphanage Museum* operated by Care Leavers Australaia Network (CLAN). While some community museums start with initial private funding or government seed funding, many community museums survive through the effort and goodwill of volunteers. From time to time community museums and collecting organisations require council support.

Through the engagement process a strong undercurrent came from community collecting organisations regarding the ongoing viability of these collections. The primary needs of these organisations fall into three categories:

1. Maintaining their volunteer base.
2. Financial support for operations, facilities and display.
3. Training and professional advice in the areas of museum governance, object care and museum interpretation.

Building the capacity of the whole community in the area of heritage collections and museums will be of benefit to the whole Geelong community in caring for and celebrating Geelong's heritage. Moving forward a Geelong Community museums plan, building upon previous strategic work completed in 2009, would be necessary to understand the needs of community collecting organisations. This has been noted in the Strategy under strategic priority " Access and Showcase".

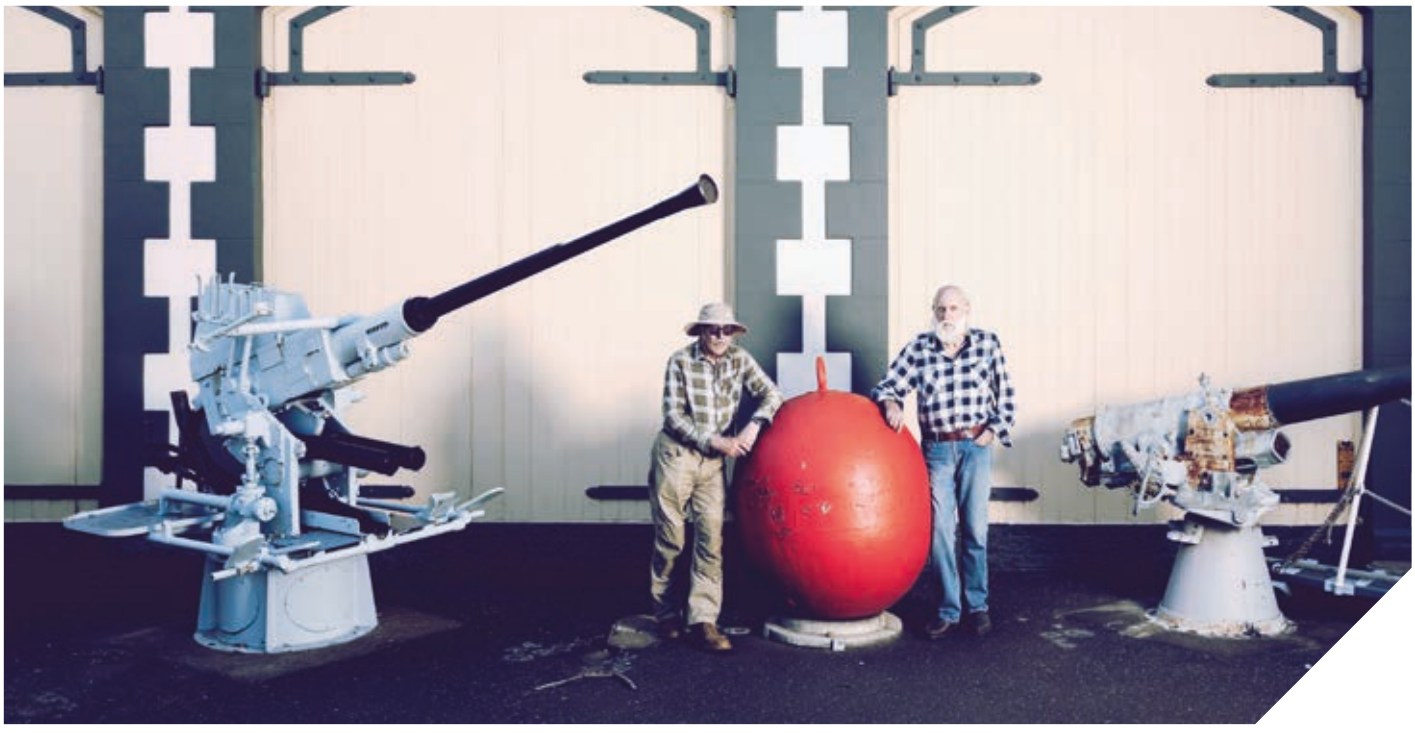


Photo: Malcolm Dunn (treasurer) and Bob Logan (president), standing outside the Geelong Maritime Museum. The Maritime Museum has a unique governance structure in that one-third of the collection is owned by Council.

GEELONG GALLERY

Geelong Gallery was established in 1896 and holds a magnificent 6000 item collection of 19th, 20th and 21st century Australian and European painting, sculpture, printmaking, photography and decorative arts, including rare and significant heritage objects and images related to Geelong. Although not owned by Council, it is crucial to recognise that the management, care, interpretation of and access to this collection plays an important role in planning the future of the City of Greater Geelong Heritage Collection.

Object: Edward Fischer. Frederick woodhouse (designer). The 1874 Geelong Gold Cup, 1874. Gold and hardwood. Purchased through the Dorothy McAllister Bequest Fund with the assistance of the Geelong Racing Club 2018. Geelong Gallery Collection.

IMPLEMENTATION, REVIEW AND MONITORING

Responsibility for reviewing and monitoring of the strategy will be overseen by the Arts & Culture Department. The implementation will rest with the relevant collecting groups and responsible divisions and be subject to the future operational budgets for Council's consideration. The collection statement and priorities proposed in this report will be reviewed in four years.

Photo: To the unknown mariner, by Cam Scale, 2015. Outdoor Collection.

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OUR HERITAGE, OUR COLLECTION

ENGAGEMENT FINDINGS REPORT

APRIL 2020

CITY OF GREATER
GEELONG

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Background information

BACKGROUND

The Our Heritage, Our Collection: Strategic Report (The Report) on the Use and Management of the City of Greater Geelong's Heritage Collection is a significant milestone for the community and the culmination of over ten years work. The Report is the first time that the entire City of Greater Geelong Heritage Collection has been presented in a unified and holistic way.

The Report focuses specifically on moveable cultural heritage such as objects, artworks and artefacts that are owned by City of Greater Geelong (CoGG). The Report positions CoGG in two ways:

1. It provides an overall understanding of the breadth and depth of the City of Greater Geelong Heritage Collection, not ever previously undertaken by Council.
2. It outlines future directions for the Heritage Collection. This includes a proposed Collection Policy with Collection Purpose and Statement along with four collection priorities. From these collection priorities, the Report presents six key recommendations.

Following resolutions of Council on 26 November 2019:

a) The report was on public display from 27 November – 30 December 2019. Four additional public comments, totally 24 pages, were received through Have Your Say. Appropriate and relevant recommendations have been incorporated into the final report.

b) Members of the community were encouraged to return arts and heritage items that may belong to the City of Greater Geelong or its former legal entities.

This Engagement Findings Report summarises the response to the draft Our Heritage, Our Collection: Strategic Report engagement process undertaken for the period 27 November 2019 – 4 March 2020.

Image: National Wool Museum Collection

How we engaged

Approach	Engagement level	Activities
General communications	Inform	• Promoted via Have your Say on www.geelongaustralia.com.au • Media release • Notice sent by email to key stakeholders • Social Media posts via City of Greater Geelong and National Wool Museum
Heritage Advisory Committee Engagement	Consult	• Opportunity to provide written submissions • Opportunity to discuss findings and Committee recommendations

Engagement:

A media release dated 27 November 2019 was distributed announcing: "Clear approach to manage City's vibrant arts and heritage collection worth nearly $28m". It covered highlights of the Report, announced the public display for comment period and encouraged the return of lost object to the City Collection.

The draft *Our Heritage, Our Collection* Report was on public display for comment via Have Your Say from 27 November – 30 December 2019.

Five additional public comments, totally 24 pages, were received through Have Your Say (four submissions) and one email submission (separate from Have Your Say). Council staff and project leaders reviewed the comments. Where appropriate relevant recommendations were incorporated into the revised Report.

The revised Report was submitted to the Heritage Advisory Committee on the 27 February. The Report and recommendations received unanimous support from the Committee. Lex Chalmers, representing the Heritage Advisory Committee, submitted two pages of additional comments by email on 4 March 2020. These comments were reviewed, discussed by phone with Lex Chalmers and incorporated where applicable into the final Report.

Note: many of the comments received through email and from the Heritage Advisory Committee were technical; such as:

> ***"I could not find the date of the publication – will this be added when Council approves it?"***
>
> ***"It is appreciated that the Municipal Heritage Strategy, Creative Futures and UNESCO City of Design designation are now referenced…"***

Following a Council Briefing in November 2019 presenting the Report, an amendment proposed "encouraging community members to return arts and heritage items that may belong to the City of Greater Geelong or its former legal entities".

A media release by both City of Greater Geelong and National Wool Museum social media promoted this initiative.

On 2 December 2019, ten of the News Limited syndicated papers ran the article: *"Geelong Council launches plan to recover lost heritage items."*

No objects have been brought forward at the time of presenting this Report, however there was one anonymous letter received which reported an unidentified individual living in Geelong neighbourhood who 'may possibly have a portrait of a former Councillor hanging in their house.' With no contact information or detail given, the decision was made not to pursue this matter at this time.

Currently a no-fault policy is in place and City officers have in the past maintained a 'no questions asked' policy about objects that may have once belonged to the Council(s) being returned. Asking only for relevant information regarding provenance (i.e. how was this connected to the City/Council/Community/etc).

Future Engagement:

Responding to current COVID-19 situation and the community priorities of increased access identified in this Report, a new digital exhibition showcasing treasures from the City of Greater Geelong Heritage Collection will launch in late April 2020. It will feature 50 objects identified through this Report and selected from the themes: WAR, WOOL and WORK. This is a collaborative project with Victorian Collections that augments existing online collections and will hopefully grow over time to include community collections as well.

What we heard

OVERALL SENTIMENT

Findings and recommendations of the *Our Heritage, Our Collection* report received overwhelming and unanimous support:

> ***"The above Report is a very worthwhile document, with excellent recommendations regarding the city of Greater Geelong's public and private heritage collections.***
>
> ***It is very attractively presented."***
>
> L. Chalmers OAM, on behalf of the Heritage Advisory Committee
> Comments on final Our Heritage, Our Collections Strategic Report 4/3/2020

Comments covered five general areas:

1. Strategy and Policy that acknowledge an obligation of care
2. Industry standard fit-for-purpose storage and display facilities
3. Use of existing buildings (Osborne House & Stables, Post Office, Customs House)
4. Public access and awareness
5. Resourcing and staff

Sample comments compiled from the Have Your Say submissions:

> ***"Congratulations on this excellent strategic report. Having attended the community consultation process I support the issues identified. "***

> ***"This document and the management of Geelong's Heritage Collection must not be allowed to drift into the "too hard" category."***

> ***"I believe that is an important report and that our historical artefacts and memorabilia should be preserved and on public display for the whole community to hear."***

> ***"Where is OUR STORY? - our interpretation of our sense of place? CoGG has an amazing opportunity to establish Cultural Centres in 3 prime locations, as mentioned in the report on page 39: Use existing buildings and infrastructure to showcase the collection."***

Next steps

This engagement was an important step in helping us understand the depth of passion the community feels about its heritage collections.

Following adoption by Council, our next steps will be to facilitate the implementation of recommendations of the report:

Recommendation 1 - Develop and implement a Council Collection Policy.

Recommendation 2 - Pursue avenues for securing the appropriate resourcing to oversee the collection, in particular key roles such as a Collection Manager and collection and curatorial staff to support collection care and access.

Recommendation 3 - Advocate for appropriate care for the collection through industry standard collection storage facilities, in particular a purpose-built offsite storage location to properly store Council's heritage collections.

Recommendation 4 - Provide greater access to the collection through additional displays, online collections, public programs and pop-up displays across the municipality.

Recommendation 5 - Specialised Services to care for and maintain the collection

Recommendation 6 - Acquisitions Continue to maintain existing collection strengths but also build the diversity of the collection through acquisitions that reflect the unique character of Geelong.

Recommendation 7- Formally adopt a 'no questions asked' no-fault policy about objects that may have once belonged to the Council(s) being returned to the public collection. Gather information relevant to provenance (i.e. how it is connected to the City/Council/Community).

—

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4. ARMSTRONG CREEK COMMUNITY SHED

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

Purpose

1. To seek Council endorsement to develop a community shed and gardens at 81-113 Sovereign Drive, Mt Duneed.

Background

2. For the purpose of this discussion, a differentiation is made between Men's Shed programs (the activities) and the facilities from which the programs operate, community sheds (the buildings).

3. There are 14 Men's Shed programs currently operating across the City of Greater Geelong with three of these operating from City facilities.

4. The Grovedale Men's Shed program previously operated for over five years from a facility purpose-built by Villawood Properties at Club Armstrong, Unity Drive, Armstrong Creek. The group has 30 members and meets on a Tuesday between 1.00pm-4.00pm. They have temporarily relocated to a site known as Foundation 61 in Mt Duneed, pending the identification of an alternate site and development of a new facility.

5. Council allocated $50,000 in the 2019-20 budget to "undertake planning work to identify a suitable site in the Grovedale locale that will meet the needs of the Grovedale Men's Shed (program)."

6. A report was presented to Council on 26 March 2019 in which Council resolved to further investigate a number of options for locating a community shed in the Armstrong Creek West precinct and directed Council officers to engage with the Grovedale Men's Shed Inc. to identify a suitable location.

Key Matters

7. Planning assessments have been undertaken in consultation with the members of the Grovedale Men's Shed Inc. to consider the requirements for a community shed alongside other new community infrastructure planned for the Armstrong Creek West precinct. This work has confirmed that the preferred location can accommodate a facility of the scale required by the Grovedale Men's Shed Inc.

8. The sporting reserve site in the Armstrong Creek precinct was determined as the preferred location to develop a community shed. It will be able to accommodate not only the men's shed program but potentially a range of other community programs and activities, including a proposed community garden located adjacent (refer to **Attachment 2**).

9. The community shed and gardens will remain under the ownership of the City. A management model for the community shed and garden will be developed that ensures shared use and governance of the facility that will maximise the utilisation and community benefit from any future investment in this site.

Cr Harwood moved, Cr Nelson seconded -

10. That Council endorse, in principle, the development of a community shed and gardens at 81-113 Sovereign Drive, Mt Duneed, known as the Sovereign Drive Sports Reserve as outlined in Attachment 2, subject to the outcome of further detailed site analysis and community consultation and refer this matter to the 2020-21 Budget process for consideration.

Carried.

Attachment 1

Financial Implications

1. The City allocated $50,000 in the 2019-20 budget to "Undertake planning work to identify a suitable site in Grovedale locale that will meet the needs of the Grovedale Men's Shed (program)." Further schematic design for a new community shed facility will follow in consultation with the members of the Grovedale Men's Shed should Council endorse the preferred site recommended in this report.

2. The Grovedale Men's Shed Inc. have indicated a facility of approximately 24m x 18m is required. Preliminary independent cost estimates indicate construction of a stand-alone facility would cost between $595,000 to $730,000 depending on construction approach and scope. The cost for development of a community garden in this location is estimated at $100,000.

3. The members of the Grovedale Men's Shed Inc. indicate that they will pursue further funding from the state government of Men's Shed grants up to $80,000 as a contribution to the overall cost of construction and fit out.

Community Engagement

4. City officers have been in regular contact with the Grovedale Men's Shed group and have met with the group several times to discuss planning and design development.

5. Design options were investigated (based on the group's preferred floor area requirements of approximately 432sqm) to achieve co-location with the community complex and alternatively the sporting infrastructure. The sporting reserve site was determined as the most viable option to meet the requirements of the Grovedale Men's Shed and accommodate other community activities on the site in the future.

6. This site will also enable Council to develop a community garden adjacent to the community shed, and this responds to recent requests from the local community for a community garden in the Armstrong Creek area.

7. The project will trigger the requirement to engage with the community and adjacent local residents through Council's *Approval Procedure for Open Space Development Projects*. Subject to community feedback, this may require a further report to Council to confirm the location of the community shed and gardens at this site.

Social Equity Considerations

8. The current *Social Infrastructure Plan* (SIP) recognises Men's Shed programs as a District Level facility with a catchment of 50,000 population. Based on benchmarks the municipality in general is well catered for men's shed provision, however the distribution and location of men's shed facilities is not equitable across the municipality. The proposal for a community shed in Armstrong Creek will address this issue for the local community.

9. An assessment of population benchmarks and considering the current provision of similar facilities in other locations, indicates there is sufficient community demand to develop a community shed and community garden, with the capacity to host the local men's shed program in the Armstrong Creek Growth Area.

10. Council has made a commitment to develop a *Gender Equity Framework* to improve gender equity outcomes for the community by ensuring all the City's policies, plans, services and programs include gender equity principles to achieve a fair and inclusive community. Community sheds facilitate social inclusion opportunities for all, including Men's Shed programs, while allowing access for other community groups and activities.

Policy/Legal/Statutory Implications

The draft *Social Infrastructure Plan 2020* indicates that respondents reported a need for 'maker spaces' that are affordable and which respond to the needs of those who are able to participate during the day, and for those who can only participate during the evening. The SIP identified there is an unmet demand for 'maker spaces' within the community.

11. The *Social Infrastructure Plan* principles encourage:

    11.1 location of community facilities/spaces as part of a functional major centre with public transport, bike and walking path access;

    11.2 integration of community facilities/spaces with recreation and leisure (indoors and outdoors), where complementary;

    11.3 shared use of community facilities;

    11.4 developing flexible, multipurpose community facilities/spaces which can incorporate a range of commercial and community services and change over time as the community matures; and

    11.5 create adaptable community facilities/spaces appropriate to the level of service demanded.

12. The land identified as the preferred location for the development of the community shed is zoned Urban Growth Zone 3 (UGZ3). The site is an 8.74-hectare site allocated for the development of sporting infrastructure including sporting fields, netball courts, bowling greens and a pavilion.

13. A Landscape Concept Plan was approved as a condition on Planning Permit 496/2012. The preferred site is adjacent the proposed future bowling greens on land nominated on the Landscape Concept Plan as 'potential club house'.

14. Developing a community shed on this site would not necessarily preclude the development of bowls infrastructure in the future as demand arises. Existing portable amenities infrastructure on the site would be removed and existing use rights could be accommodated in a new community facility. Access to a shared space could be negotiated as part of a revised licence arrangement.

Alignment to Council Plan

15. Developing a Community Shed to service the Grovedale and Armstrong Creek community aligns with several Council objectives including:

    15.1 Improved health and safety of our community;

    15.2 Informed social infrastructure and planning; and

    15.3 A more inclusive and diverse community.

Conflict of Interest

16. There is no known conflict of interest arising from any officer or contractor who has provided advice in relation to this report.

Risk Assessment

17. The cost of development requires further detailed planning and is an estimate at this stage.

Environmental Implications

18. The proposal to locate a community shed and garden in the Armstrong Creek West precinct does not create any environmental impacts.

19. Any impact on the amenity for surrounding residents or users of the reserve due to noise and the use of machinery in the shed should be mitigated by the buffer to adjacent residential areas.

Attachment 2 – Armstrong Creek West Precinct Sporting Reserve

Figure 1 Location within Armstrong Creek

Figure 2 Location within Armstrong Creek West Sporting Reserve

Figure 3 Area required to accommodate community shed

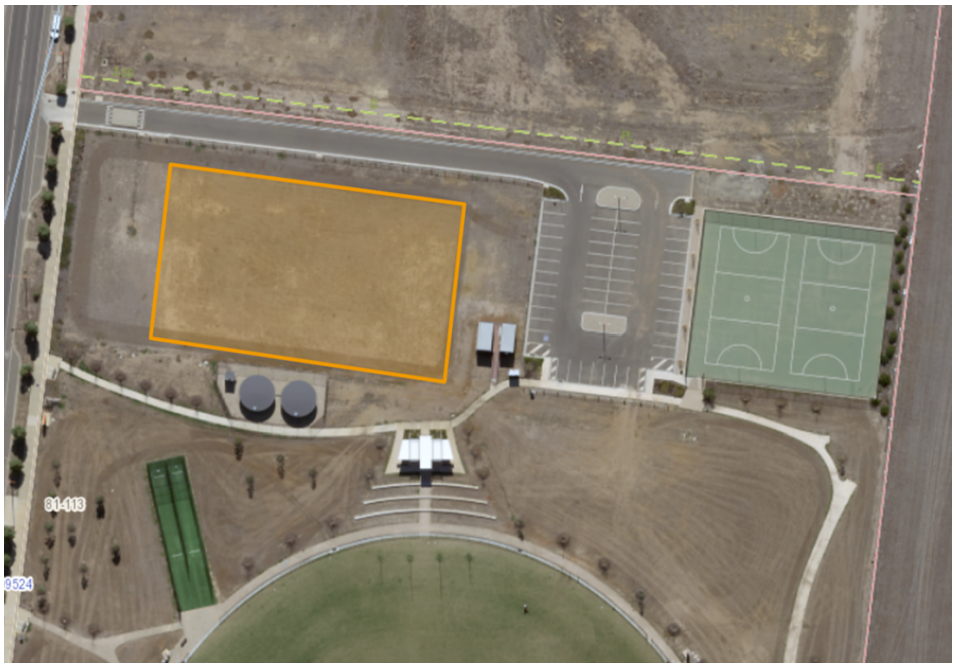

Figure 4 Area required to accomodate a community garden

5. CHRISTMAS IN GEELONG – REVIEW & CHRISTMAS CITY PROGRAM

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

Purpose

1. To provide Council with the outcomes of the Christmas in Geelong program inclusive of the Floating Christmas Tree, and to provide Council with the findings of a report on the future of Christmas in Geelong, the '*Christmas City Program – A Review, Vision & Business Plan'*.

Background

2. On Tuesday 28 January 2020, Council resolved to commit $50,000 to appoint an appropriately qualified and experienced Creative Director to review existing and potential Christmas activities and initiatives. Additionally, to present a proposal and business case to enhance the program over the next 4 years.

3. Given the Councillor requirements to both review and vision the Christmas program within a four-week period, it was deemed important to select a consultant with a diverse set of analytical and creative expertise; to then inform the direction for the event and brief for a Creative Director. Respected consultants Patternmakers were commissioned to produce the review with expertise and capabilities within the required timeframe.

4. The '*Christmas City Program – A Review, Vision & Business Plan*' **(Attachment 3)** provides a recommendation for a strengthened and reinvigorated Christmas program that will see Geelong become *Australia's Christmas City*.

5. A review of the Christmas program is provided to Council each year and the 2019 review is attached to provide a complete overview of the investment in Christmas activities.

Key Matters

6. The Christmas program provides a significant economic and social impact to the region.

7. From 2014-2019, Council invested more than $4.1m in Christmas activities, leading to total attendances of 1.6m and total economic output of over $100m. The Floating Christmas Tree is the centrepiece of the program, accounting for 56% of the budget and generating 63% of attendances.

8. The ability to understand visitation has improved as new technology has become available and this provides consistent data to assist in the estimation of visits during the program with overall attendance numbers for the Floating Christmas Tree the highest recorded.

9. While visitor numbers to the Christmas activities in Central Geelong have increased significantly, there appears to have been a plateau in the percentage of visitors from outside of the municipality and from interstate and overseas.

10. Key stakeholders interviewed identified a need for an improved Christmas program to continue to increase visitation and to realise the economic benefit from the investment.

Cr Kontelj moved, Cr Aitken seconded -

11. That Council:

11.1 Note the 'Christmas City Program – A Review, Vision & Business Plan' report;

11.2 Acknowledges the focus currently required to manage the challenges associated with COVID-19 and requests the CEO bring this report back to Council in February, 2021 for consideration and to also consider recommendations for implementation in the development of future budgets;

11.3 Expresses its commitment to the current 2020 Christmas Program, with the inclusion of $50,000 for the Community Christmas Project within this program, noting that the 2020 Christmas Program is ultimately subject to the status and restrictions associated with COVID-19; and

11.4 Note the figures that show the Christmas in Geelong 2019 program generated 352,365 visits and an estimated $18.4 million in Total Economic Output.

Amendment

Cr Mason moved, Cr Harwood seconded -

11. That Council:

11.1 Note the 'Christmas City Program – A Review, Vision & Business Plan' report;

11.2 Acknowledges the focus currently required to manage the challenges associated with COVID-19 and requests the CEO bring this report back to Council in February, 2021 for consideration and to also consider recommendations for implementation in the development of future budgets;

11.3 Expresses its commitment to the current 2020 Christmas Program, ~~with the inclusion of $50,000 for the Community Christmas Project within this program,~~ noting that the 2020 Christmas Program is ultimately subject to the status and restrictions associated with COVID-19; and

11.4 Note the figures that show the Christmas in Geelong 2019 program generated 352,365 visits and an estimated $18.4 million in Total Economic Output.

Cr Mason withdrew the amendment.

The motion was then put and carried. **Carried.**

Attachment 1

Financial Implications

1. The total cost of the Christmas in Geelong 2019 program was $865,381. To implement the actions as identified in the '*Christmas City Program – A Review, Vision & Business Plan'* report, there is a requirement to commit an additional budget.

2. The additional recurrent budget required for the opportunities identified in the report is $1,1M per year, including:

   2.1 $220,000 per year ($880,000 over four years) to cover staffing costs of a Creative Director, Festival Operations and Business Development Officer, collectively responsible for creative oversight, meaningful community engagement and culturally cohesive programming around an annual theme;

   2.2 $369,000 per year ($1,476,000 over four years) to increase recurrent budget for cultural pogramming and event delivery across the municipality over an eight-week period, including a grants program for community presenters; and

   2.3 $100,000 per year to improve the Tree's technical capabilities and content, and $1,890,000 in capital and recurrent spending to re-engineer the tree for a new scale and position ($2,290,000 over four years).

3. Along with funds already committed to Christmas activities 2020-2023 ($3.4m), this new commitment would more than double the budget to a total of $8.4m (average $1.9M per annum).

4. The budget requirement is a mix of both resourcing and program costs and includes an element that would provide funds through a grant program to allow local communities to develop activities to complement the major activities.

Community Engagement

5. To develop the '*Christmas City Program – A Review, Vision & Business Plan'* report, face-to-face and phone consultations were held over a concentrated period between 24 February – 4 March 2020 with internal and external stakeholders.

6. As part of the Christmas in Geelong 2019 program, the City and Central Geelong Marketing carried out a review to determine how popular the activities were and what economic benefit was derived.

7. **Attachment 4** provides a summary of the key survey results for the Christmas in Geelong 2019 program. **Attachment 5** shows the elements and activities delivered as part of the Christmas in Geelong program. **Attachment 6** shows year on year the results and measurements from 2014 – 2019.

8. With availability of, and improvements in technology to assist in more accurately estimating visits, such as access points to count unique devices in specified precincts, overall attendance numbers recorded are higher.

9. The program was evaluated by the following methods:

   9.1 Access points (using Bluetooth/ Wi-Fi data) counting unique devices in zones within Central Geelong;

   9.2 Manual participant counting – Activity and on street in specific locations during specific times;

   9.3 Location counting using temporary beacons and door entry counting;

9.4 Face to face and online surveys. 1033 surveys were completed over the program;

9.5 Social media reach of 1.476 million people for City accounts and 173,420 for Central Geelong Marketing which included Facebook, Twitter and Instagram; and

9.5 Independent assessment of PR value of media activity.

10. The economic benefit generated by the program is calculated using a REMPLAN evaluation method and calculations and is based on the standard process used by Central Geelong Marketing, Tourism Greater Geelong and the Bellarine and G21.

11. In making the calculation, the City and Central Geelong Marketing collected the following information over a cross section of days, times and activities:

11.1 Device Counting (Bluetooth and Wi-Fi in designated areas);

11.2 Manual counting and assessment; and

11.3 Surveys at events and activities and online.

Social Equity Considerations

12. The Christmas in Geelong program is full of free events available to the community.

Policy/Legal/Statutory Implications

13. All policy, legal and statutory implications associated with this project have been adequately managed by the Capital Projects, Economic Development & Events, and Central Geelong & Waterfront departments.

Alignment to Council Plan

14. The Christmas in Geelong program aligns with the “a more inclusive and diverse community” and “growing our tourism and events” strategic directions of *Council Plan 2018–22*.

Conflict of Interest

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

Risk Assessment

16. The project control and working group structure has managed risks with advice from specialist officers.

Environmental Implications

17. Environmental impacts have been considered for each element of the annual Christmas in Geelong program.

Attachment 2

Discussion

1. The *'Christmas City Program – A Review, Vision & Business Plan'* report highlights a key range of actions and activities that could be considered to enhance the Christmas in Geelong program and increase visitation over a very important time of the year. Some of the key findings from the report are detailed below;

Vision

2. By 2023, Geelong is recognised as '*Australia's Christmas City'*, with a locally and internationally admired, eight-week Festival program held annually in Central Geelong and at key locations across the municipality.

3. It will be led by a Creative Director, and curated around a unique and distinctly Australian theme, such as 'Summer of Celebration'.

4. With a re-engineered Christmas Tree as the centrepiece, the Geelong Waterfront program will be expanded to create a buzzing festive atmosphere every Friday night over summer, with an imagined Summergarden, Christmas market and program of performances.

5. The Christmas Tree itself will be re-engineered to reach a new scale, dynamism and location in front of Steampacket Gardens, with rigging and a floating stage to enable programming of innovative music and circus performances.

6. Alongside the curated program of professional events, a program of grants and community engagement will enable different parts of the community to present their own events connected to the '*Christmas City Program'* theme.

Key recommendations for an enhanced Christmas program include:

7. To become '*Australia's Christmas City',* the new areas of investment include:

    7.1 **Staff:** Appointment of a Creative Director & dedicated staff responsible for creative oversight, meanngful community engagement and cohesive programming around an annual theme;

    7.2 **Program**: An eight-week program of events on the Geelong Waterfront every Friday night, including Summergarden, design market, and program of innovative music and aerial performances; and

    7.3 **Tree**: Re-engineering the Tree for a larger scale, location and new content, including waterjets/animatronics for daytime activation and rigging/staging for live performances.

8. The investment required to achieve the outcomes are outlined in the financial implications section of this report and it is anticipated that with this investment, visitor numbers on the Geelong Waterfront are expected to increase over the summer period, particularly from 2021-2023 (with 2020 being a transition year), with a target to grow from 350,000 in 2019 to over 500,000 by 2023.

9. A business development strategy should see the event attract additional partnerships and income streams, such as Major Event funding from the Victorian Government by 2023, with a target to match the level of funding from the City within four years.

10. Along with attendances, average spend and total economic output, additional measures of success will be attendance by population of each ward, by people with diverse backgrounds, and media value.

CITY OF GREATER GEELONG

Christmas City Program

A Review, Vision & Business Plan

PREPARED BY PATTERNMAKERS

MARCH 2020

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This document has been prepared for the City of Greater Geelong by Patternmakers. Patternmakers is a research agency specialising in culture, creativity and community.

The data contained in this report has been provided by the City of Greater Geelong. Patternmakers accepts no responsibility or liability related to the accuracy of the figures provided and relies completely on the information provided by City of Greater Geelong, its officers and stakeholders consulted.

Patternmakers acknowledges the traditional land and its owners and the contribution of the Aboriginal and Torres Strait Islander peoples of Australia past, present and future.

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Summary

Introduction

This report provides a recommendation for a strengthened and reinvigorated Christmas program that will see Geelong become **Australia's Christmas City**.

It is based on an evaluation of Christmas activities (2014-2019) and a condensed stakeholder consultation process to understand community needs and interests in the future Christmas program seasons (2020-2023).

It argues that an eight-week Christmas Festival program has the power to connect people across the municipality with the spirit of Christmas, stimulate the local economy through tourism and investment and raise the profile of Geelong nationally and internationally.

It identifies the most expedient management model and budget required to create an inspiring and ambitous program.

Review 2014-2019

Key Findings

From 2014-2019, Council invested more than $4.1m in Christmas activities, leading to total attendances of 1.6m and total economic output of over $100m. The Floating Christmas Tree is the centrepiece of the program, accounting for 56% of the budget and generating 63% of attendances.

Although attendances continue to rise, tourism during Christmas is no longer growing, media impact has begun to fall, and lower spend per visitor means economic impact is not growing and could be at risk in 2020. In addition, the current level of resourcing is not sufficient to meaningfully engage all parts of the community and ensure inclusion.

Consultation with key stakeholders and external stakeholders suggests there is strong support to refresh and expand the Christmas program. There is general consensus that the three, equally important objectives of the Christmas City program are **connecting people, economic stimulation and profile raising**.

Business Case 2020-2023

Vision

By 2023, Geelong is recognised as 'Australia's Christmas City', with a locally- and internationally-admired, eight-week Festival program held annually in central Geelong and at key locations across the municipality.

It will be led by a Creative Director, and curated around a unique and distinctly Australian theme, such as a 'Summer of Celebration'.

With a re-engineered tree as the centrepiece, the Geelong Waterfront program will be expanded to create a buzzing festive atmosphere every Friday night over summer from early November, with a Summergarden, Christmas market and program of performances.

The tree itself will be re-engineered to reach a new scale, dynamism and location in front of Steampacket Gardens, with rigging and a floating stage to enable programming of innovative music and circus acts.

Alongside the curated program of professional events, a program of grants and community engagement will enable different parts of the community to present their own events connected to the theme.

Key Elements

To become Australia's Christmas City, the new areas of investment include:

1. **Staff:** Appointment of a Creative Director & dedicated staff responsible for creative oversight, meaningful community engagement and cohesive programming around an annual theme.
2. **Program:** An eight-week program of events on the Waterfront every Friday night from early November, including Summergarden, design market, and program of innovative music and aerial performances.
3. **Tree:** Re-engineering the tree for a larger scale, new location and improved content, including waterjets/animatronics for daytime activation and rigging/staging for live performances.

Investment Required

The additional recurrent budget required for these opportunities is $1.1m per year, including:

> $220,000 per year ($880,000 over four years) to cover staffing costs of a Creative Director, Festival Operations Manager and Marketing & Business Development Officer, collectively responsible for creative oversight, meaningful community engagement and culturally cohesive programming around an annual theme.

> $369,000 per year ($1,476,000 over four years) to increase recurrent budget for cultural pogramming and event management across the municipality over an eight-week period, including a new grants program for community presenters.

> $100,000 per year to improve the Tree's technical capabilities and content and $1,890,000 in capital and recurrent spending to re-engineer the tree for a new scale and position ($2,290,000 over four years).

Along with funds already committed to Christmas activities 2020-2023 ($3.4m), this new commitment would double the budget to a total of $8.4m (average $1.9 per annum).

Target Results

With this investment, visitor numbers at the Waterfront are expected to increase over the summer period, particularly from 2021-2023 (with 2020 being a transition year). The target is for attendances at Christmas activities to grow from 350,000 in 2019 to over 500,000 by 2023.

A business development strategy will see the event attract additional partnerships and income streams, such as Major Event funding from the Victorian Government by 2023, with a target to raise $625,000 over the next four years.

Along with attendances, average spend and total economic output, measures of success will be attendance by population of each ward, by people with diverse backgrounds, and media value.

1 Introduction

Background

Patternmakers was commissioned to produce a review and business case for Christmas in Geelong

In 2020, the City of Greater Geelong ("the City" or "the Council") commissioned arts and culture research agency, Patternmakers, to produce a review and business case for its Christmas season program. The City aims to understand what investment is required to develop an inspiring and highly engaging program of festive experiences that could further enhance the program.

The City's objective is to develop an initial overarching vision and shape to the program and total indicative cost for the event, which would also inform a direction for the Christmas program over the next four years. As directed by the brief, Patternmakers' approach includes:

1. A review of the current Christmas program for the period 2014-2019 through a series of consultations and review of relevant background documentation
2. A business case and future direction for a refreshed Geelong Christmas Festival for the period 2020–2023.

Methodology

Over 30 stakeholders were consulted in development of the Business Plan

This Business Plan was developed in three key phases, beginning with Project kick off and planning in February 2020, progressing to Consultation in late-February and early-March 2020 and Reporting in mid-March 2020.

Face-to-face and phone consultations were held over a concentrated period between 24 February – 4 March 2020 with internal and external stakeholders, as directed by City of Greater Geelong officers. This included a workshop with internal stakeholders involved in the delivery of Christmas in Geelong 2014-2019.

Little Helper
ST THOMAS PRIMARY SCHOOL
OUR LADY STAR OF THE SEA PRIMARY SCHOOL, OCEAN GROVE

2 Review of Geelong's Christmas Program 2014-2019

Background

In 2014, the Floating Christmas Tree was launched to grow the profile of Geelong

The Floating Christmas Tree ("the Tree"), launched in 2014, was based on the vision of then Mayor Darryn Lyons to create a spectacular attraction that would serve as a major tourism drawcard for Greater Geelong. The Floating Christmas Tree was a key component of the City's revamped Christmas decorations from 2014 onward.

In 2014 a procurement process was undertaken for the Floating Christmas Tree installation, to accurately scope the project and provide a recommended option that would allow Council to procure the Installation. $500,000 was allocated for design and construction.

The Floating Christmas Tree generated $3.18m of 'new' economic activity in 2015

An Economic Impact Assessment and Cost Benefit Analysis, produced by consultants IER in 2016, indicated that the Floating Christmas Tree attracted 122,000 or 57% of the total visits recorded during the Christmas in Geelong Program in 2015.

The total direct spending for 2015 was $6.09 million, which represents the amount of money spent in Geelong by everyone who visited the attraction. The total direct 'in-scope' expenditure was $3.18 million, which represents that amount of money spent in Geelong by all those who indicated that the reason for their visit to the CBD was specifically to visit the Floating Christmas Tree.

The Floating Christmas Tree generated a gross value-added contribution of $5.2 million, which represents the total amount of economic activity supported by the event. This supports more than 42 FTE jobs in the local region.

The Floating Christmas Tree generated a net value-added impact of $2.7 million – which represents the total amount of economic activity created by the event (often referred to as 'new money') – supporting 22 FTE jobs in the local region.

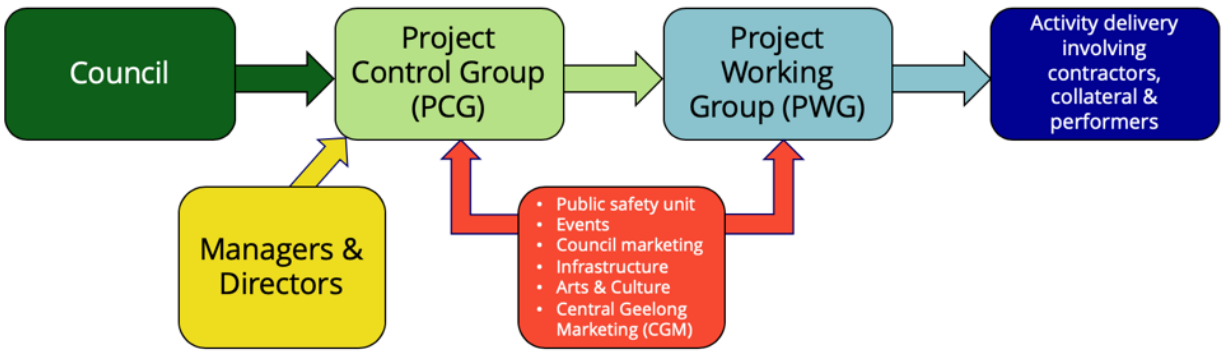
It was estimated that a 5.4 times return on investment was realised by the City.[1]

A cross-Council working group has delivered Christmas in Geelong, led by a Project Control Group

Upon the procurement of the Floating Christmas Tree installation, it was recommended that Council appoint a Project Control Group consisting of the Mayor, Portfolio holder and/or Ward Councillor, General Manager Community Services, General Manager Corporate Services, representatives from Marketing & Communications, and Capital Projects.

In recent years the Christmas program organisational structure includes a Project Control Group (PCG), consisting of department managers and directors. Delivery of Christmas program activities is undertaken by the Project Working Group (PWG), which includes representatives from Central Geelong Marketing (a s86 committee of Council) as well as staff from the departments of Capital Projects, Economic Development & Events, and Central Geelong & Waterfront departments.

Figure 1: Christmas program organisational structure (2020)



A report presented to Council in May 2018 stated that the Christmas program aims to:

1. Help generate community pride and a spirit of festive goodwill across the entire Geelong community;
2. Stimulate economic activity directly in Central Geelong, and more broadly by encouraging visitors from outside our region;

[1] IER 2016, Economic impact assessment & Cost Benefit Analysis associated with the Iconic Floating Christmas Tree in Geelong 2014 & 2015

3. Boost the public and media profile of Central Geelong, the City of Greater Geelong and our municipality; and,

4. Offer a range of free Christmas celebration activities.

Key Christmas in Geelong activities are delivered and sponsored by the City and Central Geelong Marketing (CGM)

As of 2019, the primary activities for Christmas in Geelong have consisted of the Floating Christmas Tree, the Opening Night event, City Hall and Little Malop Street projections, school Christmas trees, regional decorations and the Central Geelong Christmas Trail.

Two key entities are driving the curation and delivery of activities: the City and Central Geelong Marketing (CGM), a s86 committee of Council. CGM has delivered a program to bring benefits to the business owners of Central Geelong and has aimed to complement the Council Christmas program, to provide a stronger Christmas experience for the community.

Table 1 outlines the complete list of all activities delivered as part of the Geelong Christmas Program in 2019, categorised by the two arms of delivery within council: the City and CGM.

Table 1: All Christmas in Geelong activities in 2019

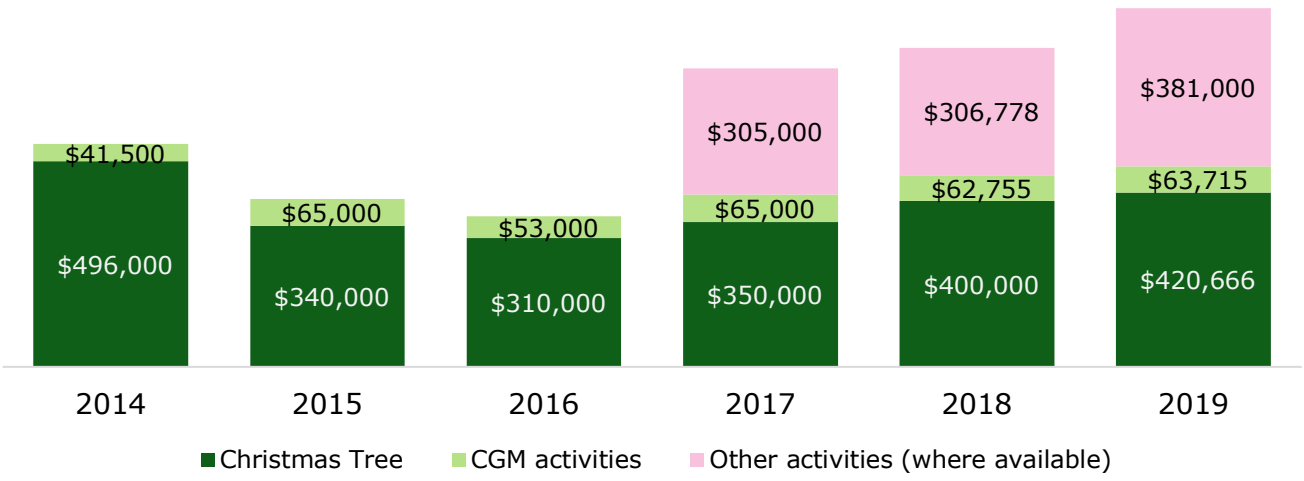
City of Greater Geelong	Joint City and CGM Activities	CGM organised and sponsored activities	City-sponsored events organised by others
▸ Floating Christmas Tree – Music and Light Show ▸ Christmas Projections at City Hall ▸ School Christmas Trees in Little Malop Central ▸ Christmas themed Catenary lighting and star ▸ Regional Christmas decorations ▸ Family Christmas movies on the Waterfront	▸ Parking Meter & Bin decals ▸ Santa letters at The Carousel and Library ▸ Morning Teas with Santa at the Carousel	▸ Neon Room including Merry Kiss'mas neon in LMC (Vacant Property Activation) ▸ Central Geelong Christmas Trail – activities and map ▸ 3D Christmas Giant Wall Art ▸ Christmas in Central Geelong Augmented Reality ▸ Pop up Christmas Tree Forest at T&G (Vacant Property Activation) ▸ Morning stories with Christmas Elves ▸ Christmas Waterfront Makers and Growers Market ▸ Central Geelong Christmas Elves	▸ Gala Day Parade ▸ Denis Walter Carols by the Bay ▸ Geelong Carols by Candlelight ▸ Christmas Movies

Investment

More than $4.1m has been invested in Christmas over six years

At least $4,106,070 has been invested in Christmas over six years (Table 2). Growth over this time has been primarily driven by investment in 'Other activities', including regional decorations, projections and the Central Geelong Christmas Trail. As shown in Figure 2, the Christmas tree has accounted for a significant proportion of the budget to date.

Figure 2: Total investment in Christmas activities 2014-2019, by category



Budget data for regional decorations, opening night and sponsorship prior to 2017 were not available and therefore 'Other activities' have been excluded from Figure 2 for 2014-2016.

Table 2: Budget for Christmas in Geelong activities 2014-2019

	2014	2015	2016	2017	2018	2019	Total
Floating Christmas Tree	$496,000	$340,000	$310,000	$350,000	$400,000	$420,666	$2,316,666
CGM activities	$41,500	$65,000	$53,000	$65,000	$62,755	$63,715	$350,970
Other activities							
Regional decorations	Not Available	Not Available	Not Available	$150,000	$161,000	$171,000	$482,000
Opening night event	Not Available	Not Available	Not Available	$60,000	$50,778	$45,000	$155,778
City Hall projections	$30,000	$30,000	$30,000	$30,000	$30,000	$40,000	$190,000

	2014	2015	2016	2017	2018	2019	Total
Christmas in the North	Not Available	Not Available	Not Available	Not Available	Not Available	$60,000	$60,000
Sponsorship of events	Not Available	Not Available	Not Available	$65,000	$65,000	$65,000	$195,000
Total cost - other activities	$44,672	$154,370	$306,614	$305,000	$306,778	$381,000	$1,438,43
Total investment	**$582,172**	**$559,370**	**$671,630**	**$690,000**	**$739,533**	**$865,381**	**$4,106,070**

Poor weather meant Opening Night 2019 was cancelled

In 2019, due to poor weather, the Opening Night celebrations were cancelled, for the first time since it began in 2014. Although the level of funding for the event has not allowed for major professional acts or curation of Opening Night, the event is highly valued in the community and seen to mark the start of Christmas.

It is likely this cancellation, along with changes to the Gala Parade and the discontinuation of the Myer Windows program, impacted media reach, tourism and potentially community engagement in 2019.

The annual budget for the safe delivery of opening night activities is $65,000. As the 2019 opening night entertainment activities such as fireworks and performances were cancelled with little notice, many of the pre-payments were forfeited due to the late cancellation.

The fireworks were rescheduled for the evening of Gala Parade; therefore, those costs were still expended later.

Other Christmas events attract funding through major events

The budget for sponsorship of events is not part of the Christmas Program budget but sits as a separate line item under the City's Community Investment and Support Fund, Strategic Partnerships.

These amounts are acknowledged in the Christmas Report as they are anticipated to be contributing to the overarching Christmas in Geelong numbers, however the decision-making for sponsorship or any other aspects of Council's support for those events, currently sits outside the scope of the Christmas Project Control Group and Project Working Group.

The breakdown of the funding for the $65,000 allocation to sponsorship are estimated to be:

- Denis Walter Carols by the Bay: $40,000
- Christmas Eve Carols in Johnstone Park: $20,000
- Gala Parade: $15,000.

Assembling, installing and lighting the Floating Christmas Tree represents 56% of the budget — and costs are increasing

The Floating Christmas Tree represents more than half (56%) of the total budget for Geelong's Christmas activities. Christmas Tree spending has varied each year between 2014 and 2019 but incurred increases in cost per annum since 2017.

The initial launch and capital expenditure of the Tree cost $496,000 and declined by 31% to $340,000 in 2015. The cost declined by a further 9% in 2016 but increased by 13% in 2017 to $350,000. The Tree has incurred further increases in costs since then, increasing by 14% from 2017 to 2018 to $400,000 and another 5% in 2019 to $420,666.

Other Christmas program activities (not delivered by CGM) comprise a minimum of 21% of the total budget. This is made up of regional decorations (9%), City Hall projections (4%), sponsorship (4%) and opening night event (3%).

Council has committed to continue installing the Tree for 2020-2023

On 23 October 2018, the Council resolved to support the installation of the Floating Christmas Tree for a further five years from 2019 – 2023. At this time, contractors and expenditure have been determined for the Floating Christmas Tree installation activities in the year 2019-20, which are detailed in Table 3 below.

Table 3: Floating Christmas Tree installation activities & expenditure for 19/20

Details	Budget	Notes
Marine and engineering services	$129,000	Engineering required due to new position - Includes barge hire, mooring & maintenance inspections.
Assembly/disassembly services and storage	$313,000	- Includes collection, transport, assembly, fixing to barge, removal, disassembly & storing - Option to extend contract in 2020/21 & beyond (rates vary between FY's)
Total	$442,000	

Note these figures do not include costs associated with the launch event.

Outcomes

Attendees enjoy participating in Christmas in Geelong and feel the Tree is important

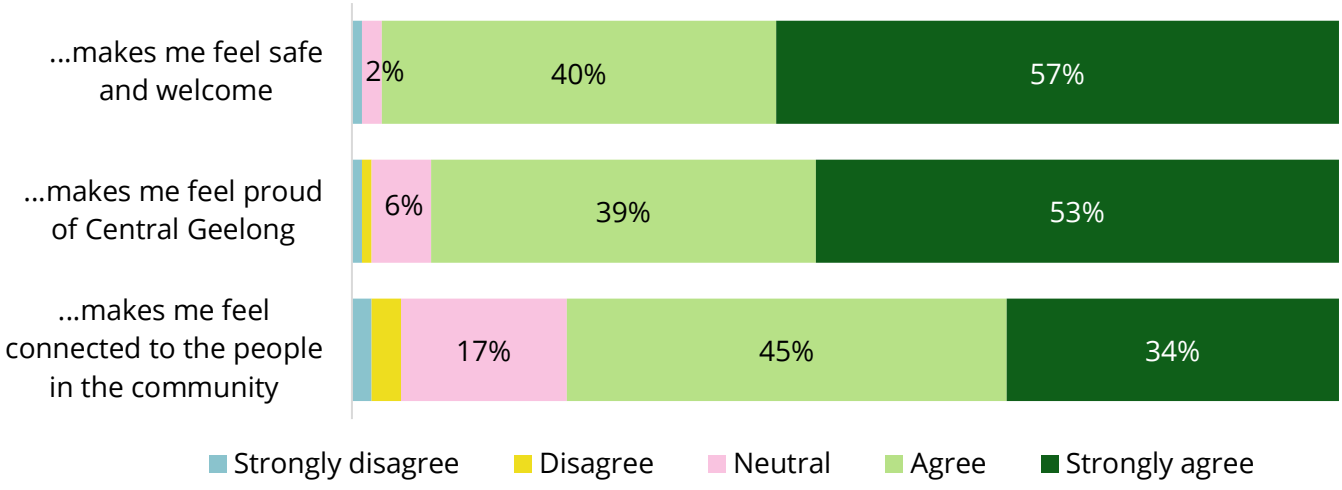
A face-to-face and online survey of 1,033 people undertaken by the City in 2019 shows that overwhelmingly those attending Christmas activities feel positive about Christmas in Geelong.

According to the survey, 96% of participants agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt 'safe and welcome'. Almost all (92%) participants agreed or strongly agreed that when they participated in Christmas in Central Geelong, they felt proud of Central Geelong.

Most (79%) participants surveyed agreed or strongly agreed that when they participated in Christmas in Central Geelong, they felt connected to people in the community. Even more (95%) participants agreed or strongly agreed that they enjoyed the vibrancy and activity in Central Geelong during the Christmas program.

Overall, 97% of participants rated their experience as 'Good' (32%) or 'Excellent' (64%) and 97% of visitors rated the Tree as important or very important.

Figure 3: To what extent do you agree or disagree with the following statements: Participating in the Christmas program activities... n=1,039



Some parts of the community may not feel included at Christmas

As shown in Figure 3, one statement attracting slightly lower levels of agreement is that Christmas 'makes me feel connected to the people in the community'. Based on the data

collected, it's not possible to know what kinds of people feel neutral about this, or disagree, and the survey does not collect data about the diversity of participants, or capture data from non-attendees.

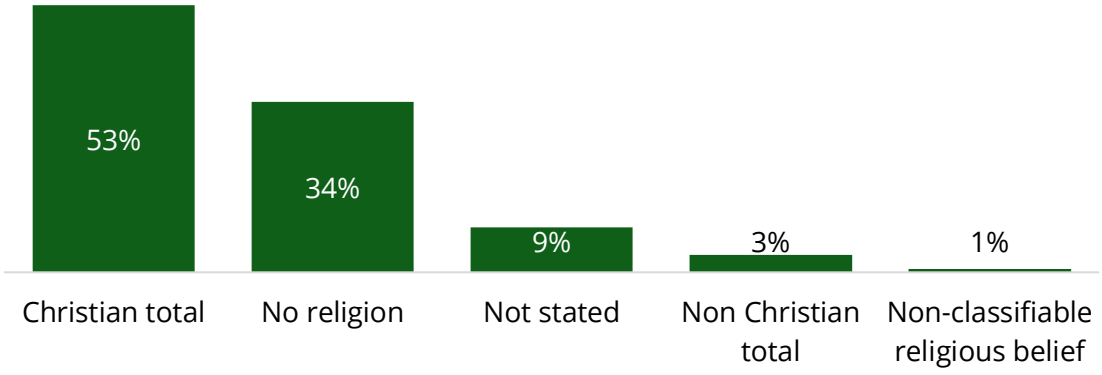
Among staff and Councillors consulted, there is concern that Christmas in Geelong may not be inclusive of the diverse range of beliefs and cultural backgrounds that are represented in the municipality. According to the Australian Bureau of Statistics 2016 Census, just over half (53%) of the community identify as Christian, with others saying no religion (34%), not stating any religion (9%) or identifying with a religion other than Christianity (3%) (Figure 4).

Some stakeholders believe that the focus should be on a 'Festive Season' or 'Holiday Program', of which Christmas is a major part. However, on balance, most agree that Christmas is an important Australian occasion that must be delivered in such a way that all parts of the community are invited to be involved.

Stakeholders consulted for this project believe there are steps that can be taken to engage more parts of the community, such as:

- Engaging with diverse groups in the planning stages for Christmas
- Seeking ideas and involvement of diverse groups in delivering events
- Translating Christmas communications into key languages spoken across the municipality
- Using social media in different ways to reach culturally diverse parts of the community
- Seeking the advice of the Community Life team, and in particular the multicultural portfolio.

Figure 4: Summary of religions in Greater Geelong (ABS Census 2016)



More people are attending Christmas in Geelong, but annual growth has slowed from 27% in 2018 to 6% in 2019

Attendance in Geelong for the Christmas period has grown from 245,000 in 2014 to 352,365 in 2019, according to data collected via manual counting and assessment and surveys at events and activities, and online device counting introduced in 2017 (Bluetooth and Wi-fi in designated areas).

From a total of 918,482 devices counted in the region of the tree from installation on 8 November 2019 to 7 January 2020, 243,380 (26%) were estimated to be visitors to the Tree, visiting the area near the carousel and Steampacket during the hours of 7pm to midnight.

The greatest annual increase in attendances was in 2018, which saw 330,933 visitors compared with 259,801 in 2017 (27% increase).

Attendance growth has continued but slowed to a 6% increase between 2018 and 2019, due to a range of factors outside of the control of the City. The reduction in numbers in 2019 was driven by the cancellation of some activities which have historically generated high visitation, such as the Opening Night (cancelled as a safety precaution due to poor weather). Barwon Health cancelled the Gala Parade at late notice and Myer decided not to proceed with the Myer windows, which fell outside of the City's control. In addition, bushfires significantly impacted tourism across the State and nation, which could have affected intrastate visitation across the season.

Based on Council's investment of $1,258,400, the dollar spent by the City per attendee in 2019 was $2.46.

Table 4 below outlines attendance levels for key activities during this period.

Table 4: Attendance at key activities for Christmas in Geelong 2014-2019

	2014	2015	2016	2017	2018	2019	Total
Total devices counted	N/A	N/A	N/A	N/A	N/A	918,482	N/A
Overall attendance	245,000	213,500	216,050	259,801	330,933	352,365	1,617,649
% change on previous year		-13%	+1%	+20%	+27%	+6%	
Floating Christmas Tree	163,000	123,000	128,490	164,872	193,650	243,380	1,016,392
City Hall projections	29,000	31,000	20,640	24,837	34,945	37,506	177,928

	2014	2015	2016	2017	2018	2019	Total
CGM activities	33,700	44,900	44,492	51,592	75,338	41,025	291,047
Other activities	19,300	14,600	22,428	18,500	27,000	30,454	132,282

The Tree is the centrepiece of Geelong's Christmas program – and a major drawcard for visitors

The Floating Christmas Tree has continually attracted the most visitors out of any activity, representing 1,016,392 attendees (63%) of the total Geelong visitors over five years. This is followed by Central Geelong Marketing activities (18%), City Hall Projections (11%) and Other activities (8%). Of note, in 2019 Myer decided not to install their regional windows which impacted on attendances.

The figures for the Tree reflect unique devices at the Carousel and Steampacket between 7pm and midnight during the Christmas period, therefore daytime attendance at the Tree is not included in these totals. Total numbers grew despite the cancellation of Opening Night and the Gala Parade, which would have added an estimated 20,000-30,000 attendees at the Tree.

There is no adjustment for children and non-device holders, however it may capture some passers-by who are incidentally in the area of the Tree.

Local attendance is growing and people from all wards are visiting Central Geelong, but there is room to grow engagement

A breakdown of visitors from survey data indicates that the majority of 2019 attendees in Greater Geelong were from Kardinia (34%) and Brownbill (34%), followed by Windermere (18%) and Bellarine (14%).

While it is not clear whether people are visiting more than once, the attendance rate relative to the population of the municipality is 1.16. There may be room to grow attendance in wards of Windemere and Bellarine.

Table 5: Proportion of attendees originating from each ward (2019)

	Windermere	Kardinia	Brownbill	Bellarine
Percentage of attendees	18%	34%	34%	14%
Estimated attendances	52,960	100,036	100,036	41,191

Regional decorations are not meeting community expectations

Due to restrictions on the placement of decorations, in recent years, workarounds have been applied, such as wrapping of benches and bins in decorative Christmas patterns. These may be cost-effective but are not seen to be achieving a high-quality result, and many stakeholders believe that municipality-wide decorations should not be a focus, and/or that the decoration budget is not sufficient to adequately decorate the entire municipality.

The benefit of decorations is not clear to all stakeholders, and may include fostering festive goodwill, and promoting shopping. Shopping Centres Westfield, Market Square and Waurn Ponds invest in decorations in their centres and fund Santa programs for shoppers.

Some residents shared that it would be better not to have any decorations than to have inadequate decorations, and others said that they believed making decorations 'bigger and better' year after year would not be feasible.

In future an alternative approach could see:

- Engagement with community representatives/ trader groups to determine the approach for each town
- Developing a decorations master plan and design brief that connects with the Tree and vision for the wider Christmas festival program.
- Enabling communities to decide for themselves if they prefer to invest in decorations vs community events and celebrations
- Investment in a small number of large-scale decorations, in a 'few, but roses' strategy that could form a Christmas trail across the municipality
- Involving professional artists in the design of decorations, for instance through artist commissions.

Tourism numbers and average spend per visitor have begun to fall

As shown in Table 6, a relatively small proportion of attendees are visiting from Melbourne (5%) and from other areas in Regional Victoria (5%). International visitation has quadrupled since 2014 (4% in 2019 compared to 1% in 2014).

Table 6: Attendances and average spend to Central Geelong, by place of origin

Place of origin	2014	2015	2016	2017	2018	2019
Geelong	83%	86%	79.8%	90%	82.3%	83.5%
No. of visitors	203,350	183,610	172,408	233,821	272,358	294,225

Place of origin	2014	2015	2016	2017	2018	2019
Other Victoria (Melbourne & Regional Victoria)	12%	10%	15%	9%	16%	10%
No. of visitors	29,400	21,350	32,408	23,902	53,942	35,941
Interstate	4%	3%	2.7%	0.8%	1.4%	2.1%
No. of visitors	9,800	6,405	5,833	2,078	4,633	7,400
International	1%	1%	2.2%	N/A	NA	4.0%
No. of visitors	2,450	2,135	4,753	N/A	N/A	14,095

Based on data from 2014 and 2015, tourists on average spend significantly more than local visitors.

Table 7: Average in-scope spend per visitor

Place of origin	2014	2015
Geelong	$75.93	$48.51
Other Victoria (Melbourne & Regional Victoria)	$100.63	$57.74
Interstate	$30.00	N/A
International	$325.00	$70.00

In 2019, survey data indicates that visitors spent their money on: Eating Out (78%), Shopping (35%), Sightseeing & Entertainment (12%) and Professional/ Service Providers (6%).

The initial launch of the Tree attracted strong media coverage, but media reach has begun to fall

The initial launch of the Floating Christmas Tree in 2014 attracted high media coverage. A total Facebook reach of 2,817,529 people was achieved, including the topics Geelong Mayor, Geelong Australia and Events Geelong. Further, the 'Love Central Geelong' app hit number 11 on Apple's free business app charts. A total of 2,668 mobile app downloads and 7,165 mobile app downloads were made during the lead up to Christmas.

In 2019 Christmas in Geelong achieved a social media reach of 1.5m people, which is an increase from 1.2m people in 2018.

An independent assessment of the total public relations value of Christmas in Geelong demonstrates a decline since 2015. While the public relations value was not assessed to a

consistent level in 2014, the value in 2015 was highest at $9.33m. By comparison, the lowest public relations value was $2m in 2019.

Possible explanations highlighted through consultations with stakeholders may relate to the perceived stagnation of the Floating Christmas Tree and program, and that there are no new offerings to re-engage people with the event.

Table 8: Public relations value 2014-2019

2014	2015	2016	2017	2018	2019	Total
Not available	$9.33m	$6.83m	$4.41m	$6.1m	$2m	$26.69

Economic impact has grown in recent years but is limited by investment and environmental factors

The total economic output of the Christmas program between 2014 and 2019 was estimated over $100m, confirming that Christmas is an important economic force in the region. The economic output is calculated annually by Council using the REMPLAN method.

Since the launch in 2014, the total economic output of Christmas in Geelong has varied year to year, with the highest levels in 2018 and the lowest in 2016. The total output in 2019 of $18.4 is only slightly below that of 2018, reflecting a reduction in spending, potentially driven by the bushfires and the cancellation of Opening Night, among other factors. Some stakeholders believe that the economic value is at risk of declining in 2020, unless there is new investment in the program.

Table 9: Total economic output 2014-2019 ($M)

2014	2015	2016	2017	2018	2019	Total
17.9	15.6	13.1	$17.3	$18.5	$18.4	**$100.8**

3 Business Plan 2020-2023

Strategic direction

With investment, City of Greater Geelong can become 'Australia's Christmas City'

There is general consensus that the Christmas celebration is a force for good in Geelong, and stakeholders consulted for this review are generally supportive of expanding Christmas.

Several stakeholders believe Geelong should be known as the 'Christmas Capital' or the 'City of Christmas'.

Rather than imitating a European Winter Christmas, a more creative and unique role for Geelong may be to express a truly Australian Christmas, set against a backdrop of the beach in Summer.

If Geelong is to earn and maintain such a title and stay abreast of investments in other regional Victorian locations, a sustained program of investment is needed over the next four years, and beyond.

The Christmas celebrations can achieve three equal objectives: community connection, economic stimulation and profile building

As noted earlier in this report, the objective of recent past Christmas celebrations has not been clear to all stakeholders.

A draft set of four objectives was provided in the brief for this project (shown in Appendix A). Some objectives reference Central Geelong, while others mention the City, potentially leading to lack of clarity about the priorities for budget allocation. There may also be confusion as the intent of the CGM Christmas Trail is to encourage spending at Central Geelong businesses, while the City has a broader remit.

Based on discussions with stakeholders, it is recommended that these are refined to a set of three concise objectives, all of which apply to the City of Greater Geelong as a whole:

- Connecting people in the spirit of Christmas
- Stimulating the economy through tourism and investment
- Raising the profile of Geelong nationally and internationally.

Christmas in Geelong must serve diverse parts of the community

It is clear from consultation that Christmas in Geelong needs to speak to a range of different audiences, including:

- Residents in Central Geelong, suburbs and outer towns
- Businesses in Central Geelong, suburbs and outer towns
- Families in the region, but also singles, couples and seniors
- Multicultural groups, including those from other faiths
- Tourists and visitors, in particular:
  - High-value segments 'Leading lifestyles' and 'Metro Techs' from Melbourne (discussed further below)
  - High-volume segments of more budget conscious families, retirees and holiday makers.

It is critically important that the Program must proactively embrace people from all backgrounds, including multicultural groups in the community, both religious and secular.

Meaningfully engaging with these groups will require dedicated resources and clear responsibilities. A marketing & audience development plan must be developed, along with a clear strategy for capturing visitor email addresses in a database owned by the City.

A Creative Director is best placed to forge a clever, creative, cohesive and connected Christmas Festival program

Over 2014-2019, the Christmas Working Group and PCG achieved remarkable outcomes with limited (and fragmented) resourcing. However, the time is right for a dedicated resource to lead the events and provide creative oversight.

The need for meaningful community engagement, cross-council collaboration, development of partnerships and management of complex tender processes requires that this be well-embedded in Council's organisational structure and at least 0.4 FTE year-round – with an expectation that this could ramp up between July-November and ramp down from Feb-June.

The desired attributes of the Creative Director are:

- Experience working with artists and creatives to produce high quality events and festivals attracting at least 100,000 attendees
- Experience with community engagement processes and community arts and cultural development (CACD)

- Talent for partnerships, business development and entrepreneurial drive, and ability to balancing commercial and cultural objectives in programming
- Proven ability to engage diverse groups, including people from different cultural backgrounds
- Skilled in collaborating, whilst also maintaining a level of creative autonomy to avoid 'design by committee'.

A budget for this resource is set out later in this document, along with additional staffing needs (operations and marketing).

To achieve its objectives, Christmas in Geelong must grow to become a Festival of events

Stakeholders generally believe that the current Christmas activities are not sufficient to achieve the desired objectives. Further to that, without investment, the current benefits from Christmas may begin to erode. As noted above, economic output is no longer growing and at risk of declining in 2020.

Over time, Christmas in Geelong needs to grow and transition to a Festival model, with greater breadth and depth of offerings, including:

- **Floating Christmas Tree** as the centrepiece – re-engineered for a new scale, location and technical capacity that allow for water fountains/kinetic animation, illumination and live performance
- **Summergarden** and **Christmas market** located at the Carousel/Steampacket (stakeholders referenced the Spiegeltent as an interesting example) to create a buzzing atmosphere for shopping, socialising and entertainment
- **Curated program of performances** on the Waterfront every Friday night throughout the Christmas season, with a focus on circus, music and community-oriented participatory experiences
- **City-wide events** delivered in partnership with other organisers, including cultural institutions, community organisers and commercial operators, to grow the program across the City over time (e.g. schools, churches, major employers, developers).

The Festival model allows for annual theming, and new events/experiences to be launched each year, to remain fresh in peoples' minds.

The Geelong Christmas Festival must be resourced to develop partners, sponsors and other business opportunities

Delivery of a Festival-style Christmas program, of a sufficient size to earn the mantle 'City of Christmas,' relies on the involvement of partners and other funders. Around Australia, Festivals often generate half or more of their budgets from earned income. Key opportunities include:

- **Sponsorship** - Developing a sponsorship offering, potentially targeting private and public sector organisations in the region
- **Philanthropy** – Local business owners and community leaders with potential to make donations and sponsor events
- **Ticketed events** - As with Vivid Sydney, the festival program can include City-led events, along with events delivered by independent organisers (both community and commercial)
- **Public funding** - State and Federal funding could be sought from the Australia Council for the Arts, Creative Victoria and Events Victoria, among others
- **Partnerships** – Collaborating with key cultural institutions in the region to encourage relevant programming that relates to the Festival theme, along with schools, churches, major employers, developers and other event organisers.

Focussing on the spirit of Christmas allows for different parts of the community to get involved

To maximise visitor engagement and potential for brand alignment with key sponsors, the Geelong Christmas Festival should be curated around an annual theme. The choice of theme should reflect the values behind Christmas, rather than commercial or religious aspects.

While not everyone celebrates the Christian aspects of Christmas,[2] almost everyone can recognise and engage with the values of Christmas. The following consistent set of themes emerged from discussions with stakeholders on the meaning of Christmas:

[2] There are different and changing views about the religious aspects of Christmas. For instance, the Pew Research Centre recently found that a majority (56%) of Americans believe that the religious elements of Christmas are emphasised less now than they were in the past, but only 32% of Americans say that development bothers them.

- Enjoying festive **celebrations** and 'buzz' in the community
- Allowing children to experience the **magic and wonder** of Christmas
- Spending time with **friends, family and colleagues**
- **Giving** to others, goodwill and reflecting on the year
- Taking '**time out**' and the start of the summer **holiday** season.

Central Geelong can be the Festival Hub and the starting place for journeys throughout the municipality

As noted above, much of the Christmas in Geelong activity has been delivered in Central Geelong. Stakeholders generally acknowledge that Central Geelong activities employ people from across the region (less than 5,000 people live in Central Geelong itself), however questions have been raised as to the extent to which economic and social activity in Central Geelong is being shared equitably across all parts of the municipality (for instance, some of the major businesses in Central Geelong are not fully owned and operated in Geelong, with profits flowing outside the community). .

In 2019, additional funding was approved for a Christmas in the North celebration and Councillors are calling for activities across the municipality.

Although people from all wards do travel to attend Christmas activities in Central Geelong (as previously highlighted) there is an opportunity to strengthen the regional benefit by adopting a 'Hub and Spoke' strategy.

There are important benefits from having a central home and focus point for marketing, and this should be expanded further through the creation of a Festival hub, such as a village, Spiegeltent or market near the Tree.

In addition, there needs to be an explicit strategy in place that links and stimulates journeys across the region. Community-centred celebrations may be appropriate in some locations, while others can target key tourism segments.

Friday nights can become a key focus point and Christmas tradition

Although the Opening Night has been cancelled only once in the past seven years, emphasis on a single opening night presents a degree of risk. In the event of bad weather, cancellation means that the Christmas program may not achieve key outcomes – particularly in terms of media profile and tourism.

Beyond Opening Night, the ideal times for engagement with the Christmas program may not be clear to all residents and visitors, with some reports of underwhelming experiences and 'nothing going on' in the daylight and twilight hours.

To achieve its objectives, the program must expand to offer multiple points of entry and compelling reasons for tourists to plan a trip. It must also promote some key times for people to get the best possible experiences.

Friday nights appear to be a key opportunity for activation, based on:

- Flow of traffic through the City to key weekend break destinations
- Friday nights are late night shopping nights, with key shopping centres opening until 9pm or 10pm in the lead up to Christmas
- Black Friday sales (now the biggest shopping event of the year) on Friday 27 November 2020.

Other key days and dates include a Festival opening (with contingency for bad weather) in early/mid-Nov and a Festival Closing (Orthodox Christmas in early January).

There is also room to see contemporary interpretations of traditional Christmas features such as Advent Calendar and Twelve Days of Christmas, and to recognise other cultural traditions such as: Diwali (November 14 in 2020), the Dutch celebration of Sinterklaas Day on 5 December, or the Trychle (cowbell) processions of Switzerland between Christmas and New Year, and the Greek tradition for children to receive presents on New Year's eve.

Tourists can be encouraged to 'stay and play' on 2-3 key weekends over the season

There is a specific opportunity to encourage tourists to book longer stays by promoting key 'stay and plan' weekends in the City, and in particular the Bellarine. As noted in the Tourism Development Plan Summary:

> *Geelong Urban drives more than one half of total visitation to the region, however, the majority of these visitors are day-trippers. The Bellarine attracts significantly more overnight visitors than Urban Geelong – over 1.5 million overnight visitors.*

During the Christmas season, a Friday night in Central Geelong visiting the Tree could be followed by a weekend of activities across the region (noting, however, that one key constraint currently is the lack of sufficient accommodation in Geelong). Key activities mentioned by stakeholders included:

- Visits to popular holiday destinations in the Bellarine
- Key Christmas celebrations, such as the Street Party 'Christmas in the Grove' and 'Christmas at Kardinia Church' shows
- Children's activities such as the Museum of Play and Art
- Food and dining experiences such as the Little Creatures Brewery.

The Creative Director can engage closely with Tourism Greater Geelong & The Bellarine on setting the 'stay and play' strategy, and connecting Christmas activities with food and dining, family activities and hospitality offers.

Key tourism segments are looking for quality dining and niche arts and culture experiences

The key target markets identified in the Brand Geelong study by Galeforce Strategic Marketing were Roy Morgan's Helix Persona's *Leading Lifestyles* and *Metrotechs* markets, residing in Geelong and Melbourne:

Leading lifestyles are defined as highly educated, highly paid, white collar workers owning homes in the inner suburbs of Melbourne. According to the Tourism Development Plan, 'In order to grow this market further, focus needs to be made on providing contemporary experiences including quality dining, farm gate and food attractions on The Bellarine and further develop interesting niche arts and cultural experiences in Geelong.'

Metrotechs are defined as young, well educated, inner city professionals with high incomes, typically renting apartments. Usually single or de facto, often from Asian or European backgrounds, *Metrotechs* are 'cultured, connected, clued-in & cashed up.' According to the Tourism Development Plan, the development of new, interesting and innovative experiences is required to grow this market.

A stronger arts and cultural focus is needed to attract high-value tourists from Melbourne, and it is recommended that the Festival is curated annually around a strong artistic idea or theme that goes beyond commercial aspects of Christmas.

Cultural institutions are open to exploring options for relevant programming during this time, if there is a cultural focus

A small number of stakeholders from local cultural institutions were approached to discuss the Christmas program.

These discussions suggest that institutions locally are open to conversations about cross-programming, delivering events and connecting with the Christmas program.

However, they see it as important that the Christmas program have a stronger cultural focus, and explicit goals to create meaning beyond the commercial.

Delivery model

Festival delivery should be delegated to a Directorate for delivery

Four possible models for delivery were considered as a part of this project and were discussed with stakeholders.

1. **s86 Committee** - A Section 86 Committee has delegated authority of Council normally with dedicated budgets, which would have the advantage of providing a clear focus for Christmas. Section 86 Committees, however, are also subject to the same level of accountability as Council itself, for example: the requirement for public meetings, properly produced and circulated minutes, which costs in the order of $30-40K per annum in underlying administration. Because Section 86 Committees have autonomy, over time differences can emerge in relation to strategic, political and administrative priorities.

2. **Advisory Committee** - Advisory Committee can have Councillors, Staff and External members, which underscore the strategic importance of the Committee. Because such committees are advisory to council and thus by definition have no delegated authority or budget they must recommend to Council for decision on all matters, which can delay decision making, result in advice being rejected. In either case this can be disruptive and time consuming, which would be at odds with the agility required to successfully manage a festival.

3. **Delegation to a Directorate** - Once Council has determined the strategic importance, intent and budget, the project would become the operational responsibility of a Directorate with the appropriate core expertise and experience, likely within Economy, Investment & Attraction. The principal advantages are: clear separation of strategic (councillors) and operational (staff), a compact hierarchy of decision-making, clear reporting lines, a concentration of staff expertise and experience to oversee the Project.

4. **Cross-Council working group** – The current arrangement (outlined in Figure 1 above), has advantage of engaging staff from various units and Directorates across Council, but under the current framework the budget is fragmented, and overarching intention is disjointed.

Option 3, delegation of Christmas to a Directorate appears to be the most expedient option. Under this scenario, the working group would continue, and be led by the Creative Director. An Advisory Group meeting twice annually could help ensure community views are reflected in the direction of the program.

The budget for Christmas in Geelong should be centralised, while retaining a cross-Council working group

Currently, the City's activities at Christmas are funded by a number of Directorates. Staff within relevant directorates also provide in-kind funding through their time.

In expanding the program, it is critical that all current staff time committed remains at current levels, otherwise there is a danger that increased recurrent budget will be spent 'buying' internal services currently committed.

However, centralisation of key budget line items will allow for the Creative Director to ensure that all elements support a strong overall creative vision.

A four-year plan is needed, including pre-committed funds to allow for long-term planning

The commitment of funds on 1 July each year does not allow sufficient time for strategic decisions, with rushed procurement and missed opportunities to achieve best practice.

Although there is a case for annual tenders, due to advancing technology (e.g. particularly in the case of the sound and lighting contract for the Tree), it is recommended that all major tenders should be multi-year (either three, four or two and two years) to allow for innovation and efficiency by tenderers and reduced administrative burden.

To ensure that work can begin on Christmas 2020 as soon as possible, it is recommended that funds are pre-committed from 31 March 2020.

THIS WORLD
FULL of HOPE
BEGIN TO
PROCEED

Key activities

The Floating Christmas Tree is the centrepiece of Christmas in Geelong and needs to be revitalised

Stakeholders consulted are overwhelmingly positive about the Tree and its value for Geelong – and many also agree the Tree needs to be improved in some way. Based on consultation with key Council staff, it appears that locals and tourists alike want a fresh experience and a reason to revisit the Tree each year.

From a media and profile perspective as well as audience appeal, it is important that there are new elements 'launched' each year. There appears to be a case for a continuous program of updates (capital and conceptual) upgrades to ensure annual revitalisation, although not necessarily all relating to the Tree. Some improvements and expansions could relate to other parts of the Christmas program.

Increasing the size of the Tree may enhance its profile, but annual increases are not feasible

This review considered the link between the size of the Tree and its profile, with one stakeholder putting forward that it should be increased annually – to reach the position of the 'largest Floating Christmas Tree in the world' (Rio's floating Christmas tree currently stands 70m tall).

Based on estimates from the City's Capital Projects team, increasing the height of the tree will lead to exponential increase in costs to accommodate increased size of base, the barge and associated infrastructure.

Table 10 – Budget for height increase works

Increase	Capital outlay	Recurrent budget increase	Total cost over 2020-2023
5m increase	$400,000	$230,000	$1,320,000
10m increase	$550,000	$330,000	$1,870,000
Annual increase of 5 metres	$1,600,000+	$2,300,000+	$3,900,000+

Even with annual increases of 5 or 10 metres, the tree would not exceed the height of Rio's tree to earn the title of the 'largest floating tree in the world' during the 2020-2023 period.

Some stakeholders suggest that height increases alone are not enough to draw crowds back every year, year after year. The experience and dynamism of the tree, and offerings across Geelong, are seen as the key to growing attendances and engagement.

It's important to improve the Waterfront experience of the Tree – particularly during daytime

This review explored a number of creative possibilities to improve participants' experience of the Tree. Feasibility and costs/benefits of each option were discussed with stakeholders, and estimated costings were provided by Capital Projects.

Table 11 - Options for improving the tree

		Estimated cost range	Impact on daytime visitor experience	Priority
1	Colouring discs or colouring cladding	$30-$50,000	Low	Low
2	Changing the stars to baubles or candy canes	$80-100,000	Low	Low
3	Augmented reality to bring the Tree to life (through mobile devices)	$50,000	Medium	Medium
4	Animatronics to enable parts of the Tree to move	$80-100,000	High	High
5	Increasing pixels to allow for more complex colouring and lighting	$80-100,000	Low	Medium
6	Use of water jets or fountains for dynamic effects	$80-100,000	High	High
7	Peripheral infrastructure such as floating presents, reindeer, elves	$80-100,000	Medium	Medium

Among these options, many stakeholders say the priority should be those which improve the experience of the Tree during the day and twilight hours, when families with young children visit the Tree, such as animatronics or water jets. Currently, families with young children find it challenging to experience the Tree, which lights up at 9pm.

Augmented reality has been tested by CGM in past years, with promising results, however at this point it is not accessible for everyone as it requires use of a mobile device and pre-existing technical knowledge, which excludes some segments of the market.

The recommended options for improving the experience of the Tree are the options 4, 5 and 6 from Table 11. Offering an annual budget of $100,000 and offering two, two-year tenders will allow the City to procure innovative and efficient proposals from suitable suppliers, while allowing for technology developments.

It is recommended that the tender for improving the daytime experience be combined with the current lighting and sound tender ($140,000 annually) to allow for suppliers to develop a cohesive Tree activation strategy. Tenders should be invited from partnerships and consortiums, to acknowledge the different skillsets involved.

The tender documents should identify the core goals of the Tree as connecting the community, stimulating the economy and raising the profile of Geelong. The criteria for evaluation should include extent of innovation and potential for outstanding community engagement.

The location of the Tree should be chosen by the Creative Director based on maximising visitor experience and cost considerations

There are many different views about the ideal location of the Tree. Below are a list of the key locations and the pro and cons of each, based on stakeholder feedback.

While the views of key retailers in Central Geelong are relevant, it is recommended that the budget allow for moving the Tree to Steampacket Gardens in 2020 or 2021. Ultimately, the Tree characteristics (location, scale, associated features) should be chosen based on the visitor experience design and further refinement by the Creative Director on the basis of what best serves the Program Objectives. Costs should also be taken into consideration, which is discussed further below.

Table 12 - Options for moving the Tree

Location	Pros	Cons	Ranking
Current location at the Quay (between pier and carousel)	• Visible to pedestrians and shoppers on Moorabool St	• Visual impact is reduced due to ferry • Appears less grand due to proximity to viewing locations	2
In front of Steampacket Gardens	• Enables greater activation opportunities at Steampacket Gardens • Viewing locations could include wave attenuator	• Not visible to pedestrians and shoppers on Moorabool St • Westfield carpark air bridge may obstruct view of the water • Increased risk of damage due to wave fetch	1

Location	Pros	Cons	Ranking
	• Potentially visible to pedestrians and shoppers on Yarra St		
In front of Eastern Beach	• Close to swimming and leisure areas	• May impact on identity of the beach • Some visitors may not feel safe at night • Longer walking distance to Central Geelong & Santa Trail	3
Portarlington	• Close to holiday areas	• Lack of accessibility & public transport may restrict numbers • Increased risk of damage due to wave fetch	4

The cost of moving the Tree to Steampacket may reach over $500,000

According to the City, it is difficult to estimate a figure for the new location without undertaking a feasibility study.

Some preliminary estimates have been provided below, however these cannot be relied upon without further investigation.

Table 13 - Estimated costs to move the tree to Steampacket Gardens

Consideration	Activities	Notes	Budget estimate
Permits & approvals	Application & consultation with Parks Vic & DELWP	Required for any change in location (impedance to bay operations) & new infrastructure installation	$0-2k – Capital & Recurrent
Electrical	Electrical & supply assessment	Contractor to assess new location for new demand	$1-2k – Capital
	Power upgrade (if required by above)	Powercor consultation & upgrade works	$50-100k – Capital (6-12 month timeframe)
	New Infrastructure	New cabling to suitable position in to accommodate setup, Water resistant pit &/or; Suitable connection through seawall (heritage listed & may require permit & requirements from set by authority/DWELP)	$20-40k - Capital
	Setup	Setup of water-resistant cabling & connection to tree	$2-10k - Recurrent increase

Consideration	Activities	Notes	Budget estimate
Communications. CCTV & speakers	New infrastructure	To support communication lines & CCTV (cabling install, CCTV position & hardware)	$5-20k- Capital
	Setup	Allowance for connecting to new infrastructure	$0-15k - Recurrent increase
Marine	Assessment(s) & engineering for new position	Location survey & identification of site particulars (i.e. known submerged seawall at front of gardens – may impact distance from shoreline) Load(&wind) testing to form new mooring design	$15-25k - Capital
	Infrastructure required (if needed)	Depending on loads, may require piers to be driven into seabed	$150k – $350k - Capital
	Setup	Similar contractor scope as previous years, difficulty dependant on load assessment (possibly larger anchors & increase install gear	$0 - $50k - Recurrent increase
Assembly & disassembly	Setup	Nil affect if tree/attachments/barge are unchanged from previous year	$negligible recurrent increase
Lighting scope	Setup	Nil affect if tree/attachments/barge are unchanged from previous year	$negligible recurrent increase
TOTAL CAPITAL			$40,000- $500,000+
TOTAL RECURRENT INCREASE			$2,000 - $77,000

A small grants program could engage the community to deliver events

A grants program (aligned with the City's current grants program) could respond to the central theme (e.g. giving, family, celebration, peace) set by the Creative Director in consultation with the Advisory Committee, in a manner/style/timing relevant to the applicant's community, resources, or artistic/creative preferences. The Creative Director would be a member of the selection panel, along with appropriate community representatives. Staff from Arts and Culture, the Christmas Working Group and Community Life teams can assist communities in shaping applications.

The supported activities would form part of the Christmas program in the City of Greater Geelong and would benefit from the marketing of the Festive Program. The supported activities would have their own dynamics and character, reflecting and celebrating specific topics or local community groups across the region.

This approach - overarching idea is set by Council, local response framed by local community – enables the skills of the central festival (Creative Director, marketing, technical expertise) to be applied as necessary and agreed within local communities, leaving a legacy of improved local community capacity for subsequent Christmas as well as other cultural events.

This focused grant program, sensitively administered around a central theme, is an example of mutual willingness, mutual benefit, and is likely to improve engagement with the Christmas program more generally.

Budget

The Christmas City program requires additional investment of $5m over four years

#	Item	Current investment	Future budget projection				
		2019/20	2020/21	2021/22	2022/23	2023/2024	Total 2020-24
	Tree						
1	Recurrent (already committed)	$420,666	$439,827	$459,872	$480,843	$502,782	$1,883,324
2	Additional animation/interactivity	-	$100,000	$100,000	$100,000	$100,000	$400,000
3	10m increase in height (TBC)	-	$500,000	$330,000	$330,000	$330,000	$1,870,000
4	Engineering for new location etc		$250,000	$50,000	$50,000	$50,000	$400,000
	Total Tree	***$420,666***	***$1,289,827***	***$939,872***	***$960,843***	***$982,782***	***$4,553,324***
	Staff						
5	Creative Director	-	$100,000	$100,000	$100,000	$100,000	$400,000
6	Other dedicated staff	-	$120,000	$120,000	$120,000	$120,000	$480,000
	Total staff	***-***	***$220,000***	***$220,000***	***$220,000***	***$220,000***	***$880,000***
	Program						
7	Cultural programming & events (Central Geelong)	$85,000	$400,000	$400,000	$400,000	$400,000	$1,600,000
8	Regional decorations & events (throughout City)	$231,000	$250,000	$250,000	$250,000	$250,000	$1,000,000
9	Event grants/sponsorship (throughout City)	$65,000	$100,000	$100,000	$100,000	$100,000	$400,000
	Total program	***$381,000***	***$750,000***	***$750,000***	***$750,000***	***$750,000***	***$3,000,000***
	TOTAL Council investment	***$801,666***	***$2,259,827***	***$1,909,872***	***$1,930,843***	***$1,952,782***	***$8,433,324***
	Already committed	*$801,666*	*$820,827*	*$840,872*	*$861,843*	*$883,782*	*$3,407,324*
	New commitment		*$1,439,000*	*$1,069,000*	*$1,069,000*	*$1,069,000*	*$5,026,000*

Notes on budget items 1 to 9 are provided overleaf.

- Item 1 – The City has already committed to install the Tree for years 2020 to 2023, with costs escalating slightly over the period.
- Item 2 – Additional animation/interactivity is recommended through water fountains, animatronics and/or upgraded sound & lighting technology. It is recommended that the City go to market to seek innovative solutions from tenderers.
- Item 3 – A 10m increase in height has been costed at $500,000 capital, forecast to be expended in 2020/21 ahead of launch in the 2021 Christmas season. Additional recurrent costs of $330,000 are included for subsequent years.
- Item 4 – Moving the tree to the recommended location in front of Steampacket Gardens is forecast to involve capital upgrades of $40,000- $500,000, and an increase in recurrent costs of $2,000 - $77,000. Amounts near the midpoint of these ranges are included in the budget above. Further accuracy may be possible with feasibility study.
- Item 5 - The Creative Director role has been budgeted based on salary for a paygrade 7D of $121,529.33 (salary + on-costs), pro rata at 0.8 FTE.
- Item 6 - Two other staff positions, an Operations Manager and Marketing & Business development Officer, both at paygrade 6A of $98,548.32 (salary + on-costs), pro rata at 0.6 FTE.
- Item 7 - The budget for cultural programming & events (Central Geelong) would grow from $85,000 in 2019 (which included $40,000 for projections at City Hall and Little Malop St, and $45,000 for the Opening Night celebrations) to $300,000 per year. This budget would allow for costs of hosting a Christmas Market, and staging of a Summergarden and performance program every Friday night (8 x $50,000).
- Item 8 -The budget for regional decorations & events would grow from $231,000 in 2019 (which included $171,000 for regional decorations and $60,000 for Christmas in the North) to $250,000 per year. This budget would allow for a new regional decorations commissioning program, where communities work with artists to design large scale decorations, forming a Christmas Trail across the municipality. In time, the Creative Director could make budget bids for additional infrastructure, if warranted.
- Item 9 - Event grants/sponsorship would increase from $65,000 in 2019 to $100,000, to allow for a greater number of community projects to be supported. Two tiers of support are recommended: under $5,000 and $5-$20,000, to allow for projects of different scale to be supported. These would be administered in line with current small grants and assessed by a panel of community representatives.

A four-year strategy could see the Festival incrementally increase involvement of other partners and revenue streams

In 2019/20, Central Geelong Marketing was the main entity delivering a complementary Christmas program, as well as local shopping centres Westfield and Market Square. The Central Geelong Marketing contribution to Christmas is confirmed for 2020, but beyond that, the CGM budget will not be confirmed until the next 5-year plan is confirmed by Council and Geelong businesses.

Other potential partnerships that can be developed to grow the program includes sponsorship/philanthropy, and other government funding. In time, Major Event funding from the Victorian Government could enable the Christmas Festival to attract matched funding (generally funding agreements are 1:1).

Stakeholders believe it is reasonable to set a target of $350,000 for 2023/24, and a total of $625,000 over the four years.

	2019/20	2020/21	2021/22	2022/23	2023/2024	Total
CGM	$63,715	$60,000	$?	$?	$?	$60,000
Sponsorship/philanthropy	$0	$10,000	$20,000	$50,000	$100,000	$180,000
Other government funding	$0	$5,000	$30,000	$100,000	$250,000	$385,000
TOTAL	**$63,715**	**$75,000**	**$50,000**	**$150,000**	**$350,000**	**$625,000**

A budget of $1.5-$2 million is comparable to key available regional event benchmarks

Other major events and festivals in regional cities include:

- Castlemaine State Festival – 2018/19 – Income of $1.6M; festival over 10 days; reported up to 50,000 attendees
- Unconformity Festival, approximately $300k per annum or $600k per festival for four-day event in Queenstown Tasmania attracting 1,800 per festival, which equals the town's population, claimed combined visitor spend of $600k on average per festival
- Woodford Festival (Queensland) Income approx. $1.2 million; 132,000 visitors over six days in December (Boxing Day to New Year); artists from 35 countries of which 332 are Australian performing in 25 venues

- Tamworth Country Music Festival has an annual budget of around $1.9, with over $1.6m generated by way of sponsorship, traders' fees, venue hire and ticket sales. Tamworth Regional Council, through a tourism rate levy, funds the balance of the budget on an annual basis. The event attracts around 50,000 attendees, generating $55 million for the local economy.

Other Christmas festivals and events in regional Victoria include the Christmas Festival of Lights in Frankston, Bendigo's Santa Tram and Summer in the Parks, and the Ballarat Christmas Festival (Christmas market).

Forecast outcomes

With investment, the Geelong Christmas Festival has the potential to attract over 500,000 people by 2023

Local attendance targets should grow by at least 10% per year, being the mid-point of growth achieved to date. Based on the tourism strategies identified as part of this Business Case, visitor attendance should target a faster growth rate of 20% per year.

The average visitor spend will also grow over this time, as the options for activities and hospitality expand with the Festival program.

	2019/20	2020/21	2021/22	2022/23	2023/2024	Total
Visitation						
Local attendance	294,225	300,000	330,000	363,000	399,300	1,392,300
Visitor attendance	58,140	60,000	72,000	86,400	103,680	322,080
Total attendance	*352,365*	*360,000*	*402,000*	*449,400*	*502,980*	*1,714,380*

An expanded set of sentiment indicators will help evaluate the performance of the Festival against its objectives

Currently, the City surveys attendees (with fieldwork support from CGM casual staff) to collect data on key attitudes, including:

- % participants that felt proud of Central Geelong
- % participants that felt safe and welcome

- % businesses that think CGM should deliver a program leading up to Christmas to encourage visitation.

Other measures that will help evaluate the Festival against its objectives:

- % of participants who agree the Christmas Festival allows the Greater Geelong community to connect
- % participants that agree that the Christmas Festival makes Greater Geelong a better place
- % participants who were overall satisfied or very satisfied with their experience
- % of participants who visited more than once
- % of visitors who return each year
- % of participants who speak a different language at home
- % participants who were born overseas.

It is recommended that the City seek the advice of a market research agency to design an appropriate evaluation methodology that extends beyond attendees and captures community sentiment across the City (including from non-attendees).

Timeline

2020 will be a transition year, with feasibility testing completed for the re-engineering of the tree. The Creative Director will be recruited, to start on 1 July 2020, and oversee the 2020 Festival as well as begin for 2021. Multi-year tenders will be announced for 2021-2022.

From 2021 to 2023, the Festival will increase in size annually, with targets to reach 500,000 attendees, and $500,000 income generated by 2023.

Appendices

Appendix A: Council's existing objectives for the Christmas Program

The City of Greater Geelong initially set four objectives for the Christmas Program

The objectives outlined in the brief for this project were:

- Help generate community pride and festive goodwill across the entire Geelong community
- Stimulate economic activity in central Geelong and across the region
- Boost the public and media profile of central Geelong, the City of Greater Geelong and our broader region
- Offer a range of free celebration activities for all surrounding communities.

Appendix B: 2019 survey respondent profile

Three quarters of survey respondents were female (75%) and under 50 (74%)

The majority of 2019 respondents to the City's Christmas visitor survey were female (75%) and under 50 years old (74%). The most common age group is 35-49-year-olds (42%), followed by 25-34-year-olds (20%).

Figure 4: To which gender identity do you most identify? n=1,032

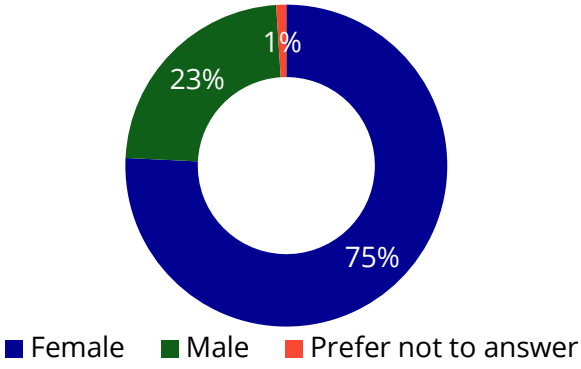
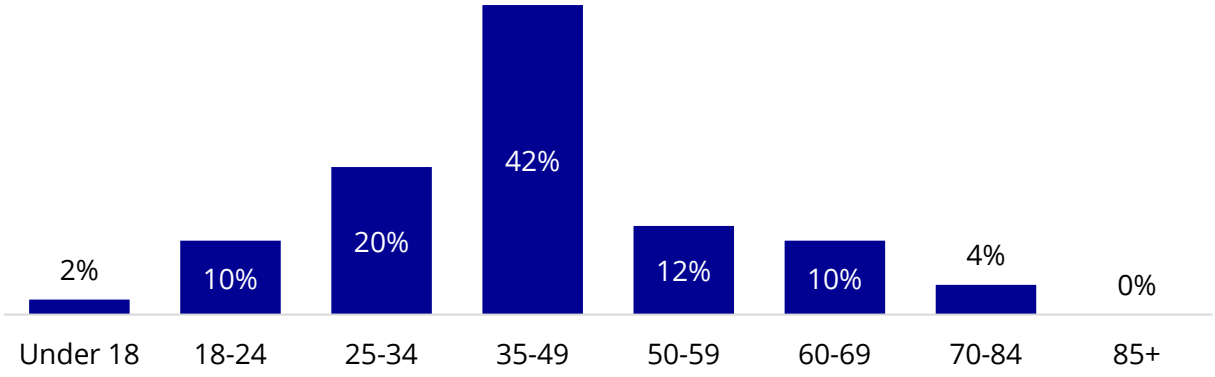


Figure 5: Age group. N=1,036



Most visitors live in Geelong and surrounding regions

Most visitors responding to the survey are based in Greater Geelong (848 respondents). 170 respondents selected 'Other' locations, of which one-third were from Melbourne (31%).

Figure 6: If you are a resident of Greater Geelong, which suburb do you live in? n=1,025

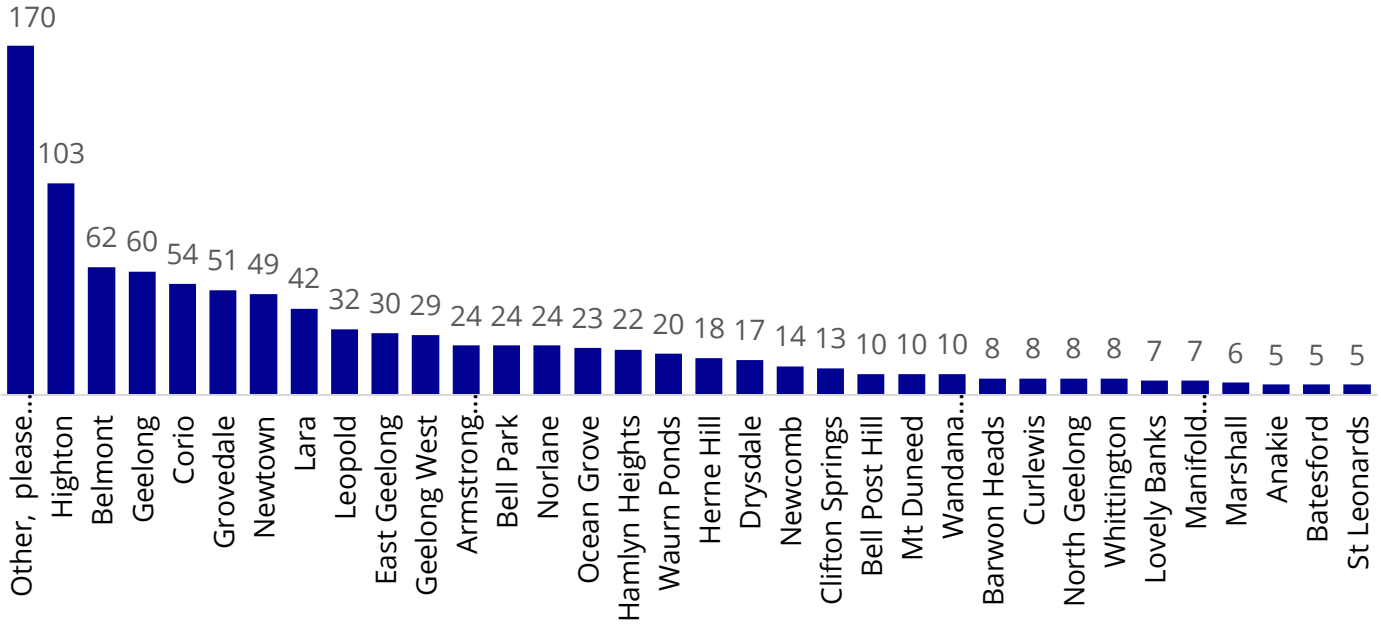
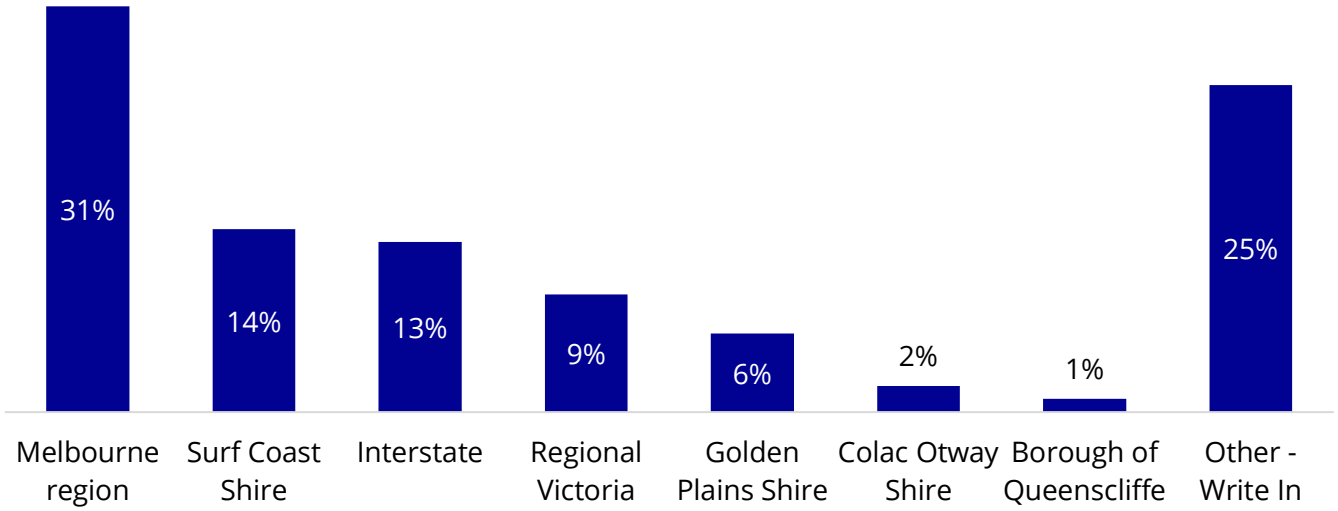


Figure 7: If not, where is home? n=170

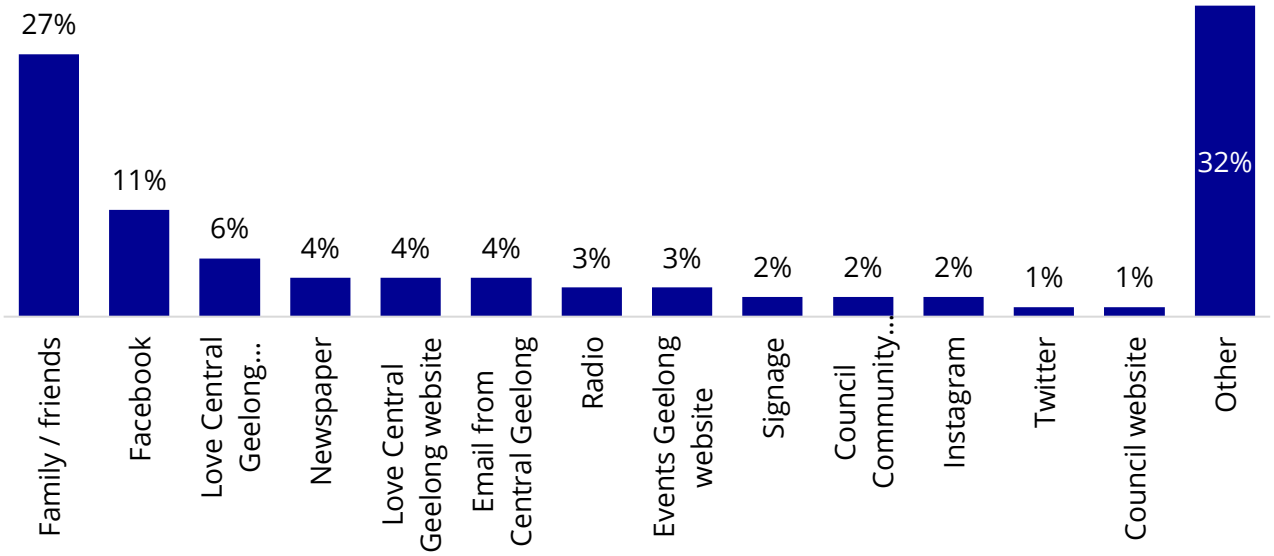


Christmas program engagement

Most visitors already knew about Christmas in Geelong – many others were told by family and friends

The most common awareness channel for visitors is friends and family (27%). However, one-third (32%) of respondents selected 'other' channels. More than half of people in this category were Geelong locals or visiting again (57%). Many others (27%) were passing by the area and decided to attend.

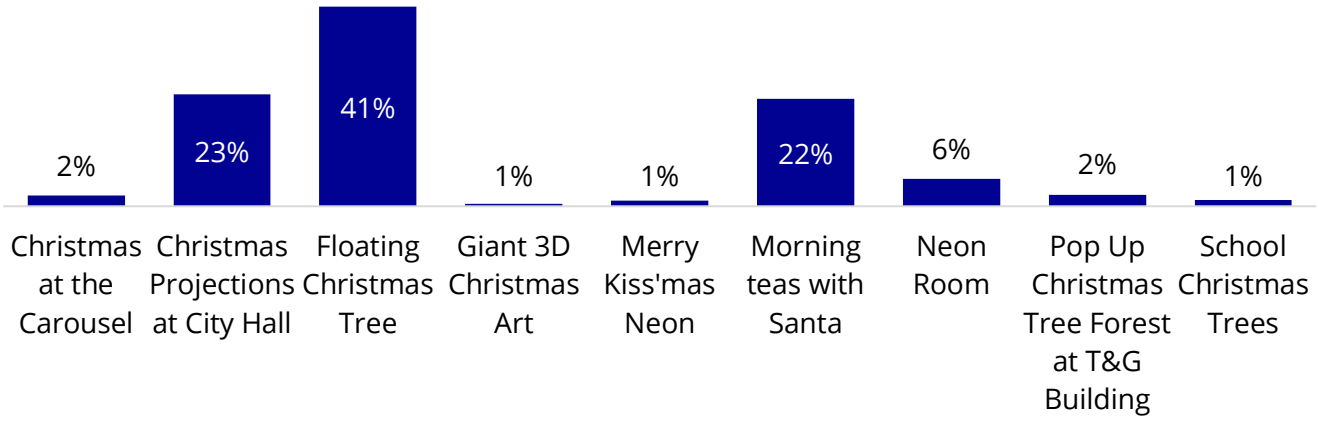
Figure 8: How did you find out about this activity? Please select all that apply: n=1,202



The majority of respondents provided feedback on the Floating Christmas Tree and projections

Respondents were asked to select which Christmas in Geelong activity they were visiting or responding to with feedback. Most respondents were providing feedback on the Floating Christmas Tree (42%) and the Christmas Projections at City Hall (23%).

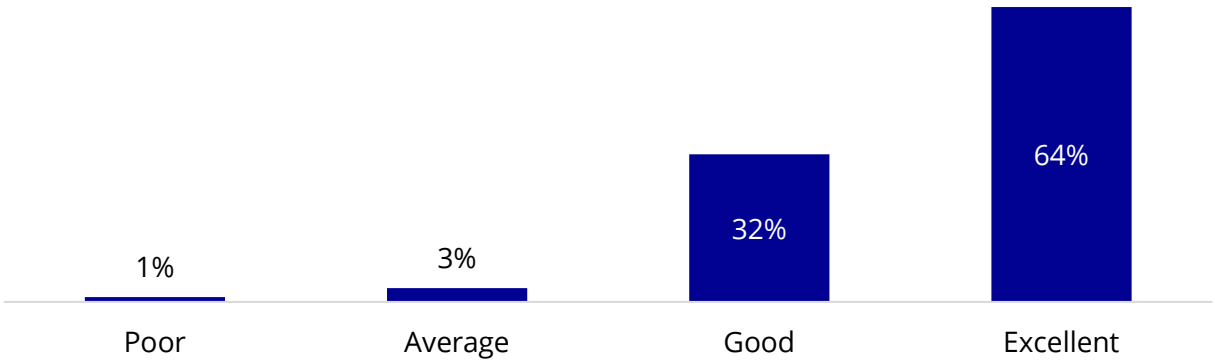
Figure 9: You are completing this survey at the: (please specify) n=1,025



Almost all respondents (96%) rated their experience as 'Good' or 'Excellent'

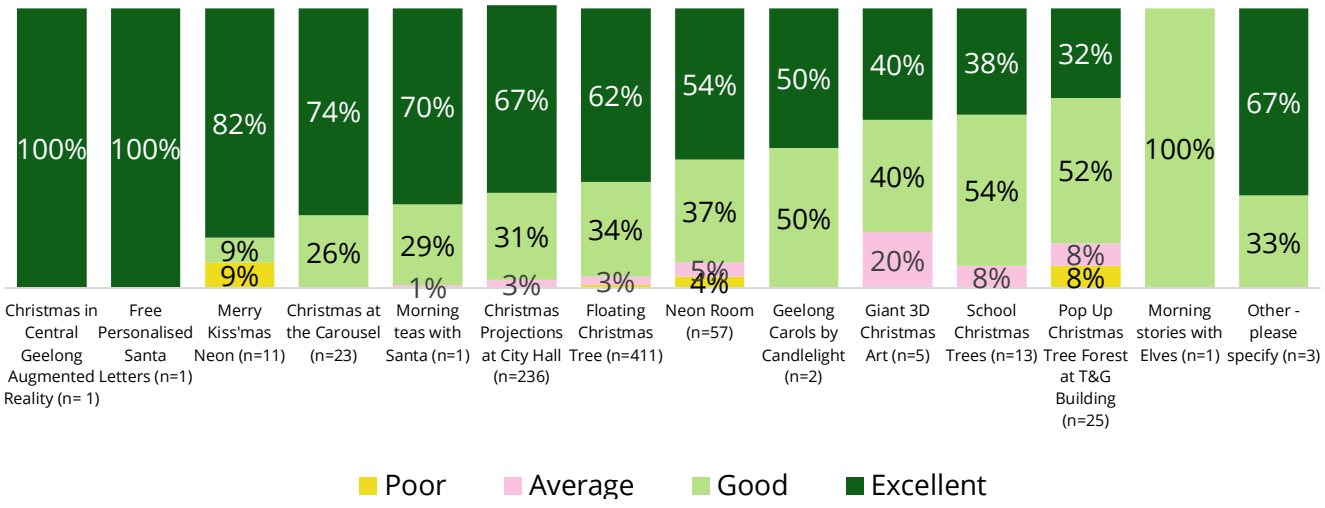
Respondents were asked to rate their experience with the Christmas activity. Almost all had positive experiences, with 32% selecting 'good' and 64% selecting 'excellent'.

Figure 10: How would you rate this experience? N=1,029



Most activities received positive feedback — fewer people were satisfied with neon elements and the pop-up forest

Figure 11: How would you rate this experience? (By program activity visited) n=1,029

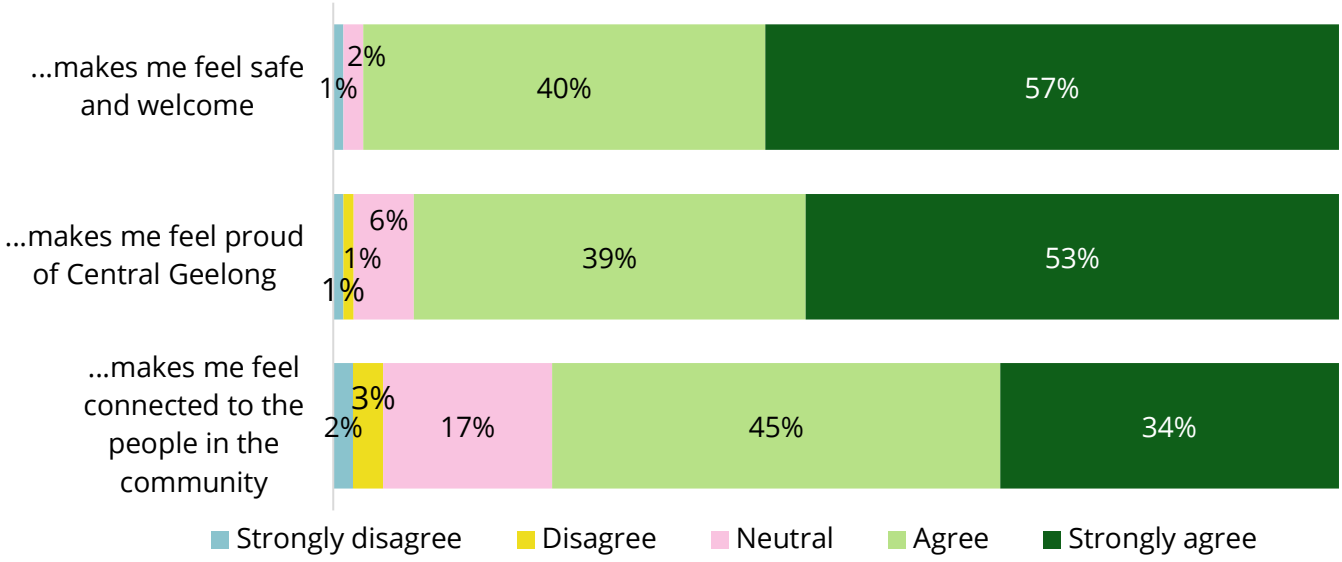


Perception of Geelong

Christmas activities in Geelong help people feel safe and welcome, proud and connected in their community

Attitudes toward Geelong and community are overwhelmingly positive as a result of participating in the Christmas activities. 97% respondents shared that participating made them feel safe and welcome, 92% felt proud of Central Geelong and 79% felt proud of their community.

Figure 12: To what extent do you agree or disagree with the following statements: Participating in the Christmas program activities... n=1,039

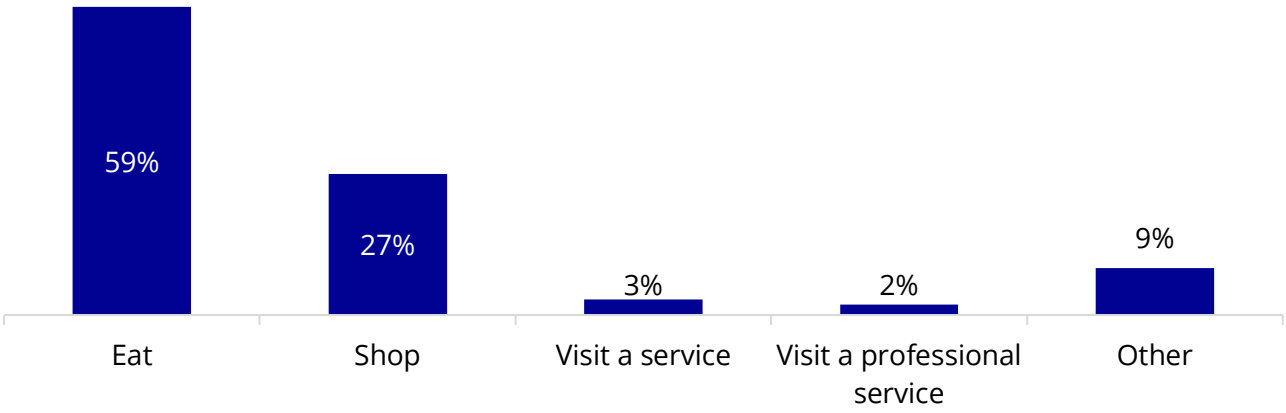


Eating out and shopping in Geelong are the most popular activities that respondents participate in

Most survey respondents ate (59%) and shopped (27%) while in Central Geelong during the time of Christmas activities.

One in ten (9%) selected Other activties, which included going to the cinema, walking, working and visiting other attractions such as the National Wool Museum.

Figure 13: What other things have you done or are you planning to do while in Central Geelong? N=987



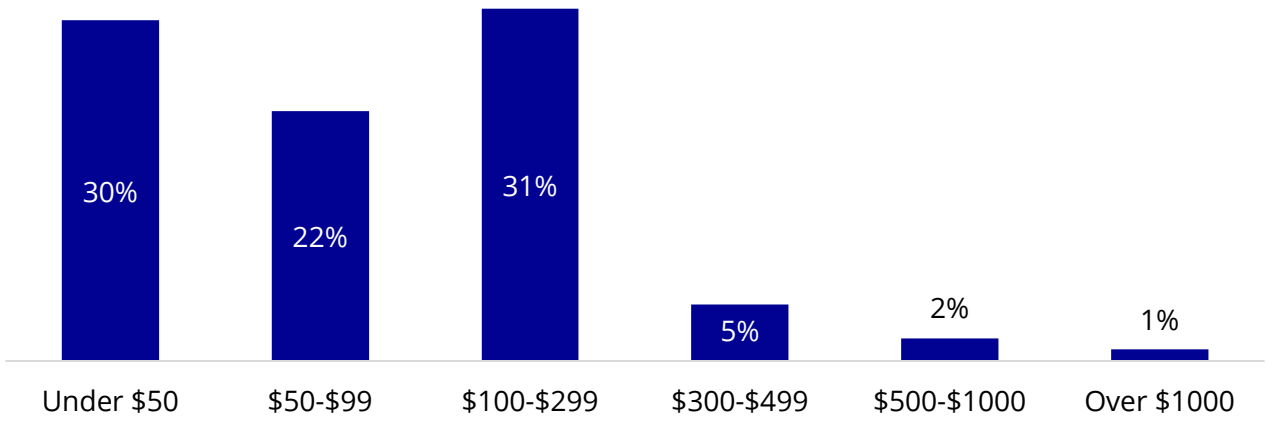
Visitors spend less than $300 during their visit to Central Geelong

Respondents were asked to share how much money they believe they will spend during their visit to Central Geelong. One-third (30%) said they will spend under $50, and one-third (31%) said they would spend $100-$299.

Only 8% of respondents said they would spend over $300 in Central Geelong during their visit.

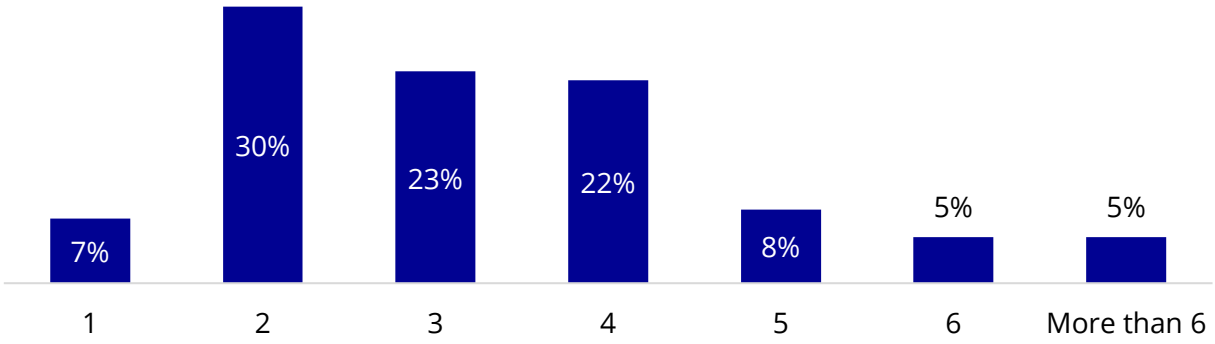
One factor that could have contributed to these figures is the reduced national spending during this period due to the bushfires, which affected regions across Australia including Geelong.

Figure 14: Approximately how much money will you spend during this visit? Please enter in full dollars, no decimals. Example 20 for $20. N=729



Respondents were asked to state how many people their spend would cover during their visit. One-third (30%) shared that the amount would cover two people, and around half (45%) said it would cover between three and four people.

Figure 15: How many people does this cover? N=976



About Patternmakers

Patternmakers is a research agency specialising in culture, creativity and community. It believes in the power of insight to help good causes change the world.

For any questions, please contact Tandi Palmer Williams, Managing Director on tandi@thepatternmakers.com.au.

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Attachment 4

CHRISTMAS IN GEELONG PROGRAM
SUMMARY OF KEY SURVEY RESULTS 2019

Evaluation result summary

- Surveys were completed throughout the program (1033).
- 352,365 people attended the Christmas in Geelong program.
- The survey showed visitation of residents participating in Christmas activities in Central Geelong based on suburb / ward: 18% were from Windermere ward, 34% were from Kardinia ward, 34% were from Brownbill ward and 14% were from Bellarine ward.
- The average spend per person for City surveyed events was $25.905.
- The average spend per person at Central Geelong Marketing activities surveyed was $29.612.
- The Total Economic Output for the Christmas in Geelong program is $18.4 million (including estimates of direct and indirect output generated by attendees)
- The Total Economic Output for the Central Geelong Marketing Christmas program is $2.489 million.
- The PR value for media activity for the overall Christmas in Geelong program was $2 million, totalling 221 media items. The Floating Christmas Tree alone generated $732,280 in positive media coverage through 101 media items.
- The City's main social media accounts (including Central Geelong Marketing and Events Geelong) had a total reach of 1.65 million people for its Christmas posts.

Survey summary:

- 96% of participants surveyed agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt safe and welcome.
- 79% of participants surveyed agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt connected to people in the community.
- 92% of participants agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt proud of Central Geelong.
- 95% of participants agreed or strongly agreed that they enjoyed the vibrancy and activity in Central Geelong during the Christmas program.
- 97% of participant indicated the Christmas program is very important or important for Geelong.
- Participants surveyed indicated they spent money on: Eating Out 78%; Shopping 35%; Sightseeing & Entertainment 12% and Professional/ Service Providers 6%

Attachment 5

CHRISTMAS IN GEELONG PROGRAM
ELEMENTS & ACTIVITIES DELIVERED IN 2019

CITY OF GREATER GEELONG ORGANISED ACTIVITIES

- Floating Christmas Tree – Music and Light Show
- Christmas Projections at City Hall
- School Christmas Trees in Little Malop Central
- Christmas themed Catenary lighting and star
- Regional Christmas decorations
- Family Christmas movies on the Waterfront

JOINT CITY AND CENTRAL GEELONG MARKETING ACTIVITIES

- Parking Meter & Bin decals
- Santa letters at The Carousel and Library
- Morning Teas with Santa at the Carousel

CENTRAL GEELONG MARKETING ORGANISED AND SPONSORED ACTIVITIES

- Neon Room including Merry Kiss'mas neon in LMC (Vacant Property Activation)
- Central Geelong Christmas Trail – activities and map
- 3D Christmas Giant Wall Art
- Christmas in Central Geelong Augmented Reality
- Pop up Christmas Tree Forest at T&G (Vacant Property Activation)
- Morning stories with Christmas Elves
- Christmas Waterfront Makers and Growers Market
- Central Geelong Christmas Elves

CITY SPONSORED EVENTS ORGANISED BY OTHERS

- Gala Day Parade
- Denis Walter Carols by the Bay
- Geelong Carols by Candlelight
- Christmas Movies

Attachment 6

CHRISTMAS IN GEELONG PROGRAM
YEAR ON YEAR RESULTS 2014-2019

ITEM	RESULT						COMMENT
	2019	**2018**	**2017**	**2016**	**2015**	**2014**	
Overall attendance	352,365	330,933	259,801	216,050	213,500	245,000	
Floating Christmas Tree	243,380*	193,650	164,872	128,490	123,000	163,000	*243,380 unique device visits 7pm to 12am during tree period. No multiplier applied for children/ families. Total unique devices counted for period of tree installation 8 Nov 2019 to 7 Jan 2020: 918,482
City Hall projections	37,506	34,945	24,837	20,640	31,000	29,000	
Central Geelong Marketing Activities	41,025	75,338	51,592	44,492	44,900	33,700	No Myer Windows in 2019
Other activities	30,454	27,000	18,500	22,428	14,600	19,300	
VISITOR PLACE OF ORIGIN							
Geelong	83.5%	82.3%	90%	79.8%	86%	83%	
Melbourne	5.0%	7.9%	6.4%	4.6%	5%	6%	
Regional Vic	5.2%	8.4%	2.8%	10.4%	5%	6%	
Interstate	2.1%	1.4%	0.8%	2.7%	3%	4%	
International	4.0%	NA	N/A	2.2%	1%	1%	

ITEM	RESULT						COMMENT
	2019	**2018**	**2017**	**2016**	**2015**	**2014**	
Community / Social Wellbeing	96% of participants agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt safe and welcome.	94% of participants agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt safe and welcome.	93% of participants agreed or strongly agreed that when they participated in Christmas in Central Geelong they felt safe and welcome.				
Perception of Christmas in Central Geelong	92% of participants agreed or strongly agreed that when they participated in Christmas activities, they felt proud of Central Geelong.	91% of participants agreed or strongly agreed that when they participated in Christmas activities, they felt proud of Central Geelong.	92% of participants agreed or strongly agreed that when they participated in Christmas activities, they felt proud of Central Geelong.				
Central Geelong business feedback	100% of businesses surveyed think CGM should deliver a program leading up to Christmas to encourage visitation.	97% of businesses surveyed think CGM should deliver a program leading up to Christmas to encourage visitation.	95.6% of businesses surveyed think CGM should deliver a program leading up to Christmas to encourage visitation.	84% of businesses surveyed think CGM should deliver a program leading up to Christmas to encourage visitation.	Most beneficial aspects for traders were: Magic Meter Elves Family Activities	Most beneficial aspects for traders were: Magic Meter Elves Family Activities	

ITEM	RESULT						COMMENT
	2019	**2018**	**2017**	**2016**	**2015**	**2014**	
Other Christmas events	City sponsored events: *Gala Day* *Waterfront Christmas Carols* *Christmas eve Carols by candlelight* *Christmas in the North* *Christmas movies* These events delivered an extra 30,454 visitors into Central Geelong & Waterfront	City sponsored events: *Gala Day* *Waterfront Christmas Carols* *Christmas eve Carols by candlelight* These events delivered an extra 25,000 visitors into Central Geelong & Waterfront	City sponsored events: *Gala Day* *Waterfront Christmas Carols* *Christmas eve Carols by candlelight* Numbers were lower as a result of the cancellation of Waterfront Christmas Carols & Carols by Candlelight moving to GMHBA Stadium.	City sponsored events: *Gala Day* *Waterfront Christmas Carols* *Christmas eve carols by candlelight* These events delivered an extra 40,000 visitors into Central Geelong & Waterfront	City sponsored events: *Gala Day* *Waterfront Christmas Carols* *Christmas eve carols by candlelight* These events delivered an extra 30,000 visitors into Central Geelong & Waterfront	4,500	
Total Economic Output	$18.4m	$18.5m	$17.3m	$13.079m	$15.6m	$17.9m	*Although visitation was up in 2019 the average spend per person was less giving a similar number to 2018.*
Public relations value	$2m	$6.1m	$4.41m	$6.83m	$9.33m	Not assessed to consistent level	*A new provider conducted the analysis with broadcast (radio) coverage not measured in terms of dollar value.*
Total cost - Floating Christmas Tree	$420,666	$400,000	$350,000	$310,000	$340,000	$496,000	

ITEM	RESULT						COMMENT
	2019	**2018**	**2017**	**2016**	**2015**	**2014**	
Total Cost - Central Geelong Marketing delivered activities	$63,715	$62,755	$65,000	$53,000	$65,000	$41,500	
Total cost - other activities	$381,000 *Costs includes regional decorations, Opening night event, City Hall projections, Christmas in the North and sponsorship of events.*	$276,778	$275,000	$306,614	$154,370	$44,672	*The annual budget for the safe delivery of opening night activities is $65,000. As the opening night entertainment activities (fireworks and performances) were cancelled only hours before due to poor weather, we forfeited many of the pre-payments due to the late cancellation. The fireworks were rescheduled for the evening of Gala Parade, so again those costs were still expended later.*
Total Cost	**$865,381**	**$739,533**	**$690,000**	**$669,614**	**$559,370**	**$582,172**	

6. DRAFT GEELONG TOWN HALL CONSERVATION MANAGEMENT PLAN

Source: **Planning, Design & Development – Urban Design & Heritage**
Director: **Gareth Smith**
Portfolio: **Arts, Culture and Heritage**

Purpose

1. To seek Council endorsement to release the Geelong Town Hall Conservation Management Plan 2020 for community consultation.

Background

2. Under the name 'Geelong Town Hall', the City Hall is entered on the Victorian Heritage Register as a place of heritage significance to the State.

3. City Hall is entered on the Victorian Heritage Register as a place of heritage significance to the State.

4. In September 2018 Council resolved in relation to this matter:

   "that the future use of the City Hall should, subject to sufficient Government funding being available, include the extension of the Geelong Art Gallery and part of City Hall be retained for civic meetings and ceremonial functions".

5. In order to ensure the heritage values of City Hall are conserved in any future use and development options, GJM Heritage consultants were commissioned by Council to prepare a Conservation Management Plan (CMP).

6. The draft of this Plan (dated February 2020) is at **Attachment 2.**

Key Matters

7. Once the new Civic Accommodation Building is operational in 2022 most City staff will move there, leaving large parts of City Hall available for a new use.

8. The CMP will provide guidance to Council in its consideration of future use and development options.

9. As a place entered on the Victorian Heritage Register, Council needs to ensure that any alterations or additions required to accommodate a new use(s) of all or part of City Hall do not have a detrimental effect on the heritage significance of the place.

10. Compliance with the recommendations in the CMP will ensure Council fulfils its heritage obligations and will assist the process of obtaining a permit from Heritage Victoria for any works.

11. The CMP has identified that most of the heritage values with City Hall lie in its exterior architecture and small remnants of the early interior, leaving substantial scope to modify the interior and some scope for exterior changes or additions to the most modern part of the building which adjoins the Art Gallery.

Cr Sullivan moved, Cr Murrihy seconded -

12. That Council endorse the draft Geelong Town Hall Conservation Management Plan be exhibited for public consultation for a period of not less than eight weeks.

Carried.

Attachment 1

Financial Implications

1. The CMP process to date has been funded within the designated budget set aside for Civic Accommodation planning.

2. The final CMP will help guide future investment in City Hall.

Community Engagement

3. An early draft of the CMP was referred to the Council's Heritage Advisory Committee and Heritage Advisor for comments, key issues raised have been addressed in the attached draft.

4. This report proposes public release of the draft of the CMP for community input for a minimum of four weeks.

Social Equity Considerations

5. City Hall is of high social importance to the Geelong community through its longstanding civic use, and a place of high heritage interest through its history, architecture and prominent siting overlooking the City's major park.

Policy/Legal/Statutory Implications

6. City Hall is entered on the Victorian Heritage Register and any works to it require an approved permit from Heritage Victoria. The CMP can guide design work to minimise heritage impact and inform any permit assessment by Heritage Victoria.

Alignment to Council Plan

7. Relevant priorities include: 3. A More Inclusive & Diverse Community – Improving our engagement with our culturally diverse population; supporting activities that improve social connections in our community; 4. Planned Sustainable Development - Managing the impact of development on the unique character of our townships.

Conflict of Interest

8. No officers involved have a conflict of interest for this item.

Risk Assessment

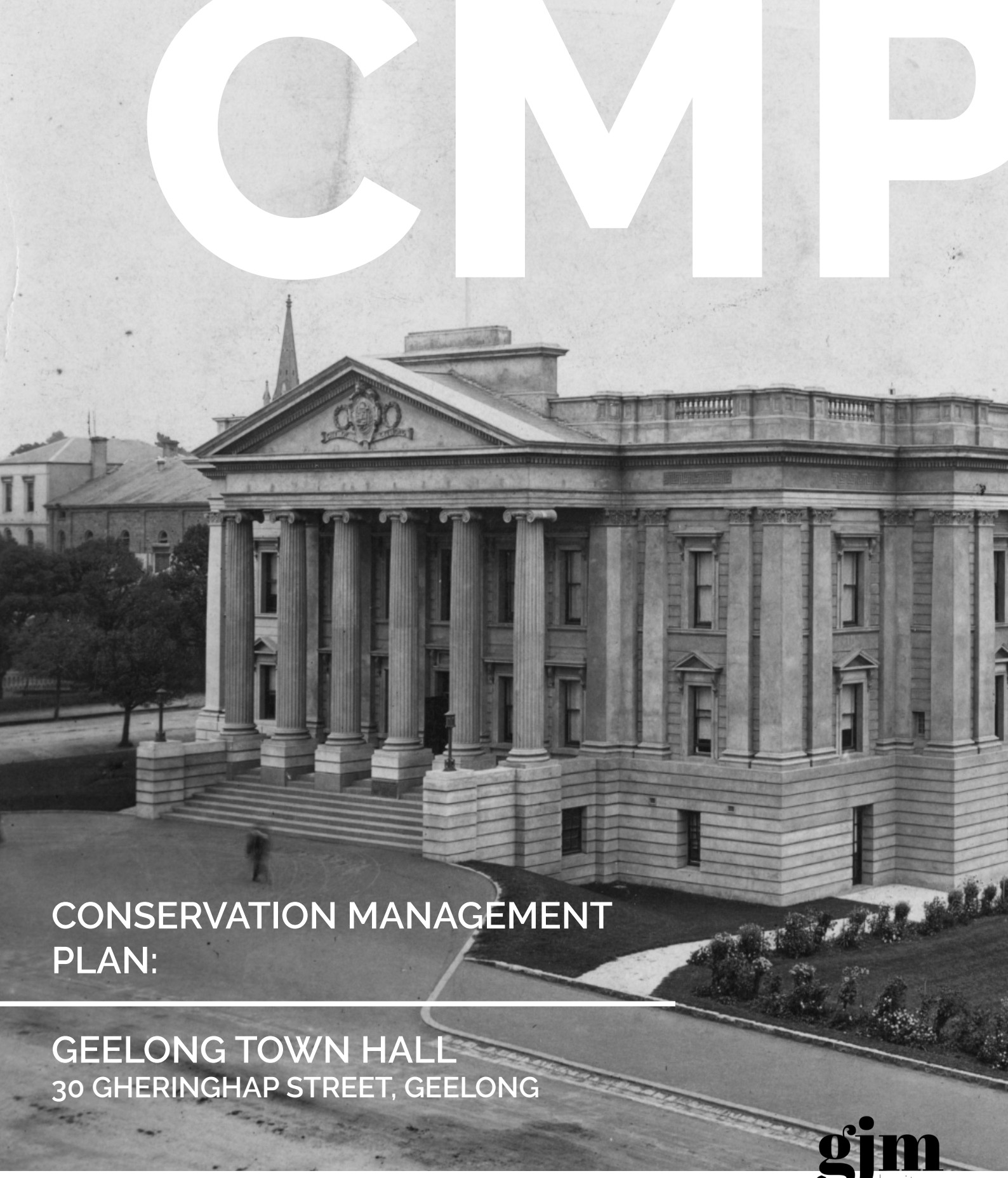
9. The CMP should reduce the likelihood of inappropriate works being designed and/or the rejection by Heritage Victoria of any future works proposed to City Hall.

10. The CMP provides increased community certainty as to what physical change is likely at City Hall in the future considering its heritage significance.

Environmental Implications

11. The CMP will help ensure the City achieve the highest environmental standards possible for the future use and development of City Hall. Any future permits obtained for works will reflect the high standards.

CMP



CONSERVATION MANAGEMENT PLAN:

GEELONG TOWN HALL
30 GHERINGHAP STREET, GEELONG

PREPARED FOR:
City of Greater Geelong

DATE:
February 2020 PUBLIC CONSULTATION DRAFT

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Acknowledgements

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Jennifer Bantow, OAM	Greater Geelong Heritage Advisory Committee Representative

Document versions

Project no.	**Version**	**Issued to**	**Date issued**
2018-072	Draft	Leanne Higgins, City of Greater Geelong	18 April 2019
	Final Draft	Leeanne Higgins, City of Greater Geelong	16 August 2019
	Final	David Scott, City of Greater Geelong	3 February 2020

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Cover image: City Hall and Art Gallery, Johnstone Park, c.1920
(Geelong Heritage Centre Collection)

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1 INTRODUCTION

The Geelong Town Hall was constructed in two main stages in 1855 and 1917, to a design by prominent Melbourne architect, Joseph Reed. A later wing was added to the rear of the hall in the 1960s. Originally conceived at the height of the Victorian gold rush, financial constraints resulted in a 60-year hiatus between commencement and completion of the building, largely to Reed's original vision. The building is Victoria's earliest surviving municipal building, having accommodated council chambers and municipal offices from 1855 to the present day.

The Geelong Town Hall is located on the corner of Gheringhap and Little Malop streets (Figure 1). The site comprises a largely rectangular bluestone building with Barrabool sandstone façade, with a late-1960s west wing addition to the rear (Figure 2). A paved plaza is located to the north of the building, creating a formal public space between the Town Hall and Johnstone Park.

The Town Hall forms part of Geelong's Civic Precinct, which also includes the Geelong Art Gallery (1915) located to the immediate west of the 1960s addition, the Geelong Peace Memorial (1926), the Geelong Arts Centre (1981), the former Geelong Post Office (1886), and the former Court House (now Courthouse Arts) (1889), and the Geelong Library and Heritage Centre (2015).

The property at 30 Gheringhap Street comprises two allotments; Crown Allotment 3 of Section 55B (Crown lease) and Lot 1 of Title Plan (TP) 957616.

The Geelong Town Hall is included in the Victorian Heritage Register (VHR) as a place of historical and architectural significance to the State of Victoria (VHR H0184). The registration has recently been updated to include the entirety of the Town Hall in the VHR (Figure 3). Prior to this, only the earliest portion (being the southern wing) of the Town Hall was included in the VHR.

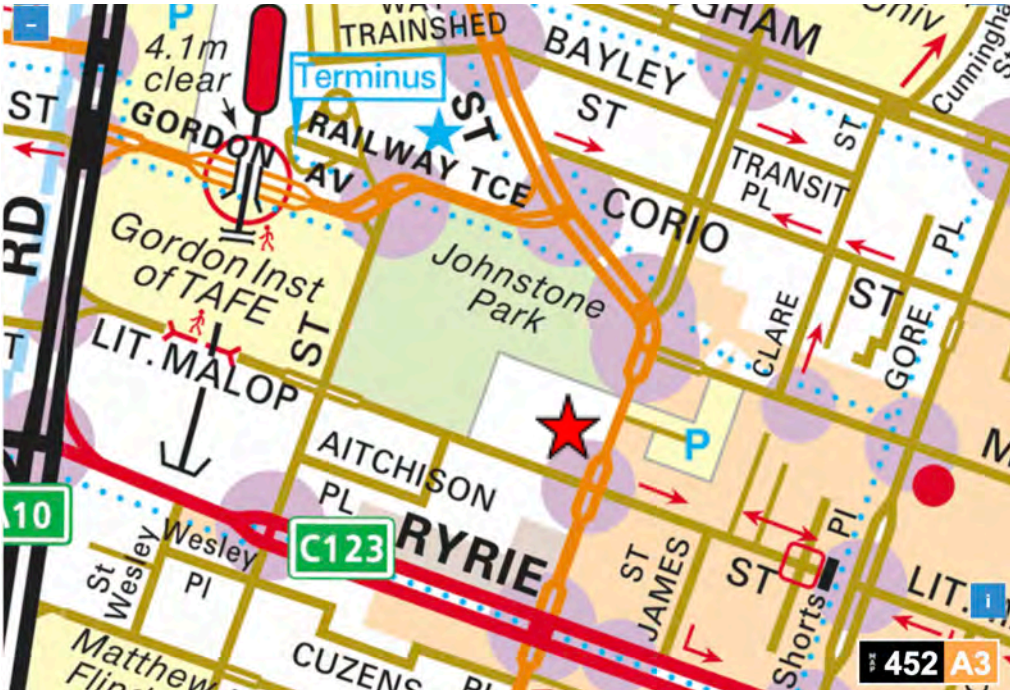


Figure 1.
Location of the subject site, heritage place indicated (red star) (www.melway.com.au)

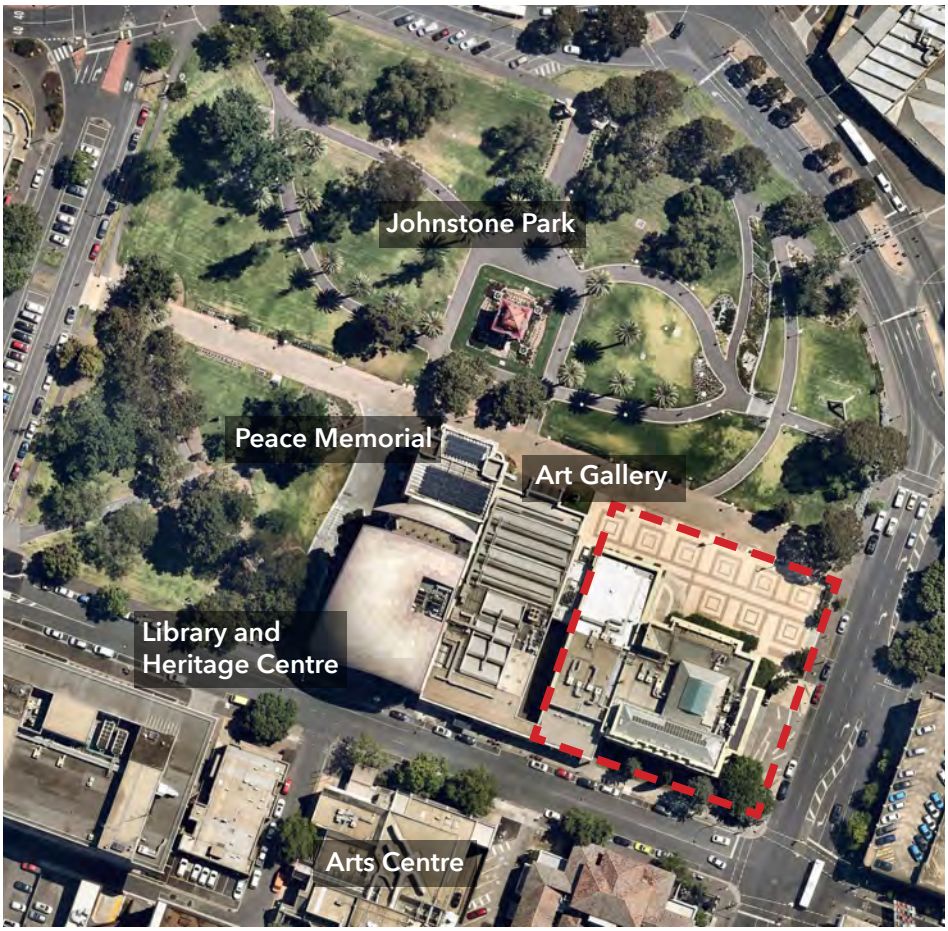


Figure 2.
Town Hall site context, December 2019 (© Nearmap)

Figure 3.
Geelong Town Hall showing approximate site boundary (red), and Extent of Registration in the VHR (yellow) (Vicplan)

1.1 Background

This Conservation Management Plan (CMP) for the Geelong Town Hall, 30 Gheringhap Street, Geelong has been prepared for the City of Greater Geelong (COGG) to assist with the conservation and future management of the heritage place.

1.2 Objectives

A CMP identifies the heritage values – or heritage significance – of a place, the conservation policies to be applied to manage that significance into the future (including in the face of possible change), and a strategy through which the policies will be put into action. It aims to provide the owner and place users with an understanding of how to appropriately conserve and manage the significance of the place and to support the building's ongoing use.

The objectives of this CMP are:

- To enable the place owner to understand the significance of the Geelong Town Hall as a whole, as well as the relative significance of individual components of the place.
- To develop policies which guide the future management of the place in such a way as to conserve its significance.
- To enable a greater understanding of the physical condition of the building fabric, both externally and internally.

1.3 The Study Team

This CMP was prepared by Felicity Coleman, Ros Coleman and Jessica Hogg of GJM Heritage with input from Renae Jarman (Director, GJM Heritage). All photographs were taken by GJM Heritage in March 2019 unless otherwise stated.

1.4 Acknowledgements

The contribution and collaboration of the City of Greater Geelong has been invaluable in the preparation of this CMP. In particular, we would like to extend our gratitude to Leeanne Higgins, for her co-ordination and assistance throughout the project. Thanks also go to Dr David Rowe, for sharing his extensive knowledge of Geelong's history and heritage, and to Mark Beasley at the Geelong Heritage Centre for providing documentary sources that have informed the development of the Geelong Town Hall CMP. Thanks also go to Jennifer Bantow OAM (Greater Geelong Heritage Advisory Committee Representative), Phil Pavey and Dr Geoff Russell (City of Greater Geelong) for giving their time to share their knowledge and insights. Finally, we extend our gratitude to all staff at the Geelong Town Hall, who facilitated access to the building and surrounds.

1.5 Copyright

The copyright of this CMP is held jointly by GJM Heritage and the City of Greater Geelong.

1.6 Report Methodology

This CMP has been prepared in accordance with the Heritage Council of Victoria guidelines *Conservation Management Plans: Managing Heritage Places* (June 2010) and the Australian ICOMOS Charter for the Conservation of Places for Cultural Significance (Burra Charter) and its guidelines – refer https://australia.icomos.org.

The CMP adopts the following methodology:

Establish an understanding of the place (see Section 2 of this CMP)

Initial documentary research was undertaken to understand the history of the Geelong Town Hall. This was largely informed by primary source material including the Trove newspaper database and original architectural drawings held by the Geelong Heritage Centre and COGG. Site inspections were undertaken in March 2019 to gain an understanding of the physical nature of the place, including its present form, appearance and condition.

Statutory listings and relevant legislation for the place were reviewed.

Assess the significance of the place (see Section 3 of this CMP)

In 1974 the Geelong Town Hall was included in the Historic Building Register, and was transferred to the VHR following enactment of the *Heritage Act 1995*. The listing was updated in 2007 as part of a Statement of Significance review project by Heritage Victoria and the site was noted as meeting the threshold for historical and architectural significance to the State of Victoria. The heritage values were clearly defined in the Statement of Significance prepared at that time.

The registration was updated again in 2019 to accurately reflect the extent of heritage fabric that warranted inclusion in the VHR.

In preparing this CMP, site inspections were undertaken to understand the intactness and integrity of the place and its component parts. This included an internal room-by-room survey of the building which recorded existing fabric and form and noted any identifiable changes to original fabric and form.

Both the 2007 and 2019 Statements of Significance for the place, as well as on-site inspections have been used to establish the relative significance of the components of the place, and these levels have been mapped on existing conditions drawings.

Identify issues that will inform policy development (see Section 4 of this CMP)

Issues that have the potential to affect the future conservation and management of the Geelong Town Hall were identified by assessing the present condition and integrity of the place, defining conservation obligations, identifying future needs and requirements and identifying opportunities and constraints associated with the place.

Develop conservation policies (see Section 5 of this CMP)

Together with the established significance of the Geelong Town Hall and its component parts, the identified issues were used to develop specific conservation policies to ensure the significance of the place is retained and managed into the future.

1.7 Project Limitations

A detailed condition survey and the preparation of a schedule of maintenance and conservation works were not part of the project scope for the preparation of this CMP.

The roof and five rooms located in the basement of the 1968-69 west wing were unable to be inspected, however photographs of the basement rooms were provided by Council officers in June 2019. This enabled an adequate understanding of these spaces to inform the preparation of the CMP.

Community consultation and public surveys were not part of the project scope for the preparation of this CMP. Consultation with Council's Heritage Advisory Committee was undertaken to better understand the community values associated with the Geelong Town Hall.

1.8 Conservation Terminology

The conservation terminology used in this report is as defined within the Burra Charter.

The relevant terms are defined as follows:

Cultural Heritage Significance, as defined in the *Heritage Act 2017*, embraces aesthetic, archaeological, architectural, cultural, historical, scientific and social significance.

Place means site, area, building or other work, group of buildings or other works together with associated contents and surrounds.

Fabric means all the physical material of the place.

Conservation means all the processes of looking after a place so as to retain its cultural significance. It includes maintenance and may, according to circumstance, include preservation, restoration, reconstruction and adaption, and will commonly be a combination of more than one of these.

Maintenance means the continuous protective care of the fabric, contents and setting of the place, and is to be distinguished from repair. Repair involves restoration or reconstruction, and it should be treated accordingly.

Preservation means retaining the fabric of a place in its existing state and retarding deterioration.

Restoration means returning the existing fabric of a place to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material.

Reconstruction means returning a place as nearly as possible to a known earlier state and is distinguished by the introduction of materials (new or old) into the fabric. This is not to be confused with either re-creation or conjectural reconstruction which is outside the scope of the Burra Charter.

Adaptation means modifying a place to suit proposed compatible uses.

Use means the functions of a place, including the activities and traditional and customary practices that may occur at the place or are dependent on the place.

Compatible Use means a use which respects the cultural significance of a place. Such a use involves no, or minimal, impact on cultural significance.

Setting means the immediate and extended environment of a place that is part of or contributes to its cultural significance and distinctive character.

2 UNDERSTANDING THE PLACE

2.1 Introduction

The Geelong Town Hall was constructed in two main stages in 1855 and 1917, to designs by prominent Melbourne architect, Joseph Reed. It was originally conceived at the height of the Victorian gold rush, but financial constraints resulted in a 60-year hiatus before the building was completed. Extensive additions and alterations were undertaken in 1968-69, which resulted in the demolition of the original central hall and its replacement with a new wing.

2.2 Development of Geelong and the Town Council

2.2.1 Establishing a town

The area known today as Geelong was first surveyed by Assistant Surveyor, W H Smythe, in 1838, just three weeks after Melbourne was surveyed. It was laid out with 36 blocks, with each block containing 20 lots. A further area was marked off as a township reserve, west of which the land was divided into suburban lots.[1] Geelong was officially gazetted a town by October that year, at which time the fledgling township already had 82 houses, a church, hotel, wool store, and a population of 545.[2]

The first land sale was held in February 1839. At this time, three blocks were put up for sale – two in South Geelong and one in North Geelong – and the majority of the lots were sold to speculators in Melbourne or Sydney. While it was assumed that development would be greatest in the south near the Barwon River, it was the bay end that proved attractive, largely due to its proximity to the supply of goods (Figure 4).
From humble beginnings, the town of Geelong developed. The wool trade was integral to its evolution and success; by 1841, the first wool had been sent to England and a regular steamer service was running between Geelong and Melbourne.[3] Depression in 1841 halted land sales temporarily. When they resumed in the latter half of the 1840s, most of the purchasers were from Geelong.[4] Corio Street was the first main business centre of the town, but as more land was sold, the centre of activity transitioned up the hill and business developed in the streets surrounding the Market Square – Little Malop, Malop, Yarra and Moorabool streets (Figure 5).[5]

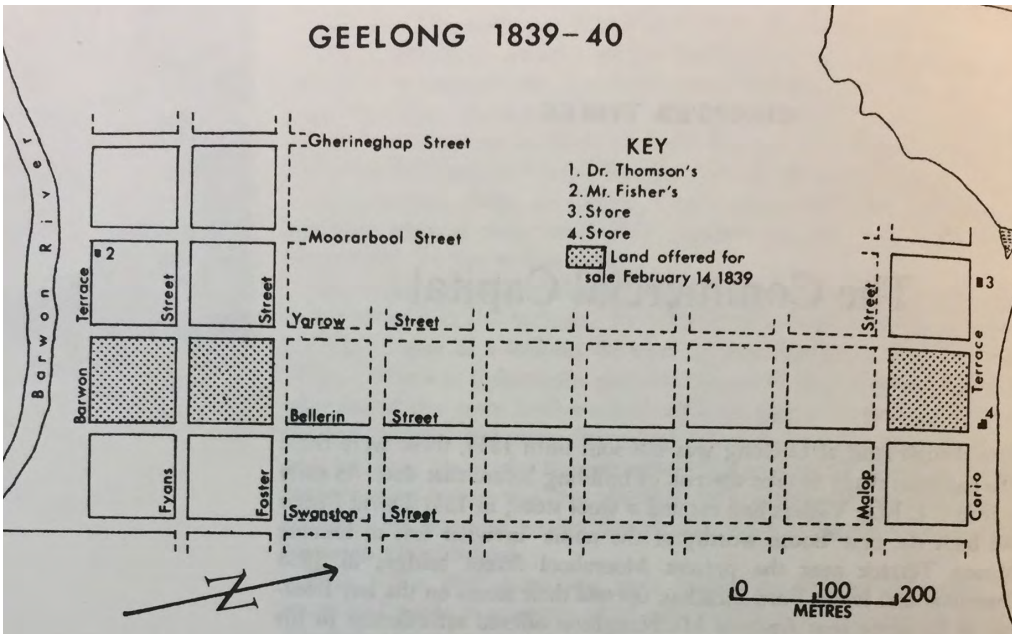


Figure 4.
Geelong in 1839-40 showing the first blocks offered for sale in 1839 *(Geelong: the Pivot)*

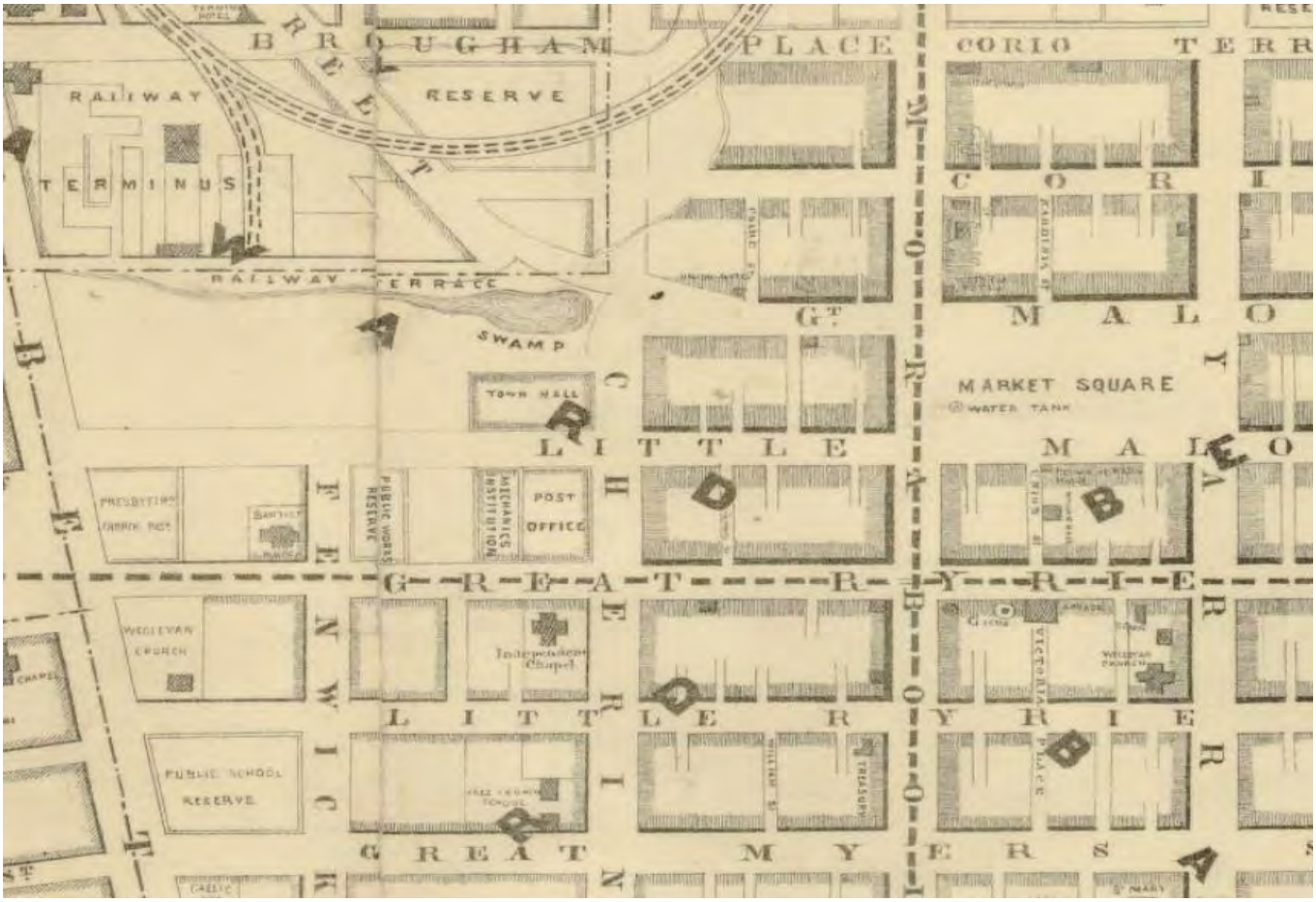


Figure 5. (above)
Map of Geelong, 1855, showing Town Hall site overlooking a swamp (later Johnstone Park) and the concentration of development around the Market Square (State Library of Victoria)

2.2.2 Establishing the town council

By the end of the 1840s, Geelong's population had reached 8,000 and steps were taken to establish a form of local government. Geelong's development had been hindered by the lack of any satisfactory form of government to this time. From 1837 to 1840 Foster Fyans, as Police Magistrate, was the sole representative of the Governor of New South Wales and almost all public work that was carried out in this initial period was a result of his initiative.[6]

The first attempt to provide local government occurred in 1843 with the establishment of the District Council of Grant. The area under the District Council's jurisdiction stretched from the Werribee River to the east, Hopkins River to the west, Bass Strait to the south, and Maryborough to the north. With such a large area to administer, it is perhaps unsurprising that the Council failed. The legacy of this District Council is the Market Square, which the Council persuaded the Government to reserve.[7]

In October 1849, following much debate, the town of Geelong was incorporated through the *Incorporation of the Town of Geelong Act*. This allowed the citizens of Geelong to elect their own Council to govern the local area.[8] Fyans was appointed acting mayor until elections were held. He was succeeded by Alexander Thomson the following year.[9]

The first Town Council met in 1850 at the Royal Hotel in Malop Street and immediately set to work reserving land for the future development of parks and gardens and repairing streets.[10] An article in the *Geelong Advertiser and Intelligencer* in August 1855 appraises the effectiveness of the Town Council in its first five years:

> *The increase of population, great as it has been, is not so wonderful as the increase in the wealth of the town… In all the essentials of progress, Geelong holds an onwards course.*[11]

2.2.3 Impact of the gold rush

At the same time that the Geelong Town Council commenced work, Victoria achieved separation from New South Wales and gold was discovered. These events were to have a major impact on the developing township.

Due to its location on the bay, Geelong became the sea port for the gold districts around Ballarat and was thus strategically placed to benefit from the boom's traffic and commerce. By the mid-1850s, Geelong had more than 23,000 people and was considered to be the fourth largest town in Australia behind Melbourne, Ballarat and Bendigo.[12]

The significant wealth accrued by Geelong during the gold rush was expressed in the construction of private mansions and grand commercial and civic buildings, such as the Town Hall and Mechanics Institute, and the establishment of notable institutions including Geelong Grammar School and the Geelong National Grammar School (later the Matthew Flinders Girls' Grammar). The first post office and customs house were also built during this time. The remarkable development of the town was publicised in the *Geelong Advertiser* as early as 1851:

> *Taking a stand in the centre of the Market-square, look round and see the wondrous change within the last few months. What solid yet cheerful buildings have sprung up, what was but a few weeks ago, a barren looking spot, is now the site of a splendid row of shops, whose architectural pretentions may vie with any.*[13]

Further developments included the establishment of the Port of Geelong, which commenced in 1853 with the creation of the first shipping channel in Corio Bay, and the Geelong to Melbourne railway, which was laid by the Geelong and Melbourne Railway Company in 1857. This was Victoria's first country railway line.

2.2.4 Downturns and upturns

The immense growth witnessed by Geelong in the 1850s came to an end in the 1860s. The gold rush had seen Ballarat and Bendigo grow larger than Geelong in terms of population and Melbourne critics were soon to dub Geelong 'the Sleepy Hollow'.[14]

While the town stagnated in the 1860s, by the end of the decade a number of industries, including Victoria's first woollen mill, had established themselves in Geelong. Over the following decade, improvements to transport saw Geelong emerge as the centre of the Western District of Victoria and Geelong soon became known as "the Pivot," owing to it being a central rail and shipping hub.[15]

The turn of the century saw Geelong become an industrial powerhouse. The Geelong Harbor Trust was established, and the Geelong Waterworks and Sewerage Trust was formed, equipping the town with the latest urban services, including electricity, sewerage and street tramways. This led to greater expansion in the ensuing years. Geelong officially became a city on 8 December 1910 and by 1936 had displaced Ballarat as the second-largest city in Victoria.[16] It has maintained this position since.

The forthcoming thematic history of Geelong (prepared by Dr David Rowe) provides a comprehensive history of Geelong and its local government.

2.3 Geelong Town Hall

2.3.1 Site for a town hall

Following the first Geelong Town Council meeting in 1850, the council became the tenant of the Corio Street premises of Frederick Champion. They held the lease for 12 months before moving to a building owned by Fyans at the corner of Yarra and Little Malop streets. They rented these premises from 1851 to 1854.[17]

Increasingly high rent prices meant the Council soon found themselves unable to continue the lease on Fyans' building. They subsequently applied to the Government for two acres of land addressing Gheringhap Street, on which to construct a purpose-built town hall.[18] The site was located in close proximity to a large artificial dam, devised by Charles La Trobe, Superintendent of the Port Phillip District, in 1848 (Figure 6).[19] The application was approved and tenders for designs were called in April 1854, with £100 to be awarded to the successful entrant.[20] Architect, Joseph Reed, was appointed on 9 August, with a plan that entailed an estimated cost of £34,533.[21]

2.3.2 Architect: Joseph Reed

Reed was a newcomer to the Melbourne architectural scene, having arrived in Victoria from England in July 1853. By the time of his appointment at Geelong, he had already won the competition to design the Public Library in Swanston Street, Melbourne. He went on to become one of the most prolific and influential architects in Melbourne in the nineteenth century – he was the first elected member of the first Victorian Institute of Architects and in 1858, he became the University of Melbourne's chief architect.[22] His early commissions included the Wesley Church in Lonsdale Street (1857), the Royal Society of Victoria (1858) and the classical façade of the Collins Street Baptist Church (1861).

Towards the end of the 1850s Reed took as partner, Frederick Barnes, becoming Reed & Barnes. The ompany was Melbourne's first major private architectural firm and together the pair designed many of Melbourne's most notable public buildings including the Melbourne Town Hall (1868), Trades Hall in Carlton (1873), the Exhibition Building (1879-80) and the University of Melbourne's Wilson Hall (1878-82) and Ormond College (1879). Reed's firm continues to this day as Bates Smart.

2.3.3 Initial complications

The Geelong Town Hall project was plagued with issues in its first months. Following Reed's appointment, the Council soon learned that he did not intend to stay in Geelong to oversee the works during the period of its erection. Questions were raised as to whether a different architect should be appointed, though ultimately Reed was retained.[23] Disputes also arose regarding the most appropriate site on which to construct the new Town Hall, with some councillors suggesting that the Market Square would be more appropriate than the chosen site on Gheringhap Street.

Originally perceived as the centre of business, the Market Square had gained the

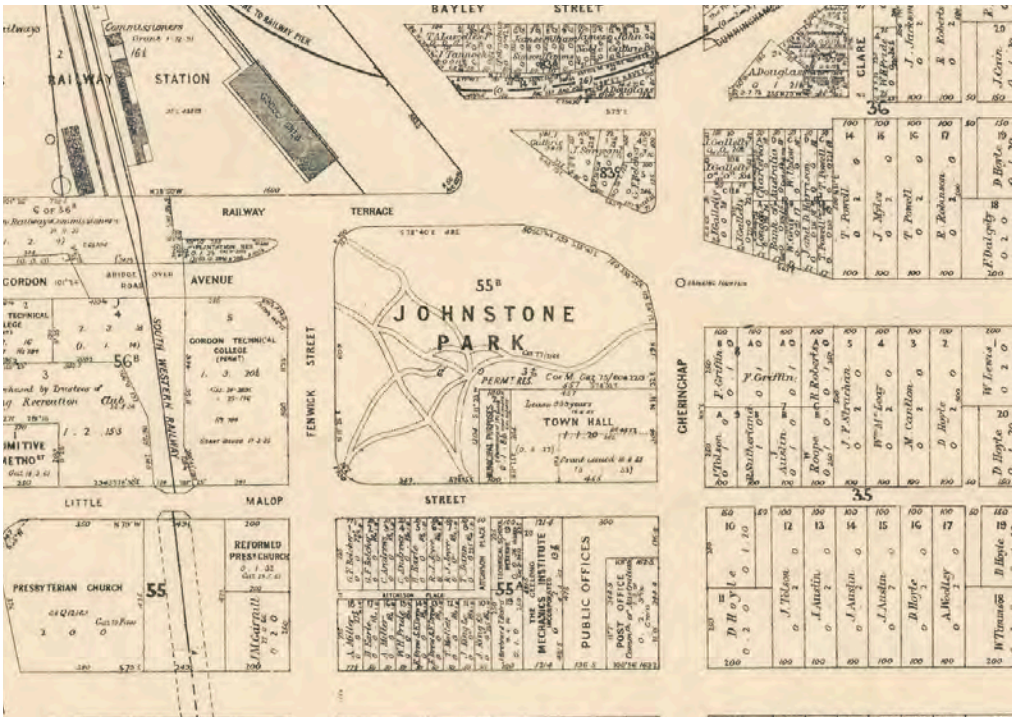


Figure 6.
Parish plan showing the original Crown grant and lease of the Town Hall site (State Library of Victoria)

reputation of being 'that ugly blank'.[24] Some councillors considered that the erection of new public buildings, including a post office, land and survey office and the Town Hall, in this space would help to rejuvenate the square. [25] The proposition was ultimately rejected, though it continued to be a source of contention throughout the project.

With matters seemingly resolved, the Crown grant for the Gheringhap Street site was issued on 16 June 1855. It provided for a rectangular track of land, described in the Crown grant as:

> *'one rood thirty-three perches, be the same more or less situated in the County of Grant Parish of Corio Town of North Geelong commencing at the North West intersection of Gheringhap and Little Malop Streets and bounded on the South by Little Malop Street.* [26]

A 999 year crown lease, to provide for future extension of the hall, was also provided.

2.3.4 Building in stages (1855)

Reed's design for the Geelong Town Hall adopted the Renaissance Revival style[i] and comprised a bluestone building with Barrabool sandstone façade, set on a rusticated podium. The original architectural drawings and an 1855 lithograph demonstrate Reed's intention to build a large rectangular structure, with a principal facade to Gheringhap Street (Figures 7 & 8).

Despite the wealth accrued by the town during the gold rush, the Council found themselves financially constrained and options regarding the best course of action for the Town Hall project became the subject of council meetings.

One councillor 'urged upon the Council not to place it in the power of the succeeding generation to say that the Corporation of Geelong had the means of erecting a Town Hall, but had not the spirit to do so' [27] while others thought it prudent to abandon the scheme entirely. A report on the project finally settled the matter:

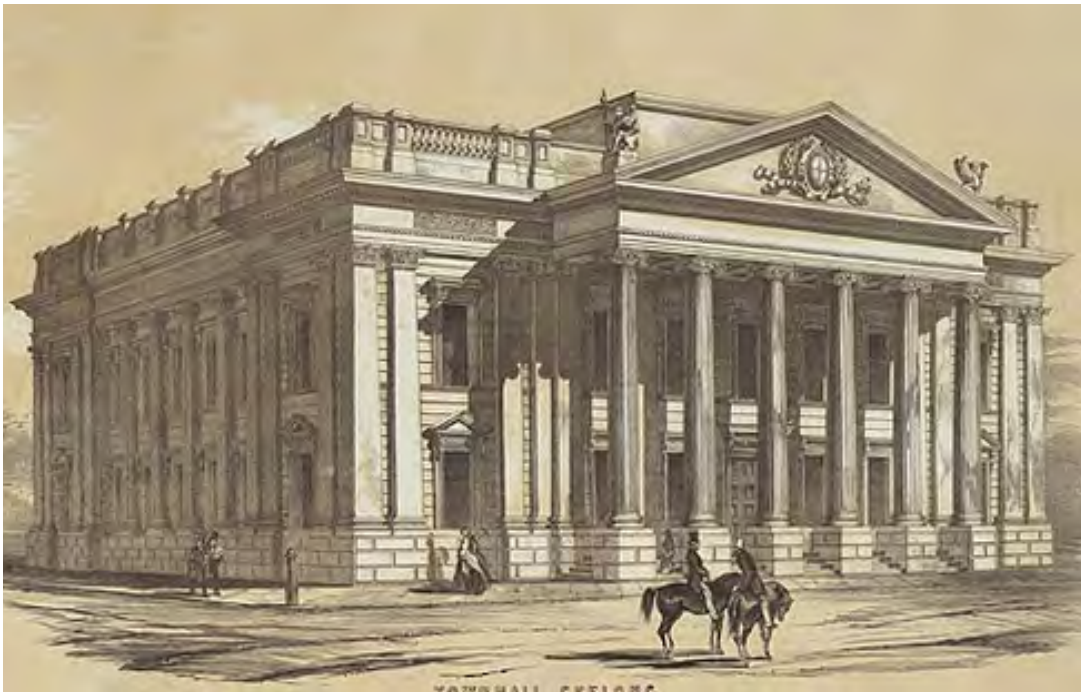


Figure 7. Lithograph of Geelong Town Hall as originally conceived by Joseph Reed, 1855 (National Gallery of Australia)

i Phillip Goad identifies the Renaissance Revival style as being inspired by the urban palazzi (palaces) of the Italian Renaissance. The style was popular in Australia for civic and commercial buildings between the 1850s and 1880s.

> *...it had been at first thought expedient altogether to abandon the idea of building a town hall at the present time on account of the expense, but that the architect having stated that a part of the building could be erected, the report recommended that 13 large rooms, a Council Chamber and some other apartments should at once be proceeded with…* [28]

As per the report, the southern façade and central hall were the first, and only, sections to be completed at the time, the rest ultimately proving too costly to build in one operation (Figure 9). [29]

Melbourne firm, Allen & Cakebread, was awarded the tender for construction in March 1855 and the foundation stone for the new Geelong Town Hall was laid by Mayor William Baylie on 9 April 1855.[30] At this time a form of time capsule, a bottle containing coins and an inscribed commemorative scroll, was inserted beneath the foundation stone.[31] By August of that year, the *Geelong Advertiser and Intelligencer* reported that:

> *The north* [actually south] f*ront is now nearly finished, as is also the great hall in the centre, which is of magnificent proportions and surmounted by a dome… The portion already contracted for, and now nearly finished, will cost £17,500. The interior walls are chiefly built of a hard whinstone, honeycombed but very durable; the exterior walls of Barrabool freestone.*[32]

The completed section comprised a bluestone building with Barrabool sandstone façade, set on a rusticated podium and incorporating a central section with four fluted Ionic columns set in antis between side pavilions. An entablature and parapet topped the façade and incorporate friezes and balustraded sections above the side pavilions. The main entrance to the south wing was located at the west end; a separate entrance portico provided access to the central hall.[33] Photographs from c.1860, 1900 and 1911 show the completed first sections, including the lantern roof of the central hall (Figures 10, 11 & 12).

In 1861, it was reported that the unfinished Town Hall presented a 'ghastly appearance' from Railway Terrace.[34] It would be another 50 years before this was resolved.

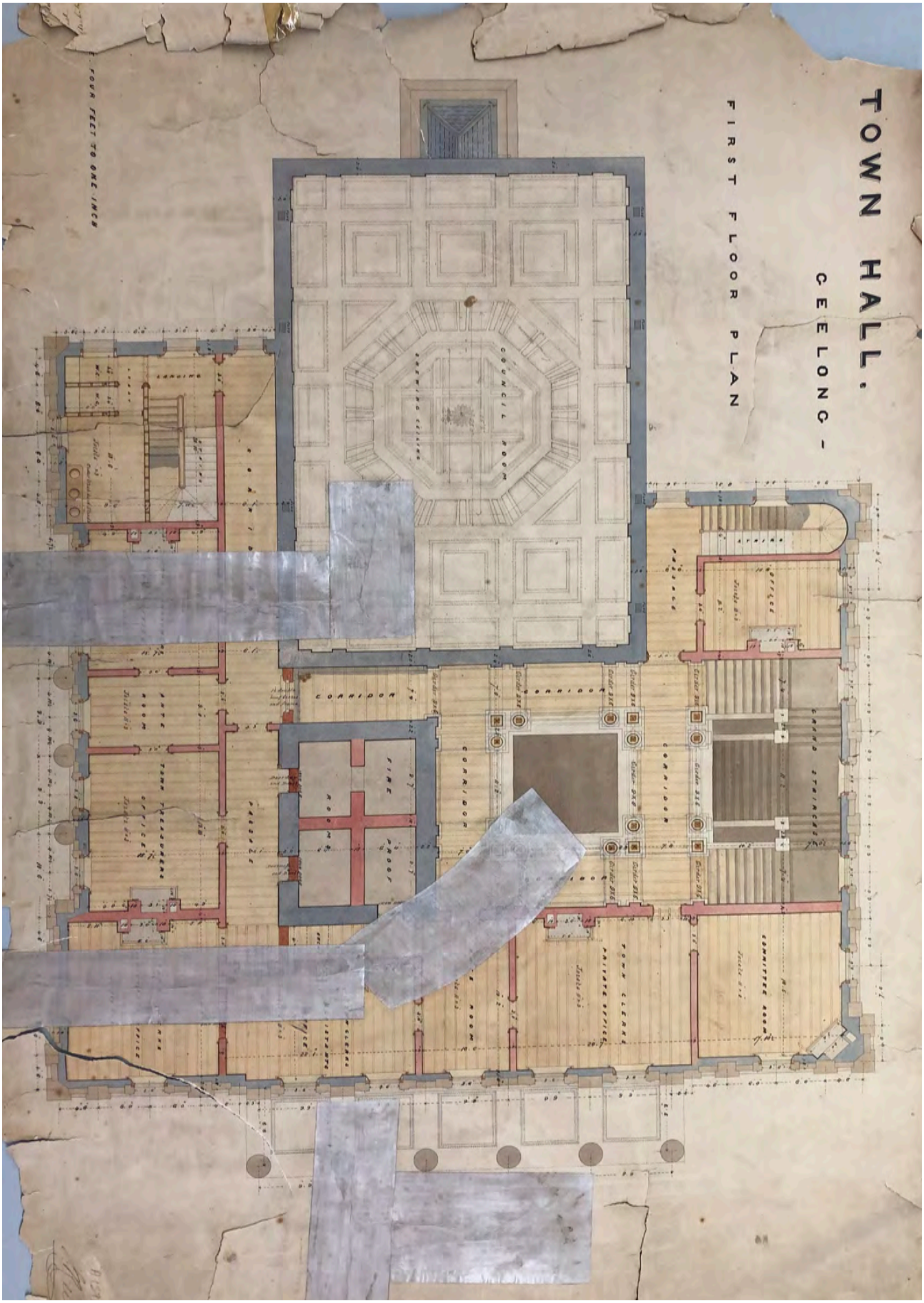


Figure 8.
Reed's original design intent, 1855. North is to the west of the image (GRS 2031/157c Geelong Council Plans, Geelong Heritage Centre).

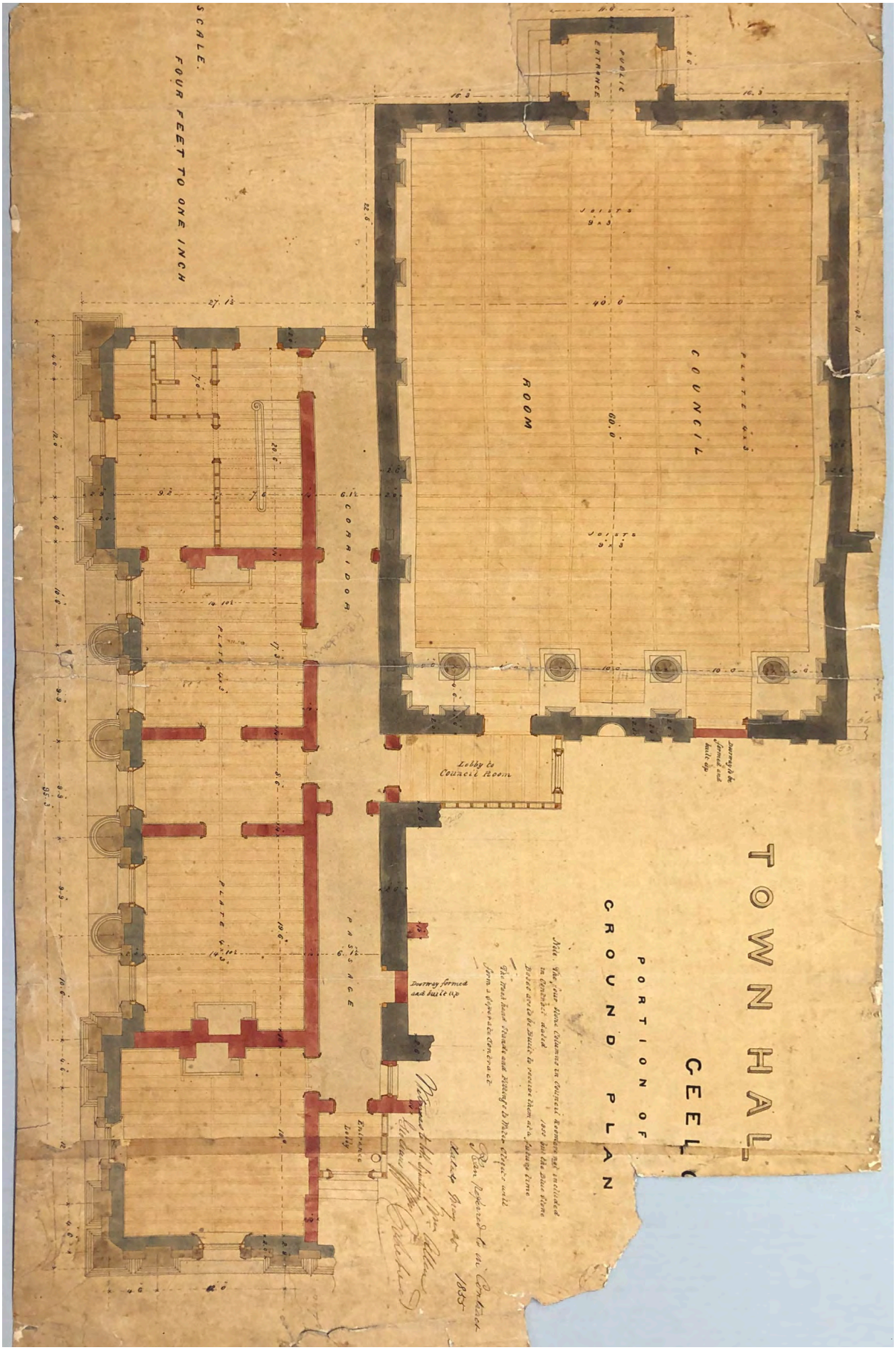


Figure 9.
Plan of original portion of Town Hall, 1855. North is to the west of the image (GRS 2031/157c Geelong Council Plans, Geelong Heritage Centre)

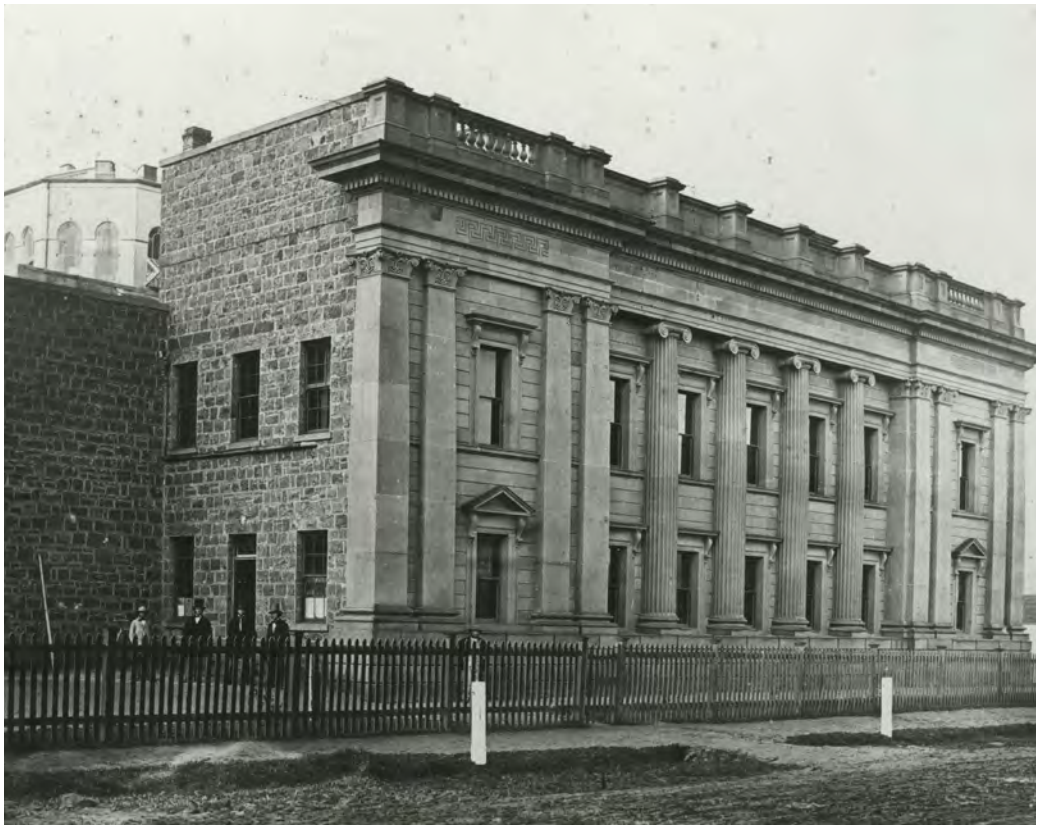


Figure 10.
Geelong Town Hall, c.1860s (GRS 2009/1376 Geelong Heritage Centre Collection)

Figure 11.
Geelong Town Hall, c.1900 (GRS 2009/1376 Geelong Heritage Centre Collection)

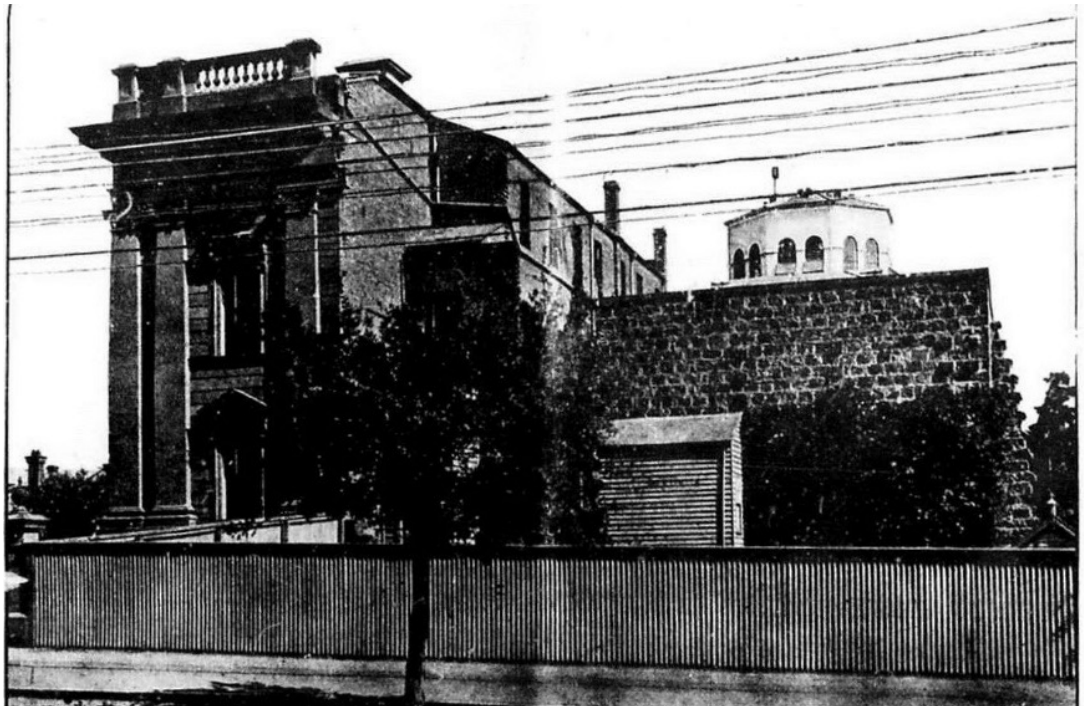


Figure 12. (above)
Geelong Town Hall from Gheringhap Street showing the south wing and bluestone central hall with lantern roof (*News of the Week*, 30 March 1911)

Figure 13. (left)
Mayoral dinner at the Geelong Town Hall, 1905
(Geelong Heritage Centre)

Figure 14. (below)
Mayoral dinner at the Geelong Town Hall, 1906
(Geelong Heritage Centre)

2.3.5 Realisation of the design (1915-17)

Geelong was proclaimed a city in December 1910. In the months leading up to the event, one letter in the *Geelong Advertiser* relating to the completion of the Town Hall suggested:

> *As it stands at present, visitors gain but a poor idea of the size and importance of this centre, if judged by the appearance of its principal municipal building, with its poverty-stricken and unfinished design. Geelong is advancing, we all admit; and it is only a matter of a little time when this question of completing and enlarging the Town Hall will have to be grappled with, to provide sufficient accommodation for the growing interests of the town…Why not seize the present opportunity to complete this work, which could include a fairly large hall.*[35]

Significant public demand to complete the Town Hall arose as a result of Geelong's elevation to the status of a city. In February 1911, the Chairman of Public Works, Councillor Andersen, called a special meeting of the committee to consider a request from the citizens' deputation for the completion of the Town Hall to commemorate the event.[36]

Despite unrelenting public pressure, discussions appeared to stall until 1914, when a new proposal was put forward to move the Town Hall to the recently-vacated Geelong Grammar School. This was to involve the conversion of the school buildings to a city hall and municipal offices, to plans drawn up by architects Laird and Buchan. The proposal was met with vehement protest from ratepayers.[37]

The Geelong Grammar School proposal was eventually discarded and a decision made to progress with plans to extend the existing Town Hall. Local architect, T D Slevin, was engaged and plans were drawn up that largely adopted Reed's original 1855 design (Figure 15). W Kelly was engaged as builder.

The plans involved the construction of a large section of building to the north of the existing wing, the completion of the east façade facing Gheringhap Street, and a somewhat amended northern façade. By October 1915, it was reported that the works were well-advanced and in May 1916 the 'top brick in the additions to the Town Hall in Gheringhap Street was laid on Wednesday by Mayor Holden'.[38]

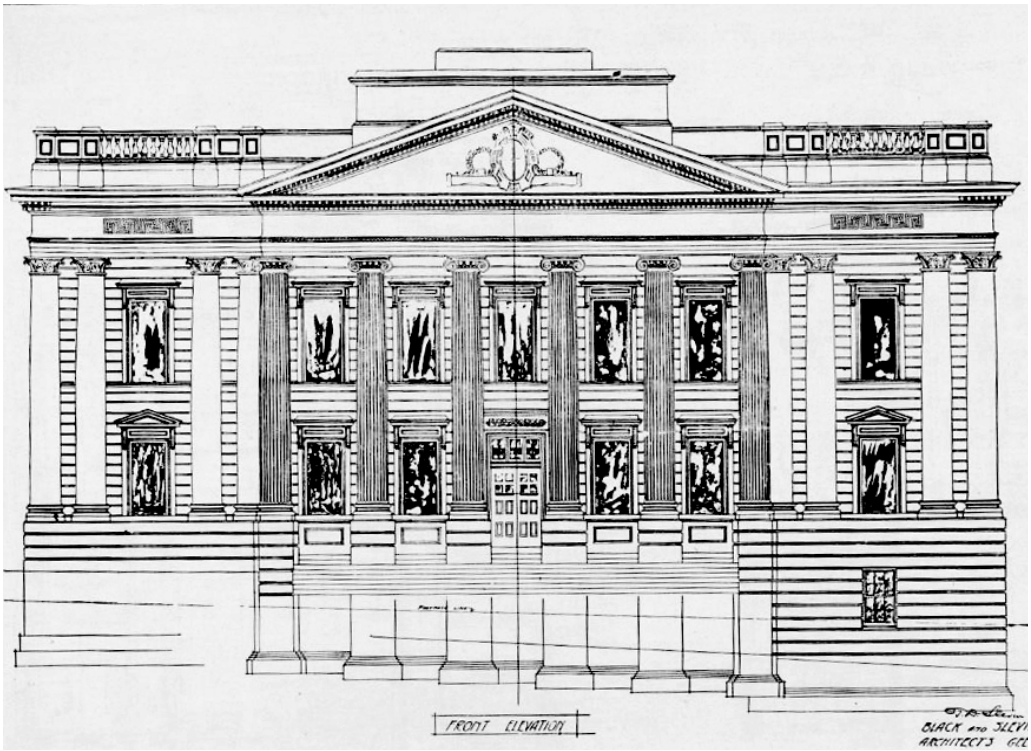


Figure 15.
Designs for completion of Geelong Town Hall, 1915 (Building, Volume 17, No. 98, 12 October 1915, p. 115)

The completed Geelong Town Hall was formally opened by the Premier, Sir Alexander Peacock, on 7 June 1917 (Figure 16).[39] Following an inspection of the interior, it was reported that 'most of the furniture had been made in Geelong, the students of the Gordon Technical College had done the carving; and that the architect and the builder (Mr. W. Kelly) were Geelong boys'.[40] A large stained glass window in the main entrance foyer was designed and executed by Arthur Sidney Pittock, a local glazier and former art student at the Gordon Technical College (Figures 17 & 18).[41] This window was described as a 'special feature' in the newly completed building.[42]

A description of the interior of the building was included in the *Geelong Advertiser* on the opening of the addition:

> *Entering the main lobby, we have a spacious vestibule leading to the stairway and corridors giving access to the various departments. To the left we have the Council offices, and to the right the Mayoral and Councillors' suites and the Council Chamber. Upstairs we have more offices, committee rooms, and a suite of rooms for the Mayoress… The caretaker's quarters and storerooms for the archives are in the basement, and there is a fine promenade on the roof…Almost the whole of the materials have been of Australian manufacture* (Figures 19 and 20).[43]

In 1927, reports concerning decay of the exterior walls of the Town Hall were issued. To prevent the walls from crumbling, it was determined to put in a bluestone base, apply a cement wall finish to the existing walls, and cover the cornices of the building with lead flashing. [44]

Figure 16.
The opening of the Geelong Town Hall in 1917 (GRS 2009/2344 Geelong Heritage Centre)

Figure 17. (left)
Entrance foyer and staircase in 1917. Note the stained glass window. (GRS 2009/2329 Geelong Heritage Centre)

Figure 18. (right)
Entrance foyer, 1917 (GRS 2009/2339 Geelong Heritage Centre)

Figure 19.
Council chambers soon after completion, 1917 (GRS 2009/2338 Geelong Heritage Centre)

Figure 20.
Town clerk's office on the ground floor, 1917 (GRS 2009/3873 Geelong Heritage Centre)

2.3.6 The bronze lions: a gift to the city (1935-38)

The bronze lion sculptures that flank the entrance to the Geelong Town Hall were gifted to the City of Geelong by two separate families, the McDonalds and the Clarkes, to mark the centenary of the creation of Geelong as a municipality in 1937.[45]

The lions were donated by Florence Clarke in memory of her parents, Thomas and Agnes Clarke, who were early pioneers of Victoria, and Mrs Alberta McDonald in memory of her husband, Alderman Edward Allen McDonald OBE, and her son, Edward Colin McDonald, who had passed away three years prior.

An unveiling ceremony took place in January 1938, at which the lions were draped with the Australian flag and formally presented by members of the two families.[46]

The lions were prepared and cast by sculptor, William Leslie Bowles who studied modelling and woodcarving at the Brisbane Technical School and acted as head sculptor at the Australian War Memorial from 1925 to 1931.[47] The King George V Monument and the Sir John Monash memorial, both in Kings Domain, Melbourne, are notable examples of his work.[48]

2.3.7 Post-war alterations (1968-69)

The Geelong Town Hall remained largely unchanged from 1917 until extensive works were undertaken in 1968-69. By the 1960s, local government administration required extra staff, and therefore extra space, and the Geelong Town Hall in its existing form was found to be inadequate. Plans and specifications were compiled by architects, Buchan, Laird and Buchan with plans showing the proposed extent of demolition of the 1855 and 1917 building.

The 1968/69 works involved the addition of a new western wing, with entrance from Little Malop Street, and the demolition of the original central hall and its lantern roof form. In addition, the entrance foyer to Gheringhap Street was substantially altered with the demolition of the main staircase and lightwell and the introduction of a Modernist spiral staircase (Figure 21 & 22).

The new Little Malop Street entrance comprised a simple four-bay trabeated colonnade supported on square piers. A frieze with applied metal lettering reads 'Council Conference & Reception Centre' with a fluted architrave below. The recessed entrance is modernist in form with full height glazing and stone panels.

Apart from minor alterations, the existing Town Hall exterior remained largely unchanged to its north, south and east elevations. The new west wing adopted a similar classical appearance to the original design to ensure an integrated approach as viewed from Johnstone Park (Figure 23), while the Little Malop Street entrance adopted a more modern design (Figure 24 & 25). The works also included a plaza projecting northward to Johnstone Park to provide a 'suitable and off-street setting for ceremonial occasions'.[49]

Construction of the new wing commenced in mid-1968, undertaken by Geelong builders J C Taylor & Sons Pty Ltd, at a cost of about $650,000. The new 'hall', which replaced the original 1855 central hall, comprised 'limited stage facilities, 500 removable seats, a supper room, kitchen, goods hoist, and parquet floor'.[50]

The new wing was officially opened on 15 August 1969 by the Governor of Victoria, Major General Sir Rohan Delacombe.[51] The occasion was commemorated on a marble panel located in the Little Malop Street foyer.

Figure 21.
New foyer entrance, 1969 (Geelong Heritage Centre)

Figure 22.
Stair leading from foyer, 1968 (Geelong Heritage Centre)

Figure 23. (above)
Render showing what the new western wing would look like when completed, c. 1965 (GRS 2009/1753 Geelong Heritage Centre Collection)

Figure 24.
The new west wing of the Town Hall, as viewed from Little Malop Street, 1969 (GRS 2009/2339 Geelong Heritage Centre)

Figure 25.
Entrance to the new west wing with mural (GRS 2009/3873 Geelong Heritage Centre)

2.3.8 Robert Ingpen mural

Robert Ingpen, celebrated Geelong artist, was commissioned to paint a mural to be located above the entrance of the new west wing (Figure 25). The mural was designed to represent the objects and systems that characterise Geelong and its district and that played a major role in the city's growth and development. The three systems comprise: the natural (producing) system; the man-made or technological system, and the natural (trading) system.[5]

2.3.9 Amalgamation, alterations and ongoing use (1990s)

In May 1993, the State Government implemented a series of reforms to local government, which resulted in the consolidation of municipalities. Geelong was the first region to be amalgamated, becoming the City of Greater Geelong. The City assumed all of the responsibilities, staff, assets and liabilities of the Geelong Regional Commission and the former municipalities of Geelong, Geelong West, Newtown, Corio, Bellarine and South Barwon. The amalgamation coincided with major refurbishment of the interiors of the Town Hall, as well as the reconfiguration of much of the west wing and the entrance foyer of the main building.

The Geelong Town Hall continues to function as a town hall, providing accommodation for council chambers and municipal offices, and continues to act as a civic and social centre for the citizens of Geelong.

Geelong's Civic Centre

The Geelong Town Hall, Art Gallery and Peace Memorial form a backdrop of classical architecture to Johnstone Park, together forming an integral part of Geelong's civic centre.

The Geelong Art Gallery was constructed to the rear of the Town Hall in 1915 (Figure 26). The site had been secured in 1911 to provide a better space for exhibiting artwork than the existing gallery, which was accommodated in the Free Library.[53] Prior to this, permission had been given to the Geelong Art Gallery Association to use three walls in the Town Hall.[54]

Designed by architects, Laird and Buchan, the foundation stone for the Gallery was laid in 1914 and the building officially opened in May 1915. Additions to the Art Gallery were made in 1928, 1937, 1956 and 1971.

In 1919, the Geelong Town Council decided to build a Peace Memorial to commemorate local soldiers who served in World War I (Figure 27). Buchan, Laird and Buchan (in conjunction with Percy E Everett), was awarded the project. W J Kelly, who also completed the Town Hall extensions, was the building contractor.

The foundation stone for the Peace Memorial was laid in October 1922 by Mayor Howard Hitchcock, though the building works were not completed until 1926.[55]

The Peace Memorial was opened on 31 October 1926 by the Governor of Victoria, Lord Somers. At the time of its opening it included '10 marble plaques upon which the names of 2,000 Geelong and district soldiers and nurses are inscribed'.[56]

Figure 27.(right) Aerial view of Town Hall, Art Gallery and Peace Memorial, 1948 (State Library of Victoria)

Figure 26.(below) Geelong Town Hall and Art Gallery after the Gallery's completion, 1918 (Geelong Heritage Centre Collection)

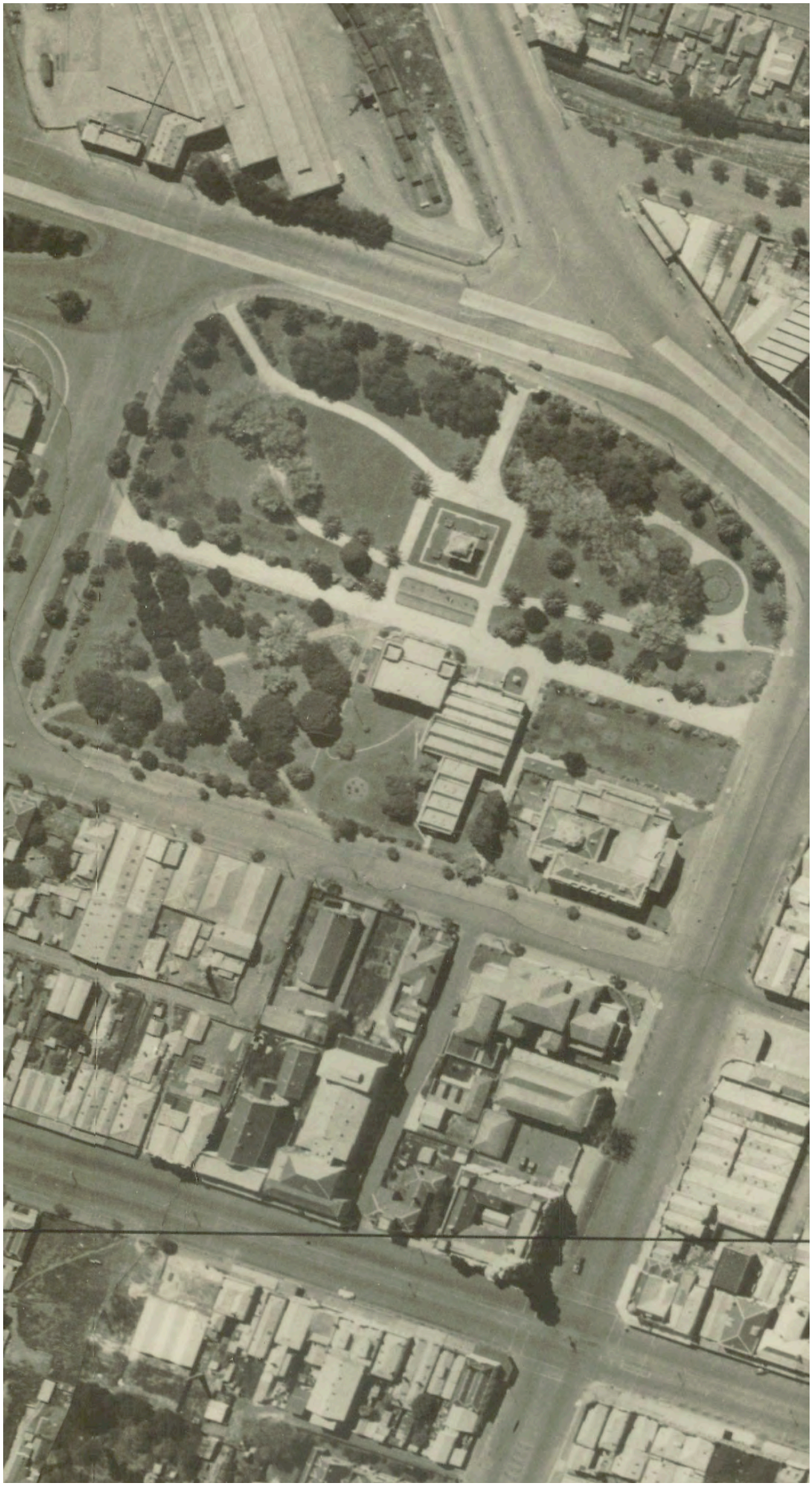
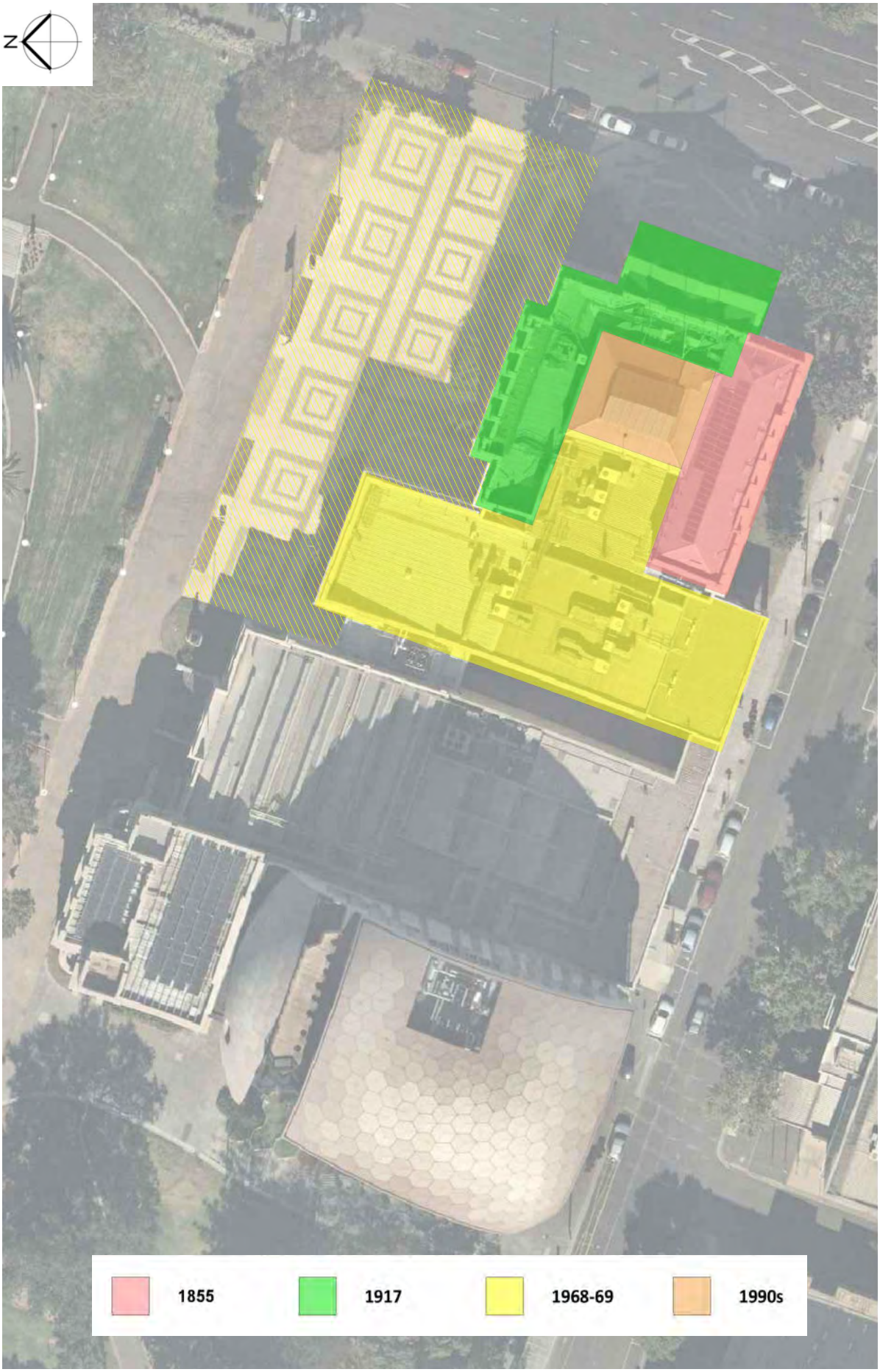


Figure 28.
Aerial view of the Geelong Town Hall, Geelong Art Gallery, Peace Memorial and Johnstone Park, 1960. North is to the top of the image(Geelong Heritage Centre)

2.4 Sequential Development of the Geelong Town Hall



2.5 Description and Physical Analysis of the Geelong Town Hall

The focus of this summary is on extant original and early fabric and alterations which are known to have been undertaken to the Geelong Town Hall since its construction in 1855.

2.5.1 Setting

The Geelong Town Hall is located in a prominent positon at the intersection of Gheringhap Street and Little Malop Street within a public precinct which includes the Art Gallery, Peace Memorial, Arts Centre, Post Office, former Court House, and Library and Heritage Centre. The Town Hall is oriented to face Gheringhap Street to the west. It is flanked by the Art Gallery to the west and Johnstone Park and a paved plaza to the north. The setting contributes to the significance of the Town Hall.

Figure 29. Geelong Town Hall from east

2.5.2 The Exterior of the Building

The land on which the Geelong Town Hall sits slopes significantly from south to north. The Town Hall itself is a prominent bluestone building with Barrabool sandstone façade located at the corner of Gheringhap and Little Malop Streets and overlooking Johnstone Park to the north (Figure 29). Designed in a Renaissance Revival style, the building comprises three main construction phases. It retains much of its original 1855 and 1917 external appearance and has a broadly symmetrical presentation to the east, north and south elevations.

The roof of the Geelong Town Hall is a combination of hipped and flat roofs. All roofs have been reclad over the lifetime of the building with longrun corrugated and tray profile steel. A large skylight is centrally located on the 1855/1917 building. The roof also houses extensive heating, ventilation and air conditioning plant and equipment.

The southern wing (1855), the first stage to be constructed, is set on a rusticated podium and incorporates a central section with four fluted Ionic columns set in antis between side pavilions (Figure 30). Plain paired Corinthian pilasters provide contrast to the rendered rusticated façade. An entablature and parapet top the façade and incorporate friezes and balustraded sections above the side pavilions. This façade has remained largely unaltered since its construction.

Figure 30.
South wing of the Town Hall from Little Malop Street

To the north of the original wing is the principal east façade (1917), which is dominated by a projecting central hexastyle Ionic portico (Figure 31). The entrance is reached by a flight of stairs, with columns on high pedestals supporting an entablature and pediment containing a moulded motif. Two lion statues sit on podiums flanking the stairs, replacing lamp posts that were previously located in this position. The original floor tiles to the portico were replaced in the later twentieth century. These were in turn replaced in 2012, using historical photographs to create a contemporary interpretation of the early tiled pattern and colours.

Additional modifications to this façade include the realignment and repair of the bluestone steps, the introduction of four hand rails to the stairs, and the addition of commemorative brass plaques to the base of columns, recording various historical events which relate to local government in Geelong.

The north façade is set on a high rusticated podium and contains a central colonnade that projects beyond the side pavilions and repeats the Ionic columns of the original south façade. It remains largely unchanged from its original construction (Figure 32).

Figure 31.
Primary (east) elevation

Figure 32.
North elevation viewed from Johnstone Park

The west wing, constructed in 1968-69, involved the demolition of the original 1855 central hall, including its lantern roof form. The wing comprises a single storey flat roofed addition that extends north to south to the rear of the principal Town Hall form. The north façade adopts the classical style of the original building, though presented in a stripped back form (Figure 33). It has a symmetrical presentation featuring evenly spaced Ionic pilasters interspersed by rectangular windows, and is set on a landscaped podium and approached by a flight of stairs.

The main southern entrance of the west wing adopts a modern architectural character (Figure 34). It comprises a portico that extends out to the street frontage, characterised by four unembellished rectangular columns. A simple banded frieze runs between each bay. The entryway is set back and accessed via glass sliding doors. The west wing entrance has been altered since its construction, with works including the introduction of bronze lettering to the parapet reading 'Geelong Conference & Reception Centre', the reconfiguration of the glass entry doors, and the introduction of steps and accessible ramps to either side of the entry doors. The portico detailing has also been continued across the side vehicle access lane to the west and incorporated into the styling of the Art Gallery entrance.

Figure 33.
1968-69 west wing, north elevation

Figure 34.
1968-69 Little Malop Street entry to west wing

2.5.3 The Interior of the Building

The interior of the Geelong Town Hall has been extensively altered since construction. Works undertaken in the 1960s and 1990s removed a significant amount of original and early fabric, though some original elements remain intact. Note that the room reference numbers throughout this CMP accord with room numbers assigned to the existing conditions plans provided at Appendix A.

1855 South Wing

The south wing of the Town Hall was originally divided into separate rooms to accommodate the various municipal functions of the Geelong Town Council. This original layout is largely intact to the ground, first and second levels, though some door openings have been altered and some internal walls have been removed. The external access at the west end of the wing does not form part of the original building.

Original decorative fabric has generally been replaced, and some elements (including doors and skirtings) have been reused from other areas. Floors throughout the wing are wall-to-wall carpeted, ceilings are generally plain and plastered, and rooms are painted beige or white (Figure 35 & 36). Original fireplaces on the ground and first floor have been removed and infilled (Figure 37).

Remaining original elements of the south wing include the general room layout; strong room in G.03 (Figure 38), window openings including reveals and architraves to the south facade; cornice detailing in Room G.04 (Figure 39); the staircase at the west end (Figure 40); and windows to the north façade at the second level. Remnant wallpaper, two original fireplaces and a fireplace surround at the second level (Rooms 2.01, 2.03, 2.04 & 2.05) have been retained and are protected by clear sheeting (Figures 41 to 44).

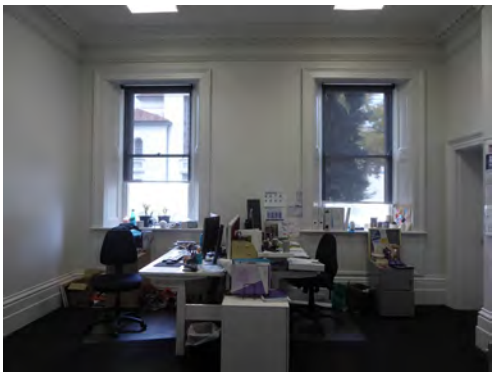


Figure 35.(left)
Ground floor room in 1855 south wing, showing general room features and original window openings

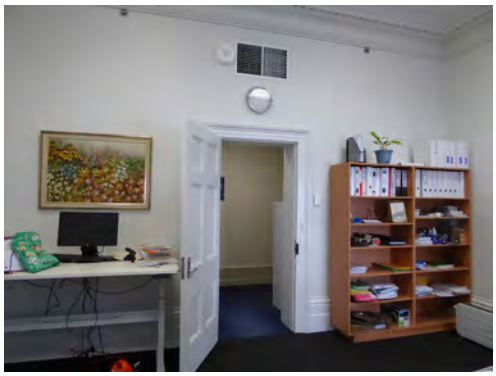
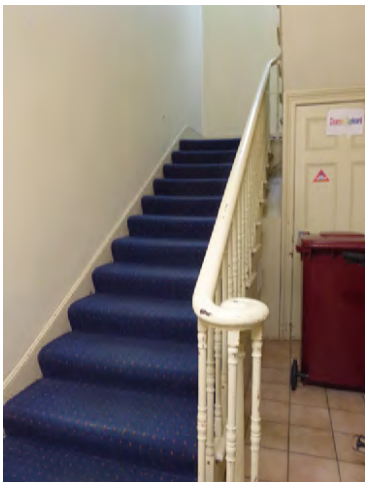


Figure 36.(right)
Room in 1855 south wing, showing general room features and original door opening

Figure 37. (bottom)
Room in 1855 south wing showing infilled fireplace and skirting detail



Left to right, top to bottom:

Figure 38.
Strong room in Room G.03

Figure 39.
Cornice detail in Room G.04

Figure 40.
Original staircase at west end of south wing

Figure 41.
Remnant wallpaper and original fireplace in Room 2.01

Figure 42.
Remnant wallpaper and protectve perspex sheeting, Room 2.05.

Figure 43.
Remnant wallpaper in Room 2.04

Figure 44.
Remnant wallpaper and original fireplace in Room 2.03 and 2.05

1917 Building

The 1917 sections of the Geelong Town Hall comprise the east and north wings of the main building, as well as the central foyer space. The peripheral room layout to the east and north remains generally intact across all levels, though some alterations have been made to openings. In contrast, the foyer has been extensively altered and retains little evidence of its original appearance and presentation.

The peripheral rooms retain some original elements, including curved wall corners and window reveals (some with fluted architraves to the top section) and curved roll-top skirtings (Figure 45 & 46). Ceilings are generally plain plasterboard with modern vents and light fittings, with the exception of rooms G.10 (1917 Town Clerk), G.16 (1917 Mayor's Office), G.17 (1917 Council Chambers) and 1.10-12 (1917 Reception Room), which retain their original detailing.

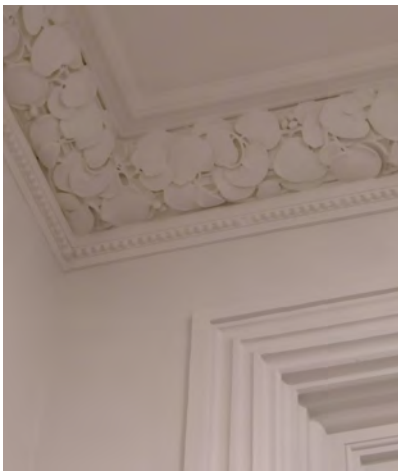
Room G.10 (Town Clerk's office) features a plaster ceiling divided into panels with plaster mouldings and an elaborate three-dimensional cornice with leaf motif and a small row of dentils beneath (Figure 47). Room G.16, originally the Mayor's Office, comprises elaborate plasterwork divided into panels with a central circular wreath motif and an egg and dart cornice (Figure 48 & 49), while the original Council Chambers (G.17) features a highly decorative ceiling divided into five sections by beams with panels comprising three-dimensional leaf mouldings, free-flowing reed-like moulds and egg and dart cornices (Figure 50). Room 1.10-12 comprises a ceiling divided into sections by beams featuring simple, scalloped friezes. Floors are carpeted throughout the 1917 building and some metal and glazed partitions have been inserted within rooms to create small, separate office spaces (Figure 51 & 52).

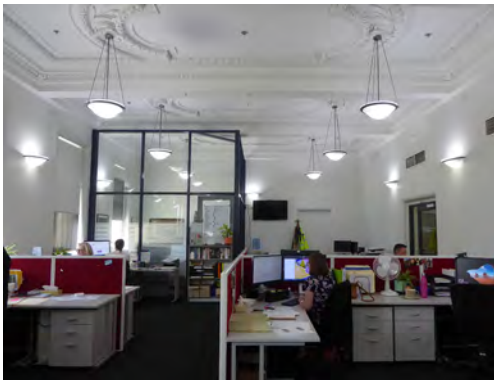
In contrast, the central foyer has been significantly modified through the removal of the original staircase and light well (part of the 1960s work), the removal of the floor between the ground and first level to create a floor-to-ceiling space (1990s work), and the complete refurbishment of fabric (Figure 53-55). No 1917 fabric survives intact and a spiral staircase is the only remaining, albeit modified, 1960s element. At the ground level the space has been divided into two areas by a glass partition, which separates the public foyer from the municipal offices. A reception desk is located at the south-west corner and a lift well is located along the east wall. The floor is carpeted and walls are hard plaster. Floating floors, enclosed by metal balustrading, have been inserted at the first-floor level and a new suspended metal staircase connects the first and second levels. At the second level, the north brick wall of the original 1855 building, featuring two original window openings, is exposed (Figure 55). The high ceiling of the foyer features a large central gabled skylight, which is framed by a rectangle of I-beams supported by two curved metal portal frames.

To the rear of the foyer, the original 1855 central hall was demolished in the 1960s. The only surviving 1855 elements are the 27 inch-thick north and south walls of the hall. The space contained within these walls was completely refurbished in the 1990s and now comprises partitioned office and meeting spaces on the ground floor and a meeting room and staff room on the first level (Figure 53). Floors are wall-to-wall carpeted, and ceilings are dropped panels. A new stairwell and bathrooms were constructed to the north-west corner of the 1917 building in the 1960s.

The basement currently accommodates council archives, office spaces and plant rooms. It originally accommodated record storage and the caretaker's residence. Rooms B.05 (originally Parking Officer's room) B.14, B.15 and B.16 (originally caretaker bedrooms) exhibit similar detailing to the rooms above, including plain plaster panel ceilings, plain walls with curved window reveals, simple roll-top skirtings, and double-hung sash windows with deep recesses (Figure 56). Timber floors have been carpeted and there is some visible cracking to the south walls.

Rooms B.01-04, B.07-12 and B.24 (archives and plant rooms) are utilitarian in appearance, comprising exposed brick walls and concrete floors (with the exception of B.08, which is lined with vinyl (Figure 58). Rooms B.01-04 reveal the underside of the timber floors of the ground level above (Figure 59), while the ceiling undersides of B.06-B.12 are concrete and date from the 1960s work which occurred after demolition of the original central hall.





Left to right, top to bottom:

Figure 45.
Curved door openings and skirtings in the 1917 section of the Town Hall

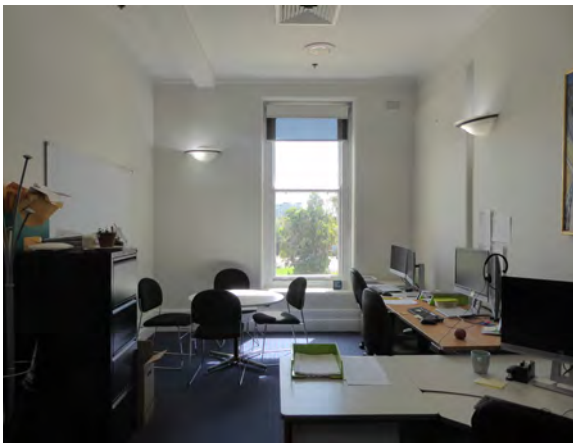
Figure 46.
Curved roll-top skirtings

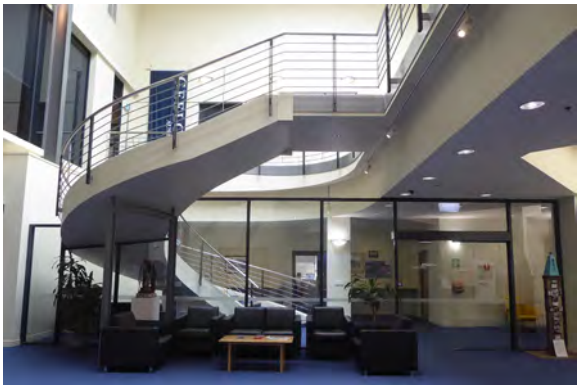
Figure 47.
Decorative leaf motif cornice detail in Room G.10

Figure 48.
Decorative ceiling detail in Room G.16, the Mayor's Office (1917)

Figure 49.
Close up detail of the egg and dart cornice in Room G.16

Figure 50.
Ceiling detail in Room G.17, the 1917 Council Chambers





Left to right, top to bottom:

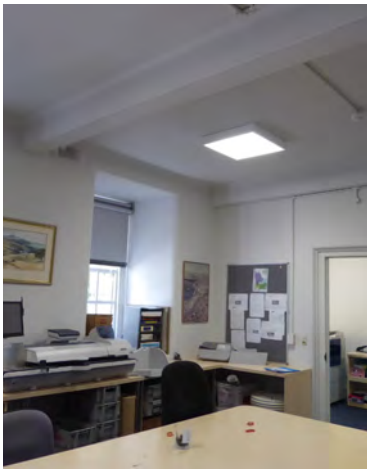
Figure 51.
A ground floor room in the 1917 section of the Town Hall showing floor-to-floor carpeting and plain plaster ceilings

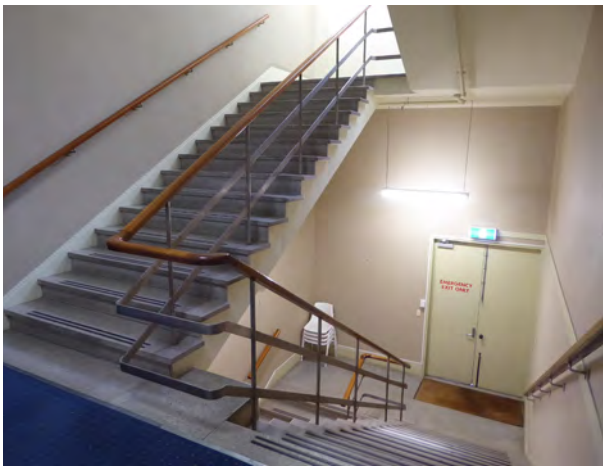
Figure 52.
Modern metal and glazed partitions

Figure 53.
Meeting room at the first level within original central hall space

Figure 54.
The reconfigured foyer looking towards the north wing

Figure 55.
The refurbished foyer at the first-floor level showing the modern skylight, exposed brick wall and curved staircase





Left to right, top to bottom:

Figure 56.
Original caretaker's room at basement level

Figure 57.
1968/69 stairwell located at north-west corner of 1917 section of the Town Hall

Figure 58.
Archives storage at basement level showing timber underside of (1917) floors above

Figure 59.
Archives storage at basement level with concrete floors and (1968/69) ceiling

1968-69 West Wing

The west wing comprises the Mayor's Office and associated offices to the north, as well as a staff room and kitchen, a central council chamber/meeting room, and meeting rooms to the south, all accessed via a narrow corridor that runs along the east side of the wing. Bathrooms are located either side of the Little Malop Street entry. The interiors of the wing have been extensively altered since its construction in 1968-69. The room layout has been reconfigured throughout and original fabric has been removed and replaced.

Room partitioning throughout is generally plasterboard, with some metal and glazed partitions to the north offices. Fold-back partitioning is located between the council chamber and the meeting rooms to the south, enabling the creation of a single large space (Figure 60). Walls are generally painted white with simple, plain skirtings and architraves, and floors are wall-to-wall carpeted (Figure 61 & 62). Rooms to the north have plain dropped plasterboard ceilings, while the meeting rooms comprise dropped square panels, all with modern light fittings and vents. The council chamber features curved panels that are suspended from the ceiling above (Figure 63).

The Little Malop Street entry has been altered through the addition of modern partitioning to form four meeting rooms within the original open foyer space, though the original metal pan ceiling and the marble-clad walls to the east and west remain intact (Figure 64). An inscription bearing the details of the official opening of the west wing is maintained on the east wall (Figure 65) and the Robert Ingpen City Hall mural remains intact above the entrance (Figure 67).

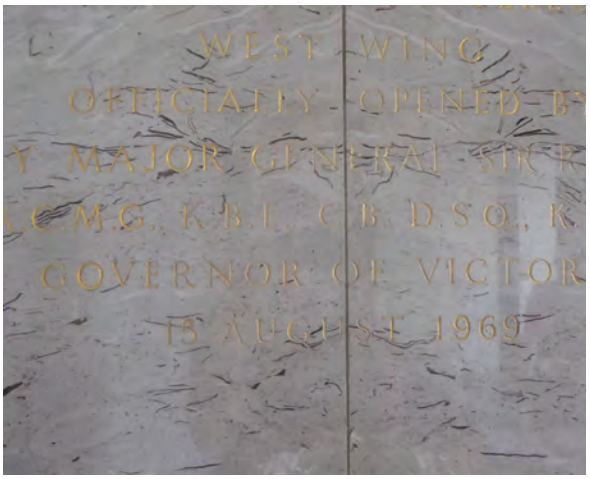
Remaining original elements are generally contained to the male and female bathrooms located either side of the Little Malop Street entrance, which are intact to their 1960s presentation (Figure 66). Original fabric includes tiled walls and skirtings, laminate basins with rolled fronts, terrazzo partitions with stained timber doors and three Sanette automatic gas incinerators within the female cubicles.

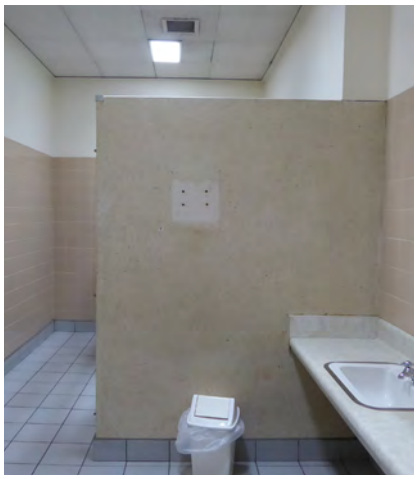
The basement carpark below comprises a concrete slab floor and a concrete ceiling with concrete beams running in an east-west direction. Walls are red brick to the east and west with sections of hit and miss brick work along the west wall. The car park is accessed via an electronic sliding door.

Figure 60. (left)
Meeting room at the south end of the west wing showing fold back partitions, drop ceiling panels and glass bricks

Figure 61. (right)
Staff room at the north end of the west wing with plain plaster ceilings, plasterboard walls and wall-to-wall carpeting

Figure 62.(bottom left)
Mayor's office at the north end of the west wing with plain plaster ceilings, plasterboard walls and wall-to-wall carpeting





Left to right, top to bottom:

Figure 63.
Council Chambers with curved panel ceiling and plasterboard walls

Figure 64.
Modern partitioning within 1968-69 Little Malop Street foyer

Figure 65.
Official opening inscription on marble wall of Little Malop Street entry foyer

Figure 66.
1968/69 ladies bathroom with original sinks, terrazzo partitions and floor and wall tiling (Rooms G.09/G.21)

Figure 67.
Robert Ingpen City Hall mural

2.5.4 Summary of identified changes to the Geelong Town Hall

A significant number of changes have been made to the Geelong Town Hall since its construction in 1855 and its completion in 1917. The following summarises alterations that have been identified from available documentary sources, including historical photographs and architectural drawings (see Figures 68 to 77). The drawings have been oriented with north to the top of the page to enable easy comparison.

Alterations in 1917 (Architect: T D Slevin)

- Construction of east and north wings, including entrance foyer and lightwell
- G.03 in south wing (1855) reconfigured to a strong room, involving infilling of north opening and insertion of a new wall
- Some alterations to 1855 room configuration – opening inserted between G.01 and G.02 (later infilled); two openings inserted between G.02 and corridor

Alterations between 1917 and 1968-69

- Window added to west elevation of south wing at second level (by 1930)
- Lion statues installed (1938)

Alterations in 1968-69 (Architects: Buchan, Laird and Buchan)

- Demolition of 1855 central hall, including lantern roof
- Addition of west wing
- Additions to rear of principal building to connect through to west wing (to both south and north elevations)
- Addition of paved plaza to north of building
- Reconfiguration of stairwell area in south (1855) wing at ground level and new external access
- Removal of internal wall and stained glass window between 1917 entrance foyer and lightwell to form a single large space; wholesale reconfiguration and refurbishment including installation of a new spiral staircase (note the large central stained glass window is presently located in the basement carpark of the west wing).
- Removal of internal walls to north-west corner of 1917 building; reconfiguration (from the living room with the basement accommodation, Councillors' Room at ground floor, kitchen at first floor) to a new stairwell connecting the basement to the ground and first floor, and bathrooms to the ground and first floors
- Creation of some new internal openings throughout the 1855/1917 building
- Reuse of existing skirtings and doors throughout building, particularly in south wing
- New skirtings and cornices installed to match existing
- Removal of all stained glass from doors and replacement with yellow glazing, some top light panels also filled in
- Various restoration works to the south wing (including parapet)

Alterations in the 1990s

- Extensive refurbishment throughout 1855/1917 building, including:
    - New wall-to-wall carpet laid
    - Drop ceilings added, with vents, lights and sprinklers
    - New light fittings
    - Wall vents installed
- Fireplaces removed and infilled
- Removal of floor between ground and first floor level of main foyer and wholesale reconfiguration and refurbishment
- Lift installed in foyer
- Skylight to foyer introduced
- Wholesale refurbishment and reconfiguration of 1960s west wing (floors carpeted, walls removed, new walls installed and painted, new drop ceilings installed)

Post-1990s work

- Universal access compliant stairs and ramp installed at west wing entry
- Flagpoles added above portico
- Bronze plaques added to base of portico columns
- Universal access ramp installed to east elevation
- Portico tiling removed and replaced and bluestone entry steps realigned (2012)
- Division of 1960s west wing entrance foyer into four meeting rooms and reconfiguration of doors to corridor (2017)
- Paved plaza to north pulled up and reinstated following laying of a concrete layer (2017)
- Internal walls and ceilings painted white
- Installation of metal, glazed partitioning within early (1917) spaces (2018)

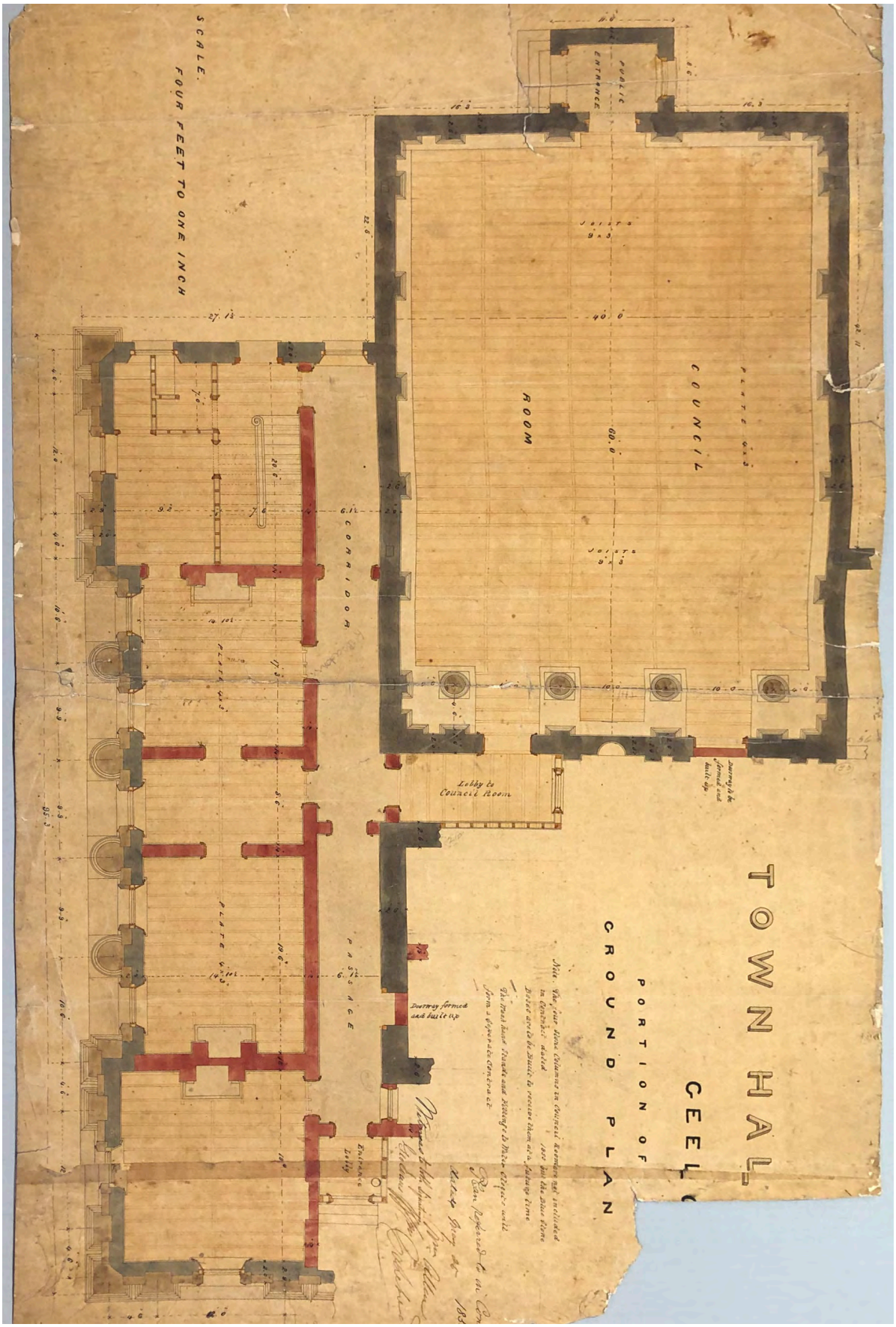


Figure 68.
Original architectural drawing of ground floor showing sections that were constructed in 1855. North is to the right of the image (A156, GRS 2031 Geelong Council Plans, Geelong Heritage Centre)

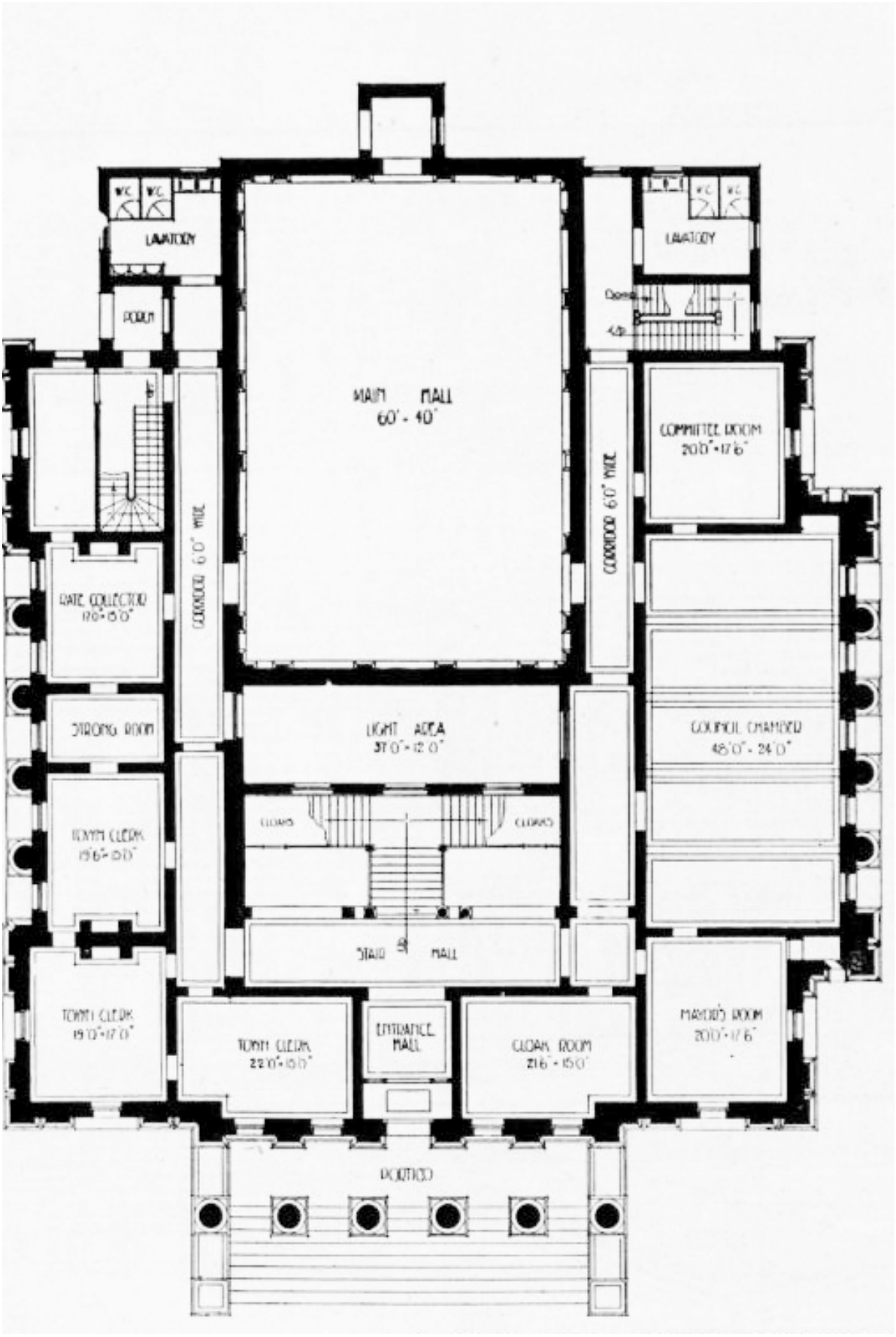


Figure 69.
Design (ground floor) for completion of Geelong Town Hall, 1915. North is to the right of the image (Building, Volume 17, No.98, 12 October 1915, p. 116 National Library of Australia)

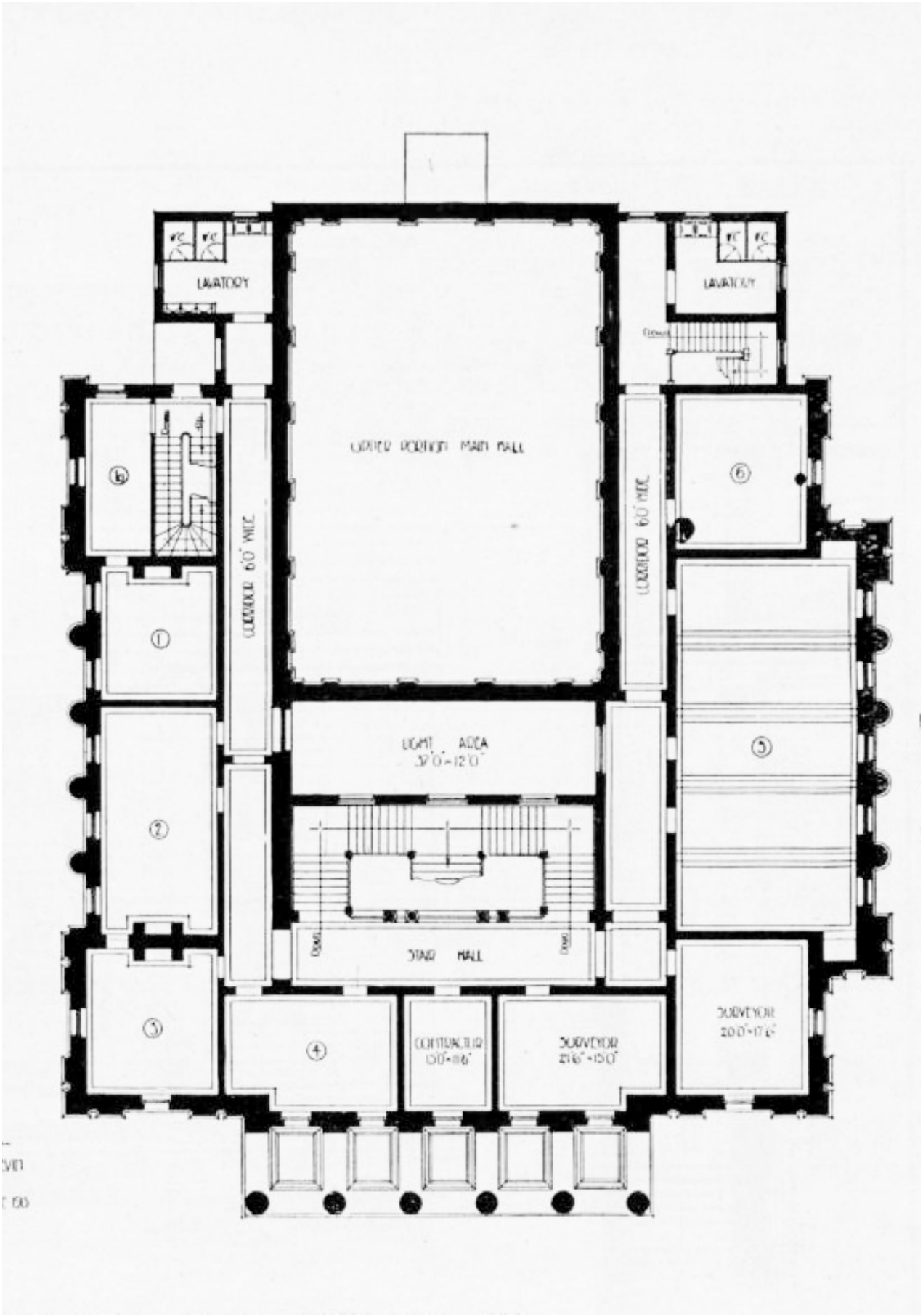


Figure 70.
Design (first floor) for completion of Geelong Town Hall, 1915. North is to the right of the image
(Building, Volume 17, No.98, 12 October 1915, p. 116 National Library of Australia)

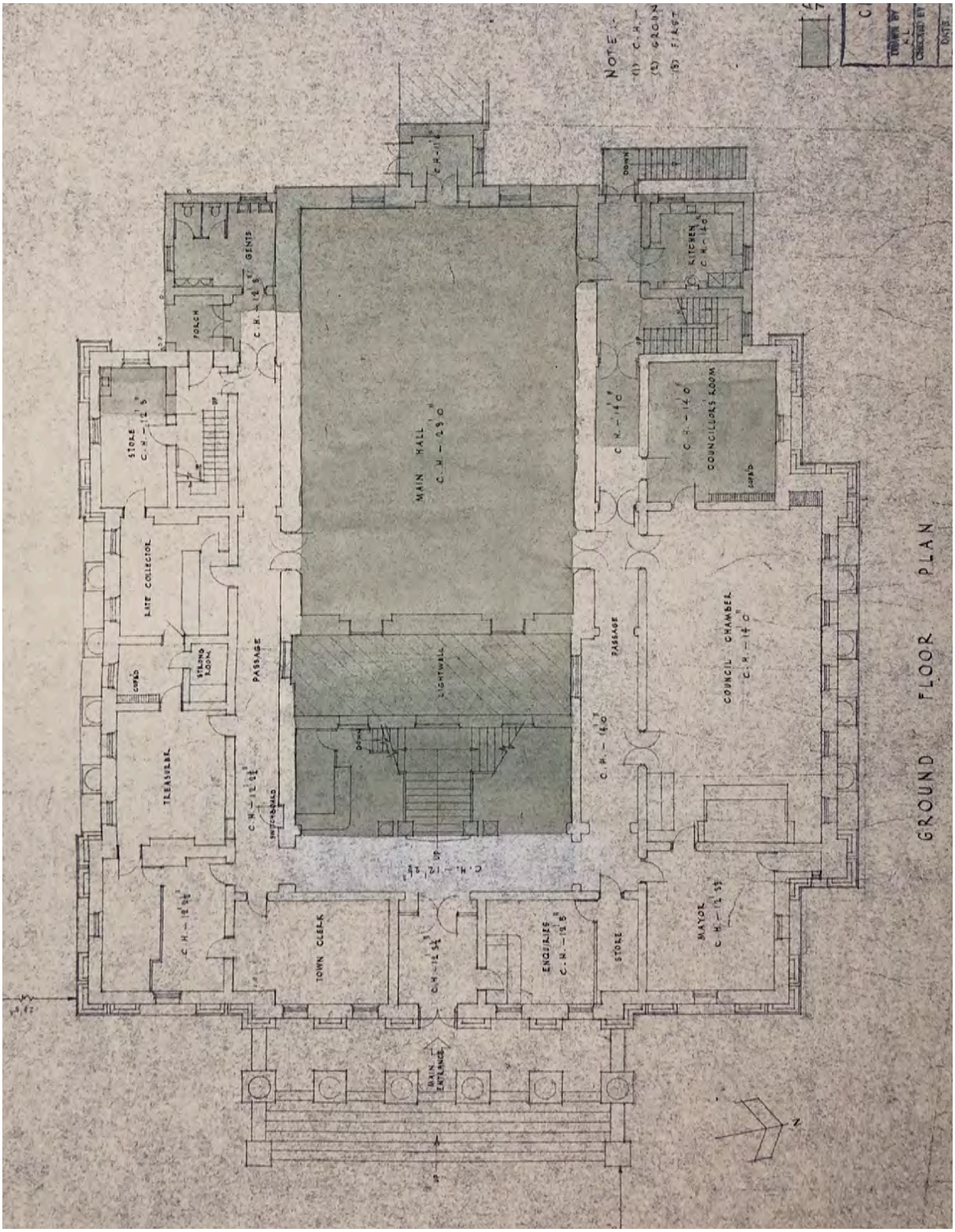


Figure 71.
Ground floor plan showing proposed extent of demolition, August 1965. North is to the right of the image
(GRS 2031/2522 Victorian Public Records Office VPRS 17268/P0005/000006, Geelong Heritage Centre Archives)

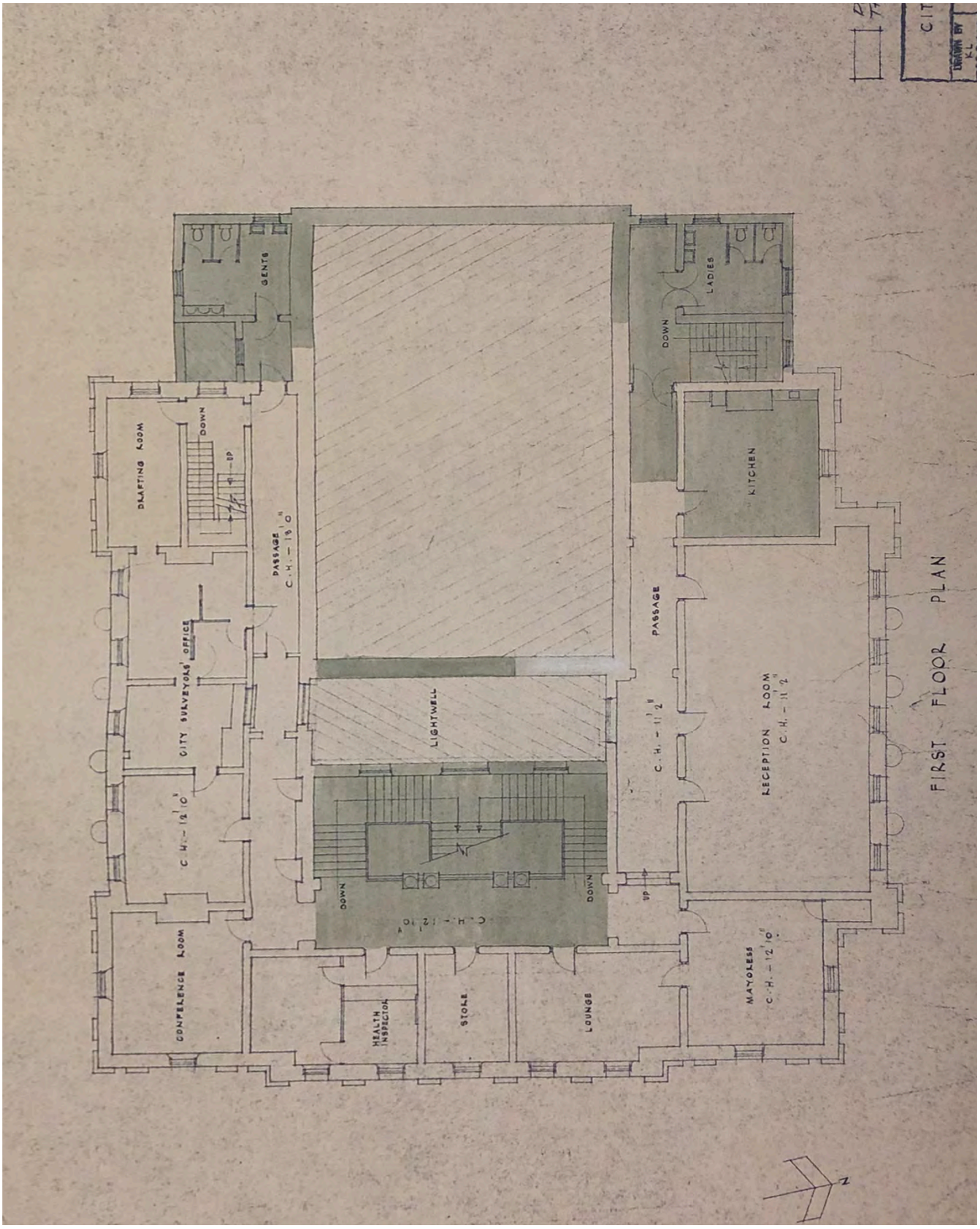


Figure 72.
First floor plan showing proposed extent of demolition, August 1965. North is to the right of the image
(GRS 2031/2522 Victorian Public Records Office VPRS 17268/P0005/000006, Geelong Heritage Centre Archives)

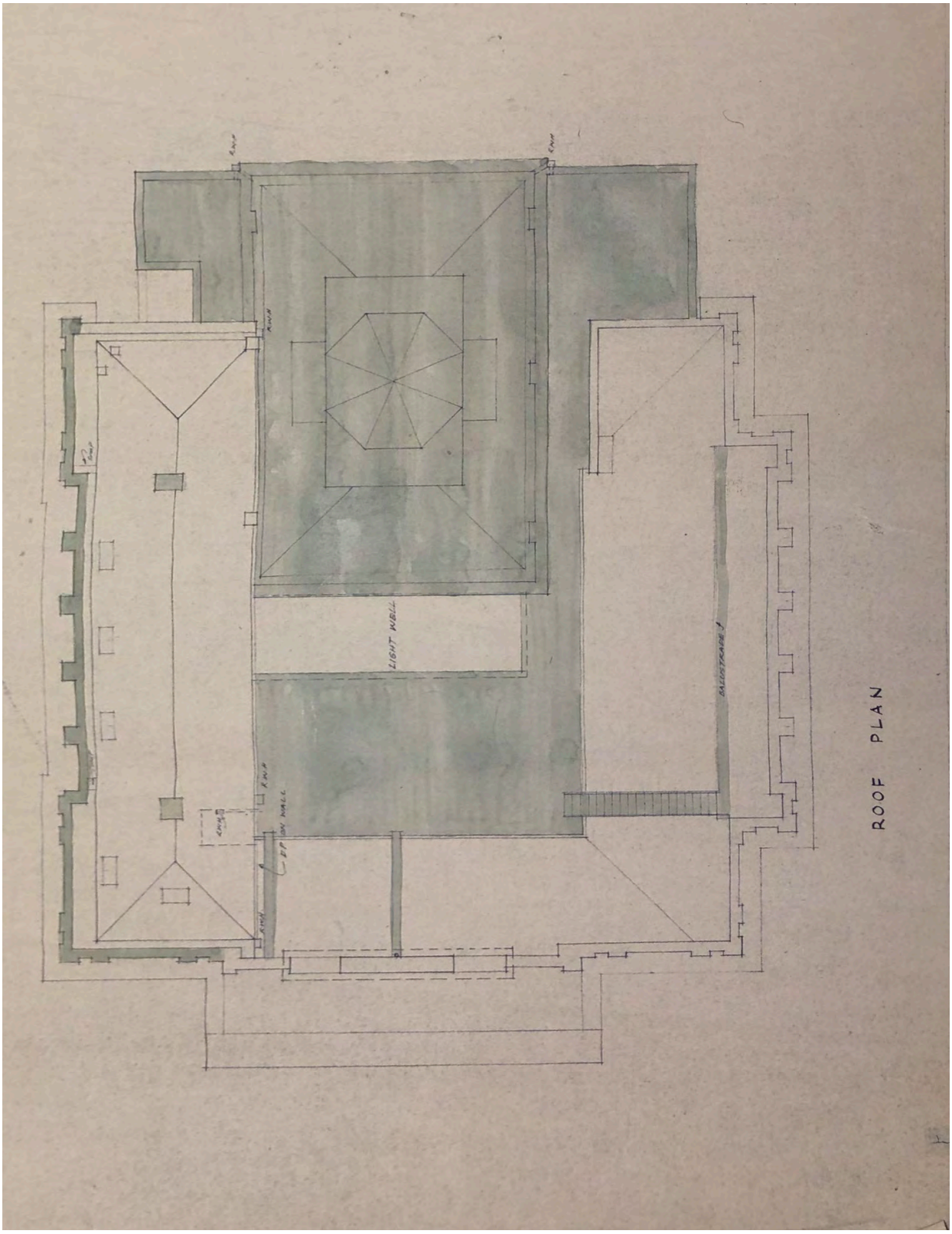


Figure 73.
Roof plan showing proposed extent of demolition, August 1965. North is to the right of the image
(GRS 2031/2522 Victorian Public Records Office VPRS 17268/P0005/000006, Geelong Heritage Centre Archives)

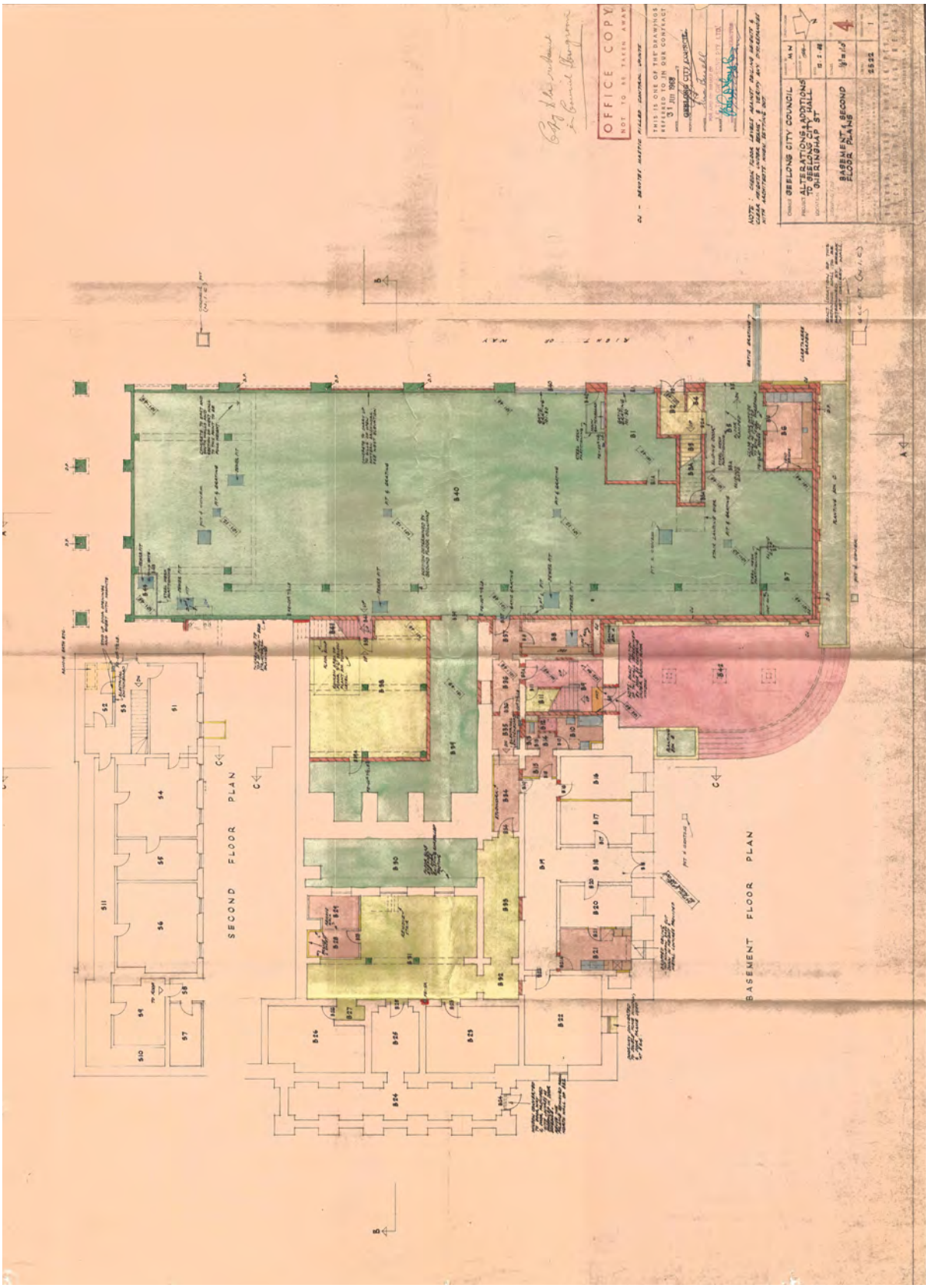


Figure 74.
Basement and second floor alterations and additions, 1968. North is to the right of the image
(GRS 2031/2522 Geelong City Council Plans, Geelong Heritage Centre)

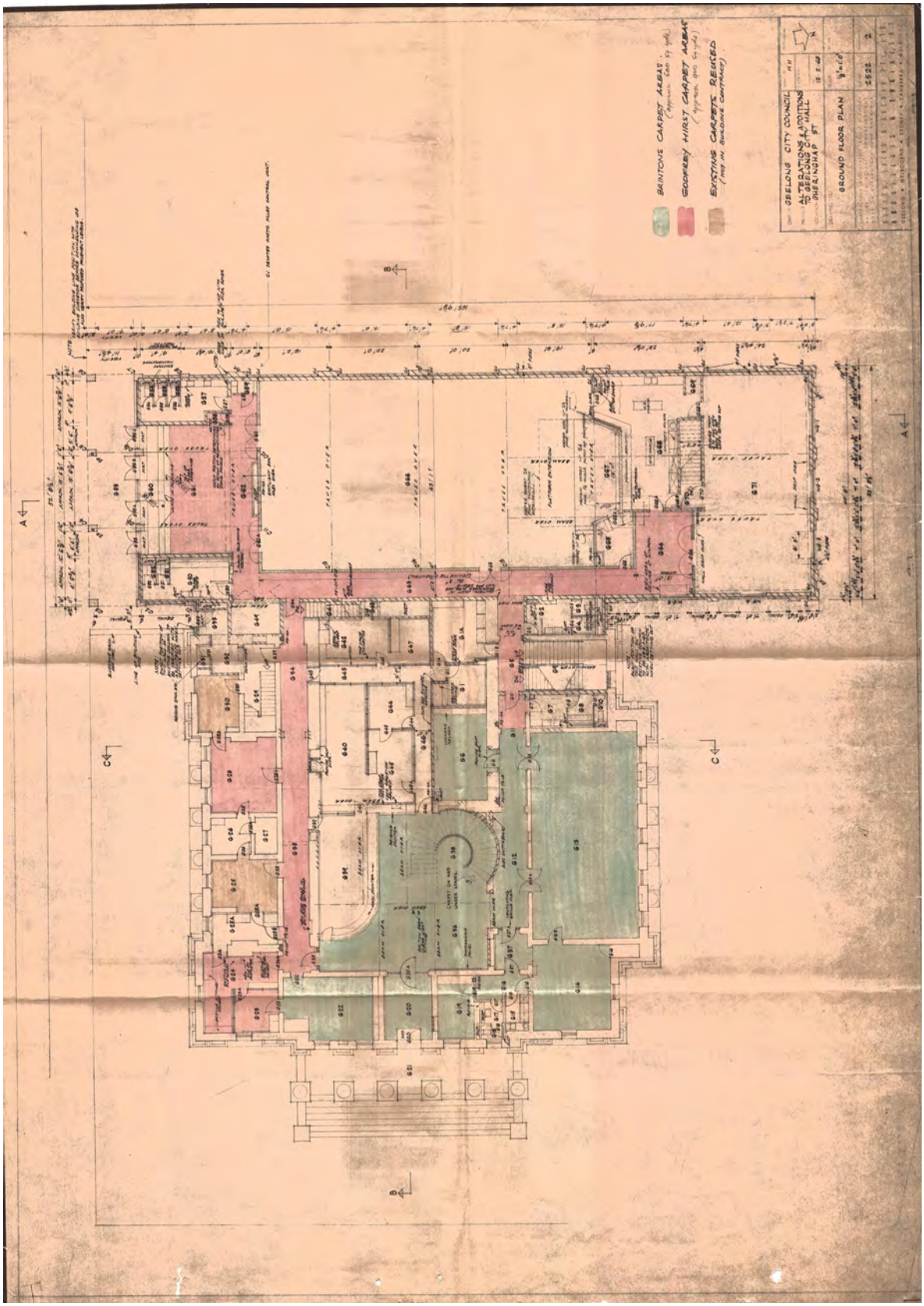


Figure 75.
Ground floor alterations and additions, 1968. North is to the right of the image
(GRS 2031/2522 Geelong City Council Plans, Geelong Heritage Centre)

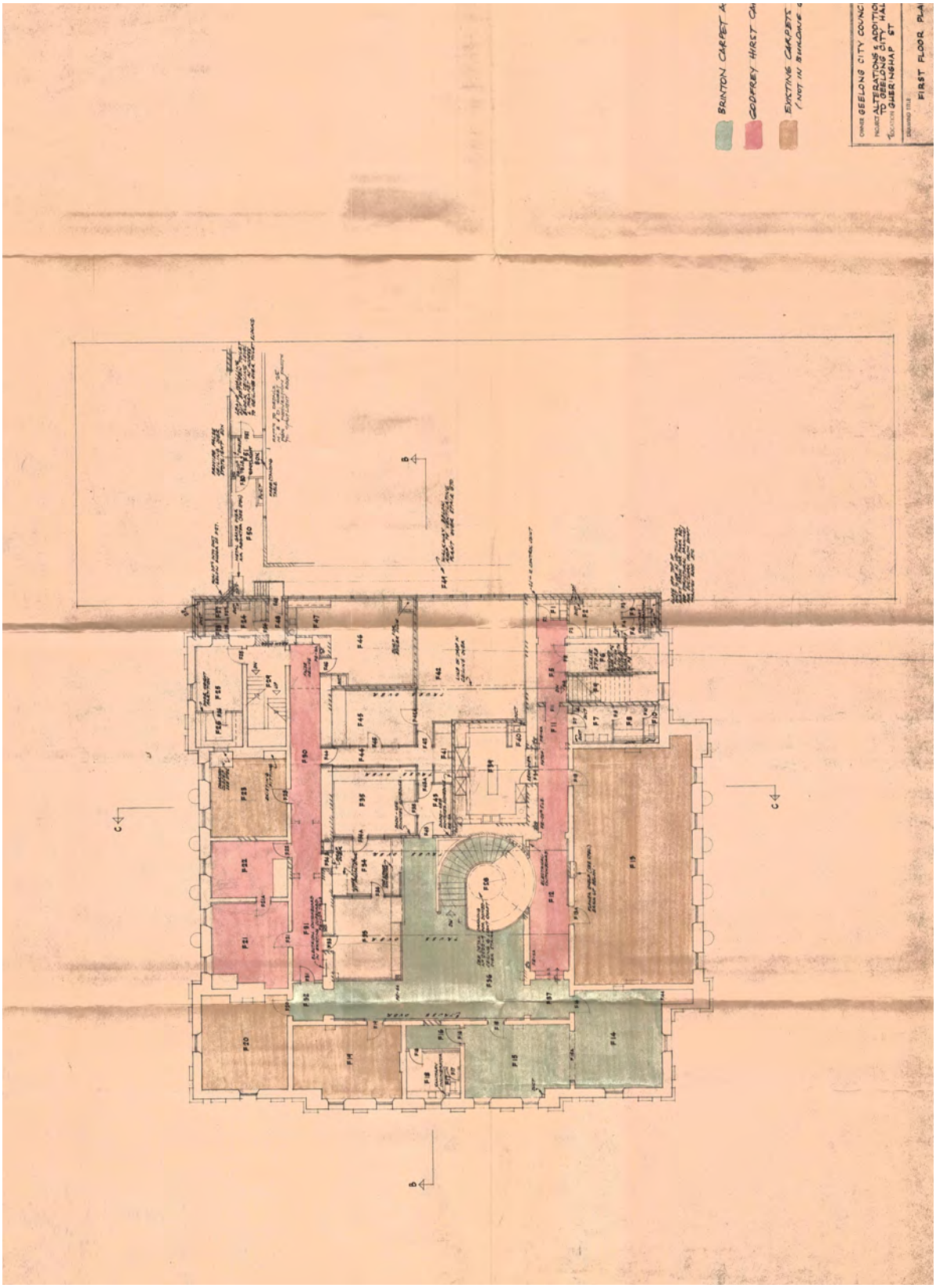


Figure 76.
First floor alterations and additions, 1968. North is to the right of the image
(GRS 2031/2522 Geelong City Council Plans, Geelong Heritage Centre)

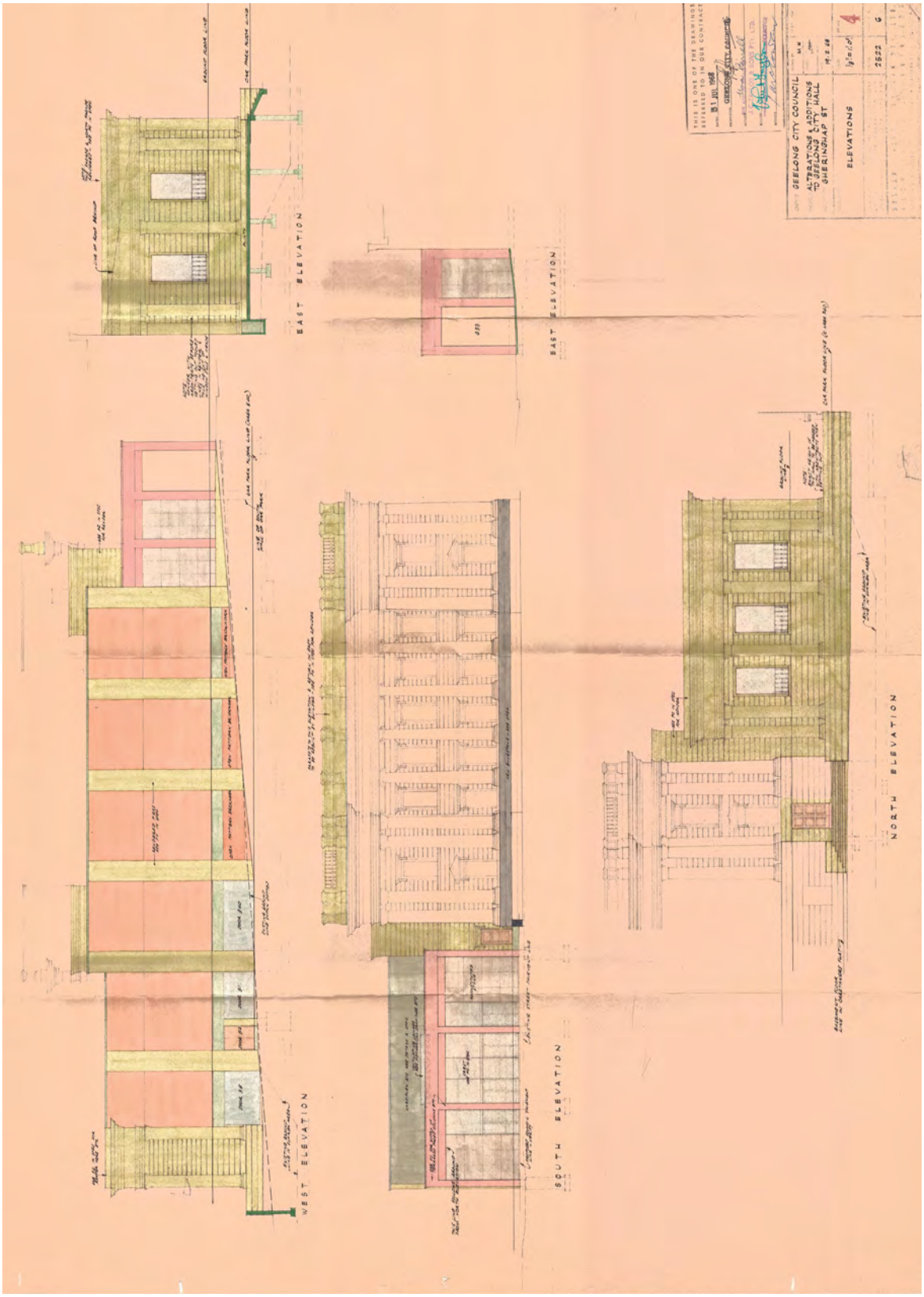


Figure 77.
Elevation drawings of the west wing addition, 1968.
(GRS 2031/2522 Geelong City Council Plans, Geelong Heritage Centre)

2.6 Heritage Status

2.6.1 Victorian Heritage Register

The Geelong Town Hall is included on the Victorian Heritage Register (VHR) as a place of historical and architectural significance to the State of Victoria (VHR H0184). The extent of registration of the Geelong Town Hall in the VHR includes all of the place shown hatched on Diagram 184 (Figure 78) encompassing all of Lot 1 on Title Plan 957616 and part of Crown Allotment 3, Section 55B, City of Geelong, Parish of Corio. The registration affects the whole place, including all the land, buildings (including the exteriors and interiors), wallpaper, roads, trees, landscape elements and other features (Figure 79). The registration also includes all fixtures attached to the building at the time of registration.

2.6.2 Heritage Overlay

The Geelong Town Hall is subject to the Schedule to the Heritage Overlay of the Greater Geelong Planning Scheme (HO122), which identifies that the place is included in the VHR. The land immediately north and west of the Town Hall is subject to HO1680. Johnstone Park is also included in the VHR (H1144) and is subject to HO102 (Figure 79).

2.6.3 National Trust of Australia (Victoria)

The National Trust of Australia (Victoria) classified the Geelong Town Hall in 1968 (see Appendix B). This designation does not provide any statutory protection. Refer Register of National Trust of Australia (Victoria) (File number B3011) for more information.

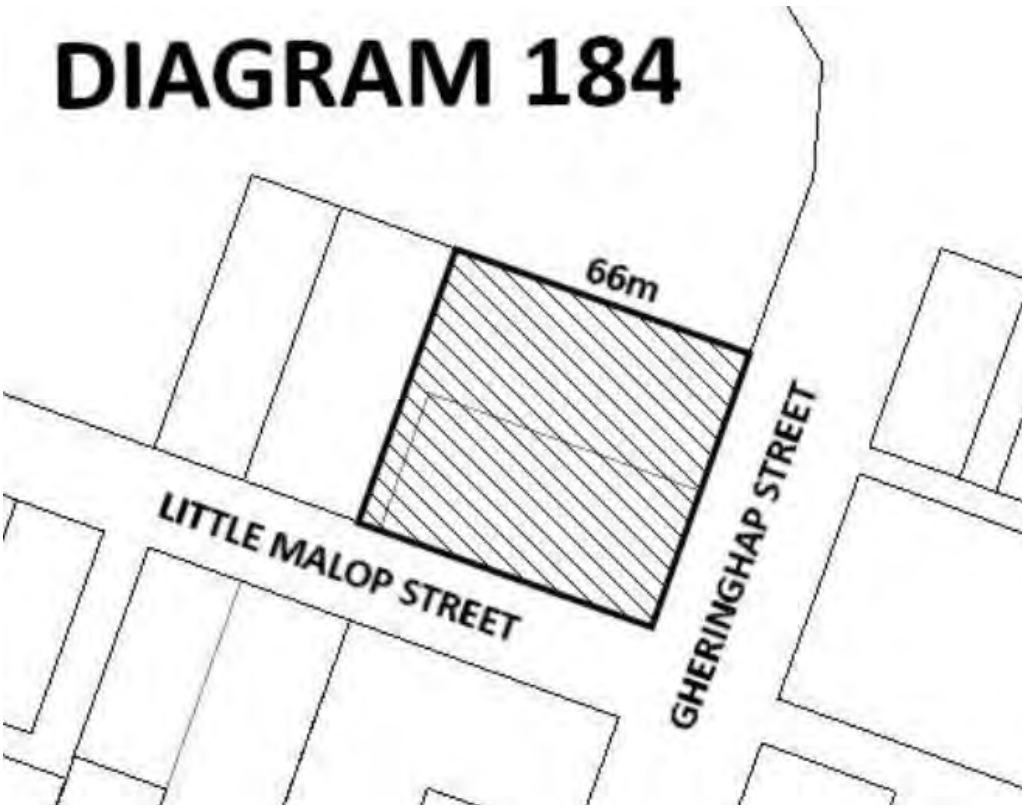


Figure 78.
Diagram 184 showing VHR Extent of Registration for Heritage Place H0184.

Figure 79.
Map showing extent of Geelong Town Hall HO122. Also part of HO1640 - Civic Centre Heritage Area and Johnstone Park (HO102) (Vicplan, accessed 28 January 2020)

3 SIGNIFICANCE

3.1 Assessment Against Criteria

The following criteria were adopted by the Heritage Council of Victoria on 7 August 2008 pursuant to Sections 8(c) and 8(2) of the *Heritage Act 1995* (now the *Heritage Act 2017*). They provide a framework for defining the cultural significance of heritage places so that their meanings and values can be properly understood.

Criterion A	Importance to the course, or pattern, of Victoria's cultural history.
Criterion B	Possession of uncommon, rare or endangered aspects of Victoria's cultural history.
Criterion C	Potential to yield information that will contribute to an understanding of Victoria's cultural history.
Criterion D	Importance in demonstrating the principal characteristics of a class of cultural places or objects.
Criterion E	Importance in exhibiting particular aesthetic characteristics.
Criterion F	Importance in demonstrating a high degree of creative or technical achievement at a particular period.
Criterion G	Strong or special association with a particular community or cultural group for social, cultural or spiritual reasons.
Criterion H	Special association with the life or works of a person, or group of persons, of importance in Victoria's history.

The Geelong Town Hall has been assessed as being of historical and architectural significance to the State of Victoria. The Victorian Heritage Database entry for the place indicates that it satisfies the following criteria for inclusion in the VHR:

Criterion A Importance to the course, or pattern, of Victoria's cultural history

Geelong Town Hall is of historical significance as Victoria's earliest surviving municipal building and for its long-serving role as a centre of local government. The Geelong Town Council has occupied the site since 1855 and the southern section has been continually used for municipal purposes since this date. The building, as completed in 1917 in accordance with Joseph Reed's original design, clearly demonstrates the importance and growth of municipal governance in the State.

Criterion D Importance in demonstrating the principal characteristics of a class of cultural places or objects

Geelong Town Hall is of architectural significance as an early and intact representative example of a municipal building in Victoria and one of prominent Melbourne architect, Joseph Reed's, earliest designs. The southern facade, constructed in 1855, and the balance of Reed's design vision, completed in 1917, demonstrates the adoption of the Renaissance Revival style in the design of an important public building and is a fine example of a classically designed town hall in Victoria.

3.2 Statement of Significance

The VHR Statement of Significance for the Geelong Town Hall (VHR H0184) reads as follows:

What is significant?
The Geelong Town Hall, including the original 1855 (southern) wing fronting Little Malop Street, consisting of a bluestone building with freestone facade set on a rusticated podium; 1917 (eastern and northern) wings, the northern containing a central colonnade which projects beyond the side pavilions to include the council chamber and a reception room; principal facade fronting Gheringhap Street dominated by a hexastyle Ionic portico; and landscaped setting; western wing with an entrance to Little Malop Street, constructed 1968-69. Remnants of nineteenth century wallpaper survive in the 1855 wing.

How is it significant?
Geelong Town Hall is of historical and architectural significance to the State of Victoria. It satisfies the following criteria for inclusion on the Victorian Heritage Register:

Criterion A
Importance to the course, or pattern, of Victoria's cultural history

Criterion D
Importance in demonstrating the principal characteristics of a class of cultural places and objects

Why is it significant?
The Geelong Town Hall is significant at the State level for the following reasons:

The Geelong Town Hall is of historical significance as Victoria's earliest surviving municipal building and for its long-serving role as a centre of local government. The Geelong Town Council has occupied the site since 1855 and the southern section has been continually used for municipal purposes since this date. The building as completed in 1917, in accordance with Joseph Reed's original design, reflects the growth of municipal governance in the State [Criterion A].

The Geelong Town Hall is of architectural significance as an early and intact representative example of a municipal building in Victoria and one of prominent Melbourne architect, Joseph Reed's, earliest designs. The southern facade, constructed in 1855, and the balance of Reed's vision, completed in 1917, demonstrates the adoption of the Renaissance Revival style in the design of an important public building and is a fine example of a classically designed town hall in Victoria [Criterion D].

3.3 Local Heritage Value

In addition to the State-level values, the Geelong Town Hall can be considered to meet Criterion G and H at a local level for the following reasons:

Criterion G **Strong or special association with a particular community of cultural group for social, cultural or spiritual reasons**

Geelong Town Hall is of social significance to the City of Greater Geelong for its role as the civic centre of Geelong over a long period of time. It has provided the regional community with a facility for functions and ceremonies for over a hundred years and, together with the Art Gallery and Peace Memorial, provides a setting for Geelong's major public open space, Johnstone Park.

Criterion H **Special association with the life or works of a person, or group of person, of importance in Geelong's history**

Geelong Town Hall has strong associations with Joseph Reed, who was a prominent and highly influential Melbourne architect from the mid-nineteenth century. Reed designed many important buildings in Melbourne, including the Public Library, Swanston Street (1853), the Melbourne Town Hall (1868) and the Exhibition Building, Carlton (1879-80). The Renaissance Revival style commonly adopted by Reed is clearly demonstrated at the Geelong Town Hall - the only known example of his work in the City of Greater Geelong.

3.4 Significant Areas and Elements

3.4.1 Introduction

To enable management of the heritage values of the Geelong Town Hall – including in the face of appropriate change – the following levels of significance have been established, based on the degree of intactness of individual elements, the integrity of spaces, and the resulting contribution they make to an understanding of the significance of the place as a whole.

This has been informed by the original 1855 (Joseph Reed) drawings of the Geelong Town Hall, held by the Geelong Heritage Collection, as well as 1917 (T D Slevin) drawings published in *Building*, and demolition, alterations and additions (Buchan, Laird & Buchan) plans, fixings and door schedules dated 1968 and held by the Geelong Heritage Collection and City of Greater Geelong.

These drawings provide useful information about the configuration and appearance of the building in 1855 and 1917 and document the changes that were made to the building in the 1960s. The significant refurbishment works that were undertaken in the 1990s have been informed by Phil Pavey, Co-ordinator Facilities Maintenance, City of Greater Geelong.

The room reference numbers used throughout this CMP accord with room numbers assigned to the existing conditions plans provided at Appendix A.

3.4.2 Level 1: Primary Significance

Areas and elements identified as being of primary significance are key to an understanding of the significance of the place and remain substantially intact from the original 1855 and later 1917 building in form and finish. These areas and elements should be conserved in their original form and the fabric retained. Any conservation or reconstruction work should be based on the principles of the *Burra Charter*.

Exterior of the Building

The exterior of the building to its south, east and north elevations reflects the original and early appearance of the Town Hall, as completed in 1917. These three elevations are regarded as being of Primary Significance.

Later non-contributory elements include the central skylight, the north elevation of the west wing addition, the rear additions to the principal Town Hall building that connect it to the west wing addition, landscaping to the east and north elevations, and universal access compliant ramps to the east and west elevations.

Interior of the Building

Extensive alterations have been made to the interior of the building over time, though the original form and layout of internal spaces within the 1855/1917 building generally remain intact and are regarded as being of Primary Significance.

Little fabric retains a high level of integrity. The exception to this is Rooms G.04, G.10, G.16 and G.17 on the ground floor; Rooms 1.10, 1.11 and 1.12 on the first floor (which retain original ceiling ornamentation); and the remnant wallpaper and extant fireplaces to Rooms 2.01, 2.03, 2.04 and 2.05 on the second floor, all of which are regarded as being of Primary Significance. The original 1855 staircase at the west end of the south wing is also considered to be of Primary Significance.

The original stair hall window, removed from its original location and presently located in the basement car park, is considered to be of Primary Significance.

3.4.3 Level 2: Contributory Significance

The only section of the building considered to have contributory significance is the facade and colonnade of the south (Little Malop Street) end of the 1968-69 west wing addition, and its internal entrance foyer. Despite internal modification of this space with the installation of partitions, original fabric has been largely retained, including the metal pan ceiling, marble-clad walls with memorial inscription and wall mural. The reinstatement of its original form and appearance is encouraged. Externally, the removal of the banded frieze connecting the west wing portico to the Art Gallery is also encouraged to reinstate the original volume of the west wing addition.

3.4.4 Level 3: Little or No Significance

These areas and elements have either been significantly altered, make no contribution to the significance of the building or are modern additions. They can be altered or adapted, although the exterior of the original building should not be adversely affected by such works.

Areas of little or no significance comprise the majority of the west wing (with the exception of the Little Malop Street entry), the linking elements between the original building and the west wing, and the paved area to the north of the Town Hall.

Specific non-contributory elements that are located within Areas of Primary Significance include:

- The foyer of the 1917 building and meeting rooms, offices and staff rooms to the west of this space (at both ground and first floor levels), which were extensively modified and refurbished in the 1960s and 1990s
- The lift between floors, inserted in the 1990s
- Modern partitioning that has been inserted into existing spaces (Rooms G.17, 1.02, 1.11, 1.24 and 2.03)

Specific non-contributory elements that are located within contributory areas include:

- Meeting room partitions that have been inserted into the Little Malop Street entry foyer of the west wing addition (1990s)

Figure 80.
Basement level
significance diagram

Figure 81.
Ground floor
significance diagram

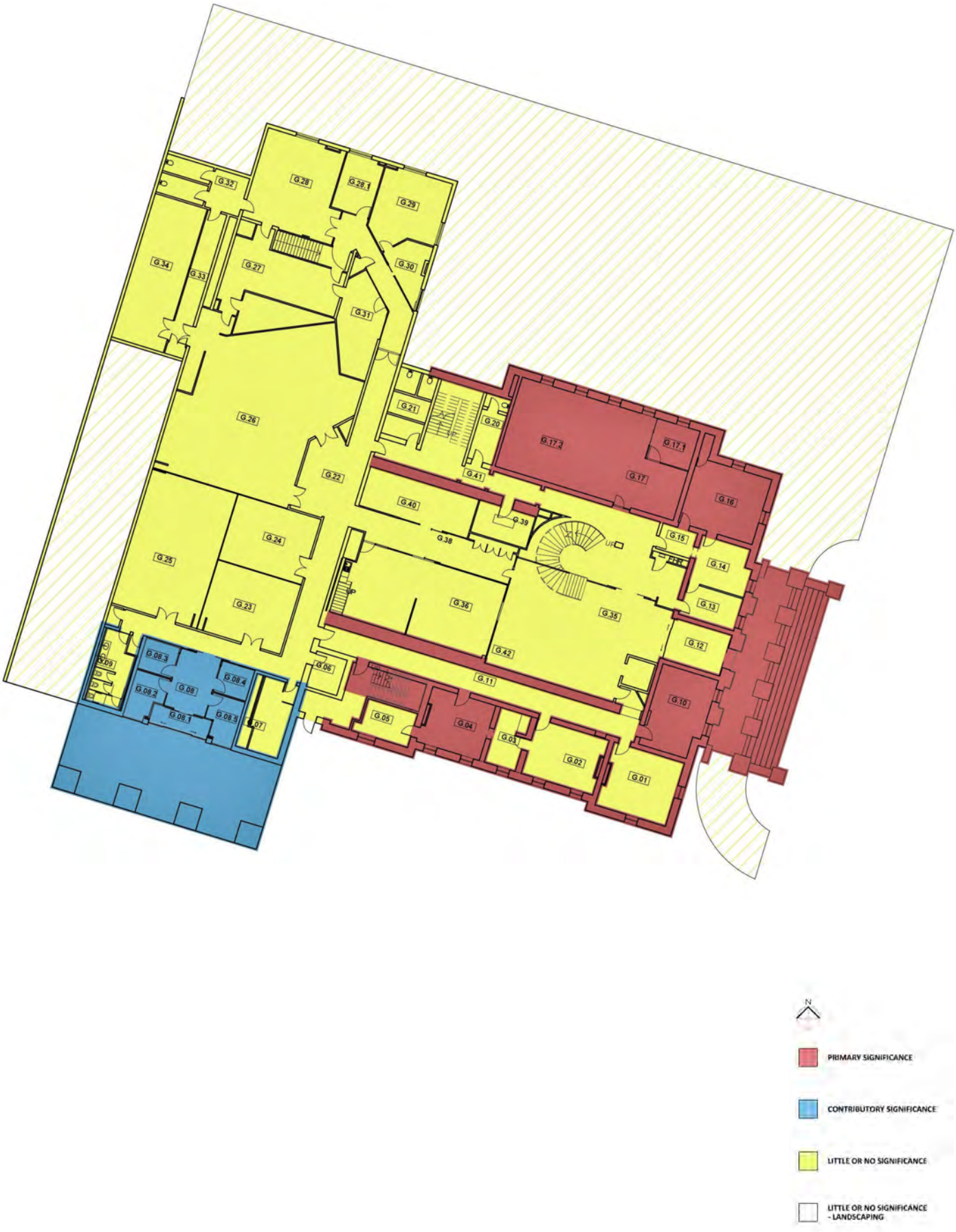


Figure 82.
First floor significance diagram

Figure 83.
Second floor
significance diagram

4 CONSIDERATIONS FOR THE DEVELOPMENT OF CONSERVATION POLICY

4.1 Introduction

A number of factors influence the development of conservation policies for a place. These include the extent and nature of significant areas and elements of the building, the physical condition of the building including necessary conservation works, user requirements, operational and management issues and the implications of statutory requirements. This chapter identifies the key issues that are relevant to – and could have a bearing on – the future management of the Geelong Town Hall.

4.2 Conservation of Cultural Significance

The Statement of Significance at Section 3 demonstrates that the Geelong Town Hall is significant for the following reasons:

The place has historical significance at a state level:

- For being Victoria's earliest surviving municipal building;
- For its long-serving role as a centre of local government; and
- For its reflection of the growth of municipal requirements in town centres outside of Melbourne.

The place has architectural significance at a state level:

- As an early, relatively intact and representative example of a municipal building in Victoria;
- As one of the earliest works of prominent Melbourne architect, Joseph Reed;
- For its demonstration of the highly suitable adoption of the Renaissance Revival style in the design of an important public building; and
- As a fine example of a classically designed town hall in Victoria.

The place also has local social significance and is signficant at a local level for its association with architect, Joseph Reed.

Implications of this assessment are that the general approach to conservation of the heritage values of the Geelong Town Hall should encourage:

- If possible, the continuation of the civic function of governing Greater Geelong and celebrating the cmmunity, including allowing ongoing change to accommodate this continuity;
- Public accessibility to key spaces and participation in events;
- The retention of the external appearance of the building principally as completed in 1855 and 1917, including the selection of an appropriate paint colour scheme to reflect the building as completed at the end of this period, and fixtures such as the foundation stone, bronze lions and memorial plaques.
- The retention of those internal areas and features that are of Primary Significance;
- The retention of the formal street address to Gheringhap Street; and
- The retention of the building, in combination with the Art Gallery and Peace Memorial, as a backdrop of classical architecture to Johnstone Park.

The levels of significance as identified and recorded in Section 3 of this CMP should inform and guide future development and use of the building, including its component parts and its surrounds.

4.3 Condition of the Fabric

The condition of existing fabric – particularly original fabric – and weatherproofing elements such as roofs and external openings, impacts on the ongoing conservation of a heritage place.

A site inspection of the Geelong Town Hall was undertaken by GJM Heritage on 5, 6 and 7 March 2019 to review the condition of the building fabric. This inspection involved visual assessment only and did not include physical investigation of the heritage fabric. The site was accessed from basement level (internally) except for five rooms in the carpark of the west wing (photographs of these spaces were provided by Council in June 2019), ground-level (internally and externally), first floor (internally) and second floor (internally). The roof was not inspected.

In general, the exterior and interior of the building are in very good condition. This is assisted by an annual condition review, production of a Building Element Condition Report, and regular maintenance by COGG.

Noted damage is minor and includes the following:

Exterior

- Cracking to the upper south façade
- Minor cracking and repair work to upper cornice
- Glass brick damage to west wing.

Interior

- Minor cracking to walls (B.13-16, 2.03-05), ceilings (1.10-12) and cornice (2.01-02)
- Water damage to suspended ceilings (G.24-25, 1.16-18) and plaster ceiling (2.01-02)
- Loose suspended ceiling panels (G.11 G.16-18)
- Minor damage to skirtings (G.41, 1.20).

4.4 Use and Managing Change

In order for heritage places to survive for future generations, it is important that they maintain a viable use. The Geelong Town Hall has continuously operated as a town hall since its construction in 1855, accommodating council chambers and municipal offices. During this time a number of external and internal changes have occurred to facilitate the continued use of the building for council purposes.

This CMP recognises that the building's use may change in the future, particularly in light of the proposed new civic development opposite Johnstone Park. However, an important heritage value of the place lies in its long and continuous use as a municipal building and retention of some municipal function, and public accessibility, is strongly encouraged.

Other future uses of the Town Hall which do not adversely impact on the significance of the place, and which preferably allow the interpretation of its former use, may be acceptable.

Key redevelopment opportunities for the Town Hall occur in the following areas:

- Interior alteration: changes to internal layouts, spaces and furnishings are possible due to the generally low significance of the interior; and
- Additions , which are the only reasonable means of increasing the floor area.

4.5 Movable Objects and Features

The large stained-glass window, originally located above the stairwell of the foyer as completed in 1917, remains intact and is currently stored in the basement of the Town Hall (Figure 84). It would be appropriate to conserve this object and place it on display in an acceptable setting, preferably within the Town Hall building, where it can best be appreciated by the public.

Two fixtures retained in the Little Malop Street entrance foyer of the 1960s west wing include a contemporaneous mural by Robert Ingpen and an inscribed marble panel detailing the opening of the west wing. Retention of these two elements is encouraged either in situ or within the Town Hall building.

Figure 84.
Stained-glass window showing detail of the coat of arms and decorative border.

4.6 Accessibility and Amenities

The building is universal-access compliant for its current public use. Modifications have been made to the building to provide external ramps at the Gheringhap Street and Malop Street entrances and an internal lift has been installed to provide access to all levels of the current building.

4.7 Statutory Requirements

4.7.1 *Heritage Act* 2017

The Geelong Town Hall is included in the VHR as Heritage Place H0184. The following works and activities can be undertaken without a permit:

Exterior - 1855 Building and 1917 Building

- Minor patching, repair and maintenance which replaces like with like.
- Removal of non-original items such as air conditioners, pipe work, ducting, wiring, antennae, aerials etc and making good.
- Installation or repair of damp-proofing by either injection method or grouted pocket method.
- Painting of previously painted surfaces provided that preparation or painting

does not remove the original paint or other decorative scheme.
- Removal of non-original glazing to windows, and replacement with clear or plain opaque glass.

Exterior - 1968/69 Building
- All repair and maintenance works to the 1968.69 building which replaces like with like (including replacement of doors, windows, roofing material and the like).
- Repair, removal or replacement of all services including security, water, sewerage, heating/cooling, rainwater goods and the like.

Interior - 1855 Building and 1917 Building
- Minor patching, repair and maintenance which replaces like with like.
- Painting of previously painted walls and ceilings provided that preparation or painting does not remove original paint or other decorative scheme.
- Installation, removal or replacement of non-original carpets and/or flexible floor coverings.
- Installation, removal or replacement of non-original curtain tracks, rods and blinds.
- Installation, removal or replacement of hooks, nails and other devices for the hanging of mirrors, paintings and other wall mounted art.
- Demolition or removal of non-original stud/partition walls, suspended ceilings or non-original wall linings (including plasterboard, laminate and Masonite), non-original glazed screens, non-original flush panel or part-glazed laminated doors, aluminium-framed windows, bathroom partitions and tiling, sanitary fixtures and fittings, kitchen wall tiling and equipment, lights, built-in cupboards, cubicle partitions, computer and office fitout and the like.
- Refurbishment of existing bathrooms, toilets and kitchens including removal, installation or replacement of sanitary fixtures or associated piping, mirrors, wall and floor coverings.
- Removal of non-original tiling or concrete slabs in wet areas provided there is no damage to or alteration of original structure or fabric.
- Installation, removal or replacement of ducted, hydronic or concealed radiant type heating provided that the installation does not damage existing skirtings and architraves and that the central plant is concealed, and is done in a manner not detrimental to the cultural heritage significance of the place.
- Installation, removal or replacement of electrical wiring provided that all new wiring is fully concealed and any original light switches, pull cords, push buttons or power outlets are retained in-situ. Note: if wiring original to the place was carried in timber conduits then the conuits should remain in -situ.
- Installation, removal or replacement of public address systems, detectors, alarms, emergency lights, exit signs, luminaries and the like on non-decorative plaster surfaces.
- Installation, removal or replacement of bulk insulation in the roof space.
- Installation of plant within the roof space.
- Installation of honour boards and the like.
- Removal or installation of notice boards.
- Installation of new desks, built-in cupboards and the like in existing office spaces providing no alteration to the structure is required.
- Replacement, repair and upgrades of existing compactuses.
- Removal of non-original door and window furniture including, hinges, locks, knobsets and sash lifts.

Interior - 1968/69
- All internal alterations that do not impact on the structure of the building or the mural in the entrance foyer.

External service corridor at the western end of the 1968-69 Wing
- Maintenance, replacement and installation of electrical, water, IT, fire, rubbish disposal, air-conditioning, heating, security and other necessary building services.

Landscape

- Repairs and maintenance to existing landscaping surrounding the heritage place.
- The processes of gardening and maintenance of existing shrubs, trees and plants.

Public Safety and Security

- The erection of temporary security fencing, scaffolding, hoardings or surveillance systems to prevent unauthorised access or secure public safety which will not adversely affect significant fabric of the place provided that temporary structures are removed within 30 days of erection.
- Emergency building stabilisation (including propping) necessary to secure safety where a site feature has been irreparably damaged or destabilised and represents a safety risk. Note: urgent or emergency site works are to be undertaken by an appropriately qualified specialist such as a structural engineer, or other heritage professional.

Signage and Site Interpretation

- The erection of non-illuminated signage for the purpose of ensuring public safety which will not adversely affect significant fabric or obstruct key views to the place. Note: signage and site interpretation products must be located and be of a suitable size so as not to obscure or damage significant fabric of the place, and signage and site interpretation products must be able to be later removed without causing damage to the significant fabric of the place. The development of signage must be consistent in the use of format, text, logos, themes and other display materials.

Permit exemptions can also be sought from the Executive Director, Heritage Victoria, for specific work that is assessed as having no negative impact on the significance of the affected fabric.

All other works require a permit from the Executive Director, Heritage Victoria.

4.7.2 Greater Geelong Planning Scheme

The site is located in an Activity Centre Zone (ACZ), Schedule 1 of the Greater Geelong Planning Scheme. A planning permit triggered by the Heritage Overlay is not required for the Town Hall; however, a permit for use and development triggered by the ACZ or other matters must be obtained from Council.

4.7.3 Building Regulations

All works over $5,000 in value are subject to the provisions of the National Construction Code (NCC) formerly the Building Control Australia (BCA). A building permit will be required from Council's Building Surveyor or an accredited private Building Surveyor for such works.

4.7.4 *Disability Discrimination Act* 1992

The building is required to conform with the requirements of the *Disability Discrimination Act 1992*, particularly with regard to universal access and the provision of amenities for disabled persons.

4.8 Management and Operations

The Geelong Town Hall is currently owned and managed by COGG. To ensure appropriate future use and development, the current owner – and all future owners and tenants – should be made aware of this CMP and its contents, and the statutory requirements under the *Heritage Act 2017*.

5 CONSERVATION POLICY

5.1 Introduction

The conservation policies that follow identify the objectives and actions required to retain the heritage values of the Geelong Town Hall into the future. They provide guidance for current and future owners and tenants of the Town Hall in relation to the use and development of the place within the framework of its established cultural heritage significance. The development of the following policies is based on the assessment of cultural heritage significance outlined in Section 3 of this CMP and informed by the issues, constraints and opportunities identified in Section 4.

The overall objectives of the conservation policies are to:

- maintain the cultural heritage significance of the building and its setting;
- maintain and conserve the original and early building fabric;
- enhance the presentation of the building and its physical condition;
- appropriately conserve significant spaces and other elements to enhance the appearance and understanding of the building;
- identify potential compatible uses for the building and manage future development to accommodate these uses;
- manage the conservation of the building;
- comply with statutory heritage controls; and
- work within the best practice heritage framework established by the *Burra Charter*.

5.2 General Conservation Policies

5.2.1 Approach

Policy 1 Best Practice Heritage Management
The conservation and management of the Geelong Town Hall should be undertaken in accordance with the Burra Charter, which reflects best practice heritage management in Australia.

Objective
To provide an appropriate framework for the conservation, development and future use of the Geelong Town Hall.

Policy Basis
An understanding of best practice heritage management is required to appropriately manage the heritage place into the future.

5.2.2 Cultural Heritage Significance

Policy 2 Cultural Heritage Significance
The cultural heritage significance of the Geelong Town Hall should be used as the basis for deciding how to manage the place and for all future conservation planning.

Policy 3 Levels of Significance
Decisions about the future use and development of the building and its component parts should be based on the relative Levels of Significance defined and applied in Section 3.3 of this CMP.

Objective
To provide an appropriate framework for the conservation, development and future use of the Geelong Town Hall and to ensure the cultural heritage significance of the place is maintained.

Policy Basis
An understanding of the cultural heritage significance of the place is required to

appropriately manage the heritage place into the future. The assessment of cultural heritage significance and the Statement of Significance presented in this CMP clearly define the cultural heritage significance of the place and should be used to guide decision-making.

5.2.3 Conservation and Maintenance

Policy 4 Conserve the Heritage Place
Works to conserve the heritage place should be prioritised and a schedule of conservation works developed. Areas and elements identified as being of Primary Significance should be accorded the highest conservation priority. Preservation, restoration and reconstruction works (in that order) are the preferred conservation actions. Removal of later, non-contributory elements from areas of primary and contributory significance, such as dropped ceilings and partition walls, is encouraged.

Policy 5 Maintain the Heritage Place
Ongoing maintenance of the heritage place should focus on conserving heritage spaces and elements identified as being of Primary and Contributory Significance to the heritage place and ensuring the place is watertight and weatherproof. The existing annual Building Elements Condition Report should continue to be undertaken in conjunction with regular and timely maintenance.

Policy 6 Retain Records
Records of all conservation, maintenance and new works should be maintained by the owner and be made available to future owners and tenants.

Objective
To ensure the Geelong Town Hall is appropriately conserved and maintained.

Policy Basis
It is recognised that the Geelong Town Hall has a range of heritage values embodied in the appearance, fabric and spaces of the building and that these values should be conserved.

Regular maintenance and repair are vital for the retention of heritage fabric and the significance embodied in it. Regular inspection and maintenance of the building should therefore be part of the management of the place to ensure damage and deterioration to existing significant fabric is avoided or minimised to the greatest extent possible. Regular inspection and maintenance of the building, such as the existing Annual Building Elements Condition Report, should therefore be part of the ongoing management of the place. Any works or changes to the place should be recorded and retained in a permanent archive that can be made available as required.

5.2.4 Heritage Expertise

Policy 7 Specialist advice and expertise
Any repairs or conservation of heritage fabric should be undertaken by people with relevant experience and expertise. Expert heritage advice is to be obtained when staff or contractors do not have the necessary skills or experience. Paint analysis should be undertaken by people with relevant experience in the field to ascertain an appropriate colour scheme for the place.

Objective
To ensure the Geelong Town Hall is appropriately conserved and its cultural heritage significance is maintained, including an appropriate colour scheme which reflects the completion of the building in 1917.

Policy Basis
The repair of significant fabric demands specialist skills and experience. Inappropriate

work to fabric may not only result in damage, but can also cause more substantial problems in the long term. There will be times when heritage conservation issues arise that are outside the experience of those doing works to the building. In these cases, expert heritage advice should be obtained.

5.2.5 Setting and Visual Presentation

Policy 8 Setting
An appropriate visual setting for the Geelong Town Hall should be maintained. Any new works should not adversely affect the setting or the prominence of the 1855/1917 building, particularly from Johnstone Park, Gheringhap Street and Little Malop Street. The design of any new structures to the rear (west) of the 1855/1917 building should reflect the character of the original building, including its form, scale, colour, texture and materials. New works to the rear of the 1855/1917 building should be clearly distinguishable from original fabric and respect the free-standing nature of the Geelong Town Hall.

Policy 9 Visual Presentation
New plant and services should be recessive and non-obtrusive. Ideally these elements should be hidden from public realm views and, where this is not possible, should be minimised and sensitively screened.

Policy 10 Landscaping
Landscaping should provide an appropriate setting and ensure that the building remains highly visible within its context. Open space to Gheringhap Street should be maintained and re-instatement of soft landscaping in the location of the paved plaza to the north of the Town Hall, as evident in early photographs, is acceptable.

Objective
To maintain an appropriate setting and physical context for the Geelong Town Hall.

Policy Basis
The Geelong Town Hall is a prominent building at the corner of Gheringhap and Little Malop streets, which overlooks Johnstone Park to the north. It was designed to be visible to the two key street frontages and broad views of the building within its setting are part of its architectural expression. Views of the Town Hall from the north, east and south are important and have been regularly recorded in photographs in the nineteenth and twentieth centuries. This setting should be maintained.

Photographs also show that the Town Hall was designed as a free-standing building and remained as such until construction of the west wing in 1968-69, which linked the building with the adjacent Art Gallery. With the exception of the Little Malop Street end, the west wing is considered to have little heritage significance. If demolition occurs in the future, any new work to the rear of the 1855/1917 building should respect the free-standing nature of the building and any connection should be clearly distinguishable from the 1855/1917 building. If the west wing is retained, removal of the existing section between the west wing and the Art Gallery is encouraged.

The paved plaza to the north of the Town Hall is identified as an element of little or no significance and earlier photographs demonstrate that this area was landscaped with manicured lawns and low-lying plantings prior to the introduction of the hard paving in 1968-69. It would be acceptable to retain or modify this paved area, or to reinstate a landscaped setting in this location.

The open space to Gheringhap Street should also be maintained, although the arrangement of hard and soft landscaping, and the materials and finishes may be changed.

5.2.6 Moveable Objects and Fixtures

Policy 11 Moveable objects and fixtures

The stained-glass window, currently stored in the basement of the Geelong Town Hall, should be conserved and reinstated in an appropriate setting within the Town Hall building where it can be best appreciated by the public.

The 1960s mural by Robert Ingpen in the original foyer of the 1968-69 western wing should be retained either in situ or within the Town Hall building and conserved in an appropriate manner. If retained in situ, the recently installed partitioning in the former foyer should be removed to provide a clear view of the mural from the public realm.

The memorial marble panel in the original foyer of the 1968-69 entrance foyer should be retained either in situ or within the Town Hall building and conserved in an appropriate manner. If retained in situ, the recent partitioning in the former foyer should be removed to provide a clear view of the panel from the public realm.

The bronze lion statues located at the entrance to Town Hall on Gheringhap Street should be retained in situ and conserved in an appropriate manner.

The brass plaques attached to the base of the entrance columns facing Gheringhap Street should be retained either in situ or within the Town Hall building and conserved in an appropriate manner.

The foundation stone and time capsule should be retained in situ and conserved in an appropriate manner.

Any repairs to these objects and fixtures should be undertaken or overseen by people with relevant experience and expertise.

Objectives

To ensure that objects and fixtures that are associated with the history of the Geelong Town Hall are retained within their historic context.

Policy Basis

Objects and fixtures which are associated with the history of the building form part of its cultural significance.

Any restoration work to the above items should only be undertaken by experienced conservation experts and only after an assessment of the condition of the item has been made.

5.2.7 Use

Policy 12 Primary Use

The primary use of the Geelong Town Hall should be compatible with its significance as identified in the Statement of Significance. It is preferable that a civic function, asociated with governance and the celebration of the Greater Geelong community and its culture, is retained within the building, particularly in the highly intact 1917 ground floor rooms, and that parts of the building remain publicly accessible.

Policy 13 Compatible uses

The building – or parts of the building – may be put to a use (or uses) that are consistent with the following considerations:

- *Require the least disruption to the significant fabric of the place and its setting;*
- *Do not require significant alteration of internal spaces identified as being of primary significance;*
- *Potentially support or are complementary to uses in the vicinity of the building (including the Art Gallery, Library and Heritage Centre, Johnstone Park);*
- *Ensure the continued viability of the building; and*
- *Continue significant associations of the place.*

Objectives
To ensure that future uses are compatible with the cultural heritage significance of the Geelong Town Hall and will maintain and enhance the heritage values of the place.

Policy Basis
The place has operated continuously as a town hall, council chambers and municipal offices for the City of Geelong since its construction in 1855. This long-term association is a key component of its historical value and it is preferable that a municipal use and association is retained in some capacity. Public accessibility to parts of the building is strongly encouraged.

Other future uses of the Town Hall which do not adversely impact on the significance of the place, and preferably allow the interpretation of its former use, may be acceptable.

5.2.8 Development, Demolition and Alteration

Policy 13 Development, Demolition and Alteration generally
Any changes to the Geelong Town Hall to allow for the ongoing use of the place should be necessary, distinguishable and when possible, reversible.

Policy 14 Works to Areas and Elements of Primary Significance
Works to areas and elements identified as being of Primary Significance in Section 3.3 of this CMP should be limited to those that are either part of a conservation program (reinstatement/reconstruction), required for code compliance, or enable the ongoing use and conservation of the place. Expert heritage advice should be sought to guide the design of new works.

Policy 15 Works to Areas and Elements of Contributory Significance
Where possible, works to the Little Malop Street entry of the west wing, identified as being of Contributory Significance in Section 3.3 of this CMP, should include the removal of later internal partitioning. If possible, the external continuation of the original banded frieze to the west, connecting the Art Gallery over the vehicle accessway, should be removed to reinstate the cuboid form of the west wing as it presents to the street.

Policy 16 Works to Areas and Elements of Little or No Significance
Where possible, work should be concentrated in areas identified as being of Little or No Significance in Section 3.3 of this CMP.

Elements of Little or No Significance can be removed or internally altered without impacting the heritage significance of the place. This includes demolition of non-significant interiors and the 1968/69 addition (except the southern portion as indicated in Figure 81).

Policy 17 Roof
The installation of roof-mounted plant and equipment should be concealed from key public realm views of the Town Hall. If the visibility of roof-mounted plant and equipment is unavoidable it should be screened.

Policy 18 Building Services
Installation and upgrade of services should minimise impact to signficant fabric. The number and extent of penetrations in areas and elements identified as being of Primary or Contributory Significance should be minimised or concealed where possible.

Objective
To provide for the appropriate adaption of the Geelong Town Hall to enable ongoing use and conservation of the place.

Policy Basis
To allow for the ongoing use and conservation of the Geelong Town Hall, some changes to the place are likely to be required. These changes should be designed to minimise the impact on the cultural heritage significance of the place. The following principles should be followed when considering or undertaking new works:

- Necessity – only changes that enable the ongoing historic or compatible use of the place should be made.
- Visibility – the change should be readily discernible as new work and not disguised as original fabric or form.
- Reversibility – consideration should be given to how new works could be reversed in the future with minimal damage to the original form and fabric.

Reference is made to the levels of significance identified in Section 3. The majority of the exterior of the building is of Primary Significance, with the exception of the 1968-69 west wing addition, which is predominantly of no heritage significance.

Internal areas identified as being of Primary Significance relate to the original 1855 and 1917 periods of construction and reflect the original and early physical appearance of the building. All areas and elements determined to be of Primary Significance are substantially intact to this period and embody the heritage values of the place.

The 1968-69 Little Malop Street west wing entry (external and internal) is the only element considered to be of Contributory Significance to the place. This includes the external form and the internal foyer space, including a mural above the north wall and a memorial marble wall panel on the east wall.

The Town Hall roof has been reclad and accomodates heating, ventilation and air conditioning plant and equipment. The roof does not play a major role in the presentation or signficance of the building and there is scope for changes to roof-mounted plant and equipment, provided these changes are designed to minimise the impact on the cultural heritage significance of the place and are concealed from key public realm views to the building.

Services upgrades and installations are required to support the ongoing use of the building. Where these are required, fixtures should consider internal features and fabric of Primary Significance and should be installed in locations that do not impact or detract from historic fabric.

5.2.9 Interpretation

Policy 19 Interpretation
Appropriate means of interpreting the heritage significance of the building for users and visitors should be developed.

Interpretation should be publicly accessible and designed to complement the building. Physical installations should avoid damage/fixing into significant fabric. It should not obscure or detract from the building itself. A person with heritage interpretation expertise should be engaged to assist.

Objectives
To clearly convey the heritage significance of the Geelong Town Hall to a broad audience in an interesting and engaging manner.

Policy Basis
Interpretation of the place enables the heritage values of the Geelong Town Hall to be conveyed to, and appreciated by, a broad audience and there is an opportunity to enhance understanding of the place through the implementation of interpretation

on site. Interpretation should be developed as part of any adaptive reuse proposals for the building. The implementation of non-physical interpretation ie. phone apps, website etc., is encouraged.

5.2.10 Signage

Policy 20 Signage
External and internal signage, particularly building mounted signage, should be kept to a minimum, should respect the heritage place in terms of size, colour and material, and be located sensitively to ensure the heritage significance of the place is not obscured or compromised. It is preferable that signage be freestanding/not fixed to heritage fabric. Prior to approval of new uses for the building, a signage strategy and management plan should be developed which considers the design, location and cumulative impact of new signage.

Less invasive signage, such as flags, banners, and/or adhesive window films is encouraged.

Objectives
To ensure that any future external and internal signage considers the heritage significance of the place.

Policy Basis
External signage should not detract from the heritage place. Where required, it should be kept to a minimum, be installed in such a way that it does not damage heritage fabric, be located so that it doesn't unreasonably obscure or conceal heritage fabric, and be designed in a way that is sensitive to the heritage place.

Signage installations should be reversible where applicable and, where practical, mountings or fixings shoud be re-usable and/or replacement or new signage should be designed to re-use existing fixings.

5.2.11 Statutory Approvals

Policy 21 Approvals
Heritage Victoria and/or the City of Greater Geelong's Heritage Advisor should be consulted prior to commencing any works and relevant approvals obtained.

The City of Greater Geelong should be consulted prior to commencing a new use and relevant approvals obtained, where required.

Objectives
To ensure that appropriate approvals are provided prior to new works and new uses commencing.

Policy Basis
All internal and external works to the place, including repair and conservation works, require approval from the Executive Director, Heritage Victoria, unless the works are covered by a permit exemption. Heritage Victoria should be consulted prior to commencing works to determine whether/what type of approval is required.

Uses, as well as specific works such as the erection of signage/advertising, require approval from the City of Greater Geelong. The City of Greater Geelong should be consulted prior to commencing works or establishing a new use to determine whether approval is required.

5.2.12 Management

Policy 22 Management
All current and future owners and occupants, as well as those connected with the use, development and ongoing maintenance of the heritage place should be provided with a copy of this CMP.

The ongoing management of the place should be undertaken in a manner that is consistent with this CMP and which allows the conservation policies to be implemented.

Objectives
To ensure that the cultural heritage significance of the Geelong Town Hall and responsibility for its conservation are clearly understood by all those connected with the use, development and maintenance of the place.

Policy Basis
It is important that this CMP is widely distributed and understood by all those connected with the use, development and ongoing maintenance of the place. This includes the current owner and all future owners and occupants of the building.

5.2.13 Adoption and Review

Policy 23 Adoption of the CMP
Current and future owners of the Geelong Town Hall should adopt this CMP as a key tool in managing the heritage place.

Policy 24 Distribution of the CMP
The current owners should provide a copy of the adopted CMP to all future owners, tenants, contractors and individuals involved in managing and maintaining the place and all those organisations responsible for making decisions in respect of the place (including Heritage Victoria and the City of Greater Geelong).

Policy 25 Review of the CMP
This CMP should be reviewed on a regular basis, preferably at least once every ten years. The CMP should also be reviewed in the following circumstances:

- *a substantial change in the use of the place*
- *a change in ownership*
- *a change in the statutory framework for managing the place*
- *a substantial change to the fabric of the place, including through damage or new development.*

If new material is found it should be incorporated into the CMP and if necessary revisions made to the conservation policies.

Objectives
To ensure that the CMP is adopted as a key management tool for the place and that provision is made for its regular review to allow for new information and changed circumstances.

Policy Basis

The CMP sets out a clear strategy for managing the place in a manner that maintains its cultural heritage significance. It is a key document that should be used when considering future works to the place.

A change in circumstances surrounding the place (including a new owner, new use, new statutory framework or change to the building) should trigger a review of the CMP. New material, including photographs and drawings, may be located in the future and may impact on the heritage significance of the place and therefore the current conservation policies. Adoption, implementation and periodic review of the CMP will ensure that the cultural heritage significance of the place is maintained into the future.

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8 History of Council, accessed via https://www.geelongaustralia.com.au/council/article/item/8cbc3a413e4406f.aspx, 15 February 2019.

9 *Geelong Advertiser and Intelligencer*, 21 August 1855, p. 1.

10 Norman Houghton, *The Story of Geelong*.

11 *Geelong Advertiser and Intelligencer*, 21 August 1855, p. 1.

12 Norman Houghton, *The Story of Geelong*.

13 *Geelong Advertiser*, 11 April 1851, p. 2.

14 Norman Houghton, *The Story of Geelong*.

15 Geelong – a brief history, *Intown Geelong*, accessed via https://www.intown.com.au/locals/geelong/historical/default.htm, 14 February 2019.

16 *Argus*, 28 April 1936, p. 10.

17 *Corporation of Geelong Official Opening West Wing City Hall, Geelong*, August 15 1969 booklet, Geelong Heritage Centre.

18 *Geelong Advertiser and Intelligencer*, 16 March 1854, p. 4.

19 *Geelong Advertiser and Intelligencer*, 21 April 1854, p. 5.

20 *Geelong Advertiser and Intelligencer*, 13 September 1854, p. 4.

21 *Corporation of Geelong Official Opening West Wing City Hall, Geelong*, August 15 1969 booklet, Geelong Heritage Centre.

22 *Joseph Reed 1823 – 1890*, David Saunders, Australian Dictionary of Biography, accessed via http://adb.anu.edu.au/biography/reed-joseph-4459, 15 February 2019.

23 *Geelong Advertiser and Intelligencer*, 20 September 1854.

24 *Geelong Advertiser and Intelligencer*, 9 September 1854, p. 4.

25 *Geelong Advertiser and Intelligencer*, 9 September 1854, p. 4.

26 Crown grant and lease, contained within *Corporation of Geelong Official Opening West Wing City Hall, Geelong*, August 15 1969 booklet, Geelong Heritage Centre.

27 *Geelong Advertiser and Intelligencer,* 12 February 1855, p. 2.

28 *Geelong Advertiser and Intelligencer*, 12 February 1855, p. 2.

29 *Courier*, 15 September 1855, p. 3.

30 *Geelong Advertiser and Intelligencer*, 10 April 1855, p. 2.

31 *Geelong Advertiser and Intelligencer*, 10 April 1855, p. 2. A silver commemorative trowel, presented to Mayor Baylie on this occasion, is included in the Geelong Heritage Centre Archives.

32 *Geelong Advertiser and Intelligencer*, 21 August 1855, p.1.

33 Dr David Rowe, *About Corayo: Thematic History of Greater Geelong (Draft), Theme 7*, Authentic Heritage Services Pty Lts, 2019, p.17.

34 *Geelong Advertiser,* 13 June 1861, p. 2.

35 Geelong Advertiser, 1 June 1910, p. 3.

36 *Geelong Advertiser*, 17 February 1911, p. 2.

37 *Evening Echo*, 24 June 1914, p. 1; *Evening Echo,* 3 February 1914, p. 1.

38 *Ballarat Courier*, 20 October 1915, p. 6; *Ballarat Courier*, 4 May 1916, p. 2.

39 *Argus*, 8 June 1917, p. 9.

40 *Age*, 8 June 1917, p. 8.

41 *Geelong Advertiser*, 8 June 1917, p. 4.

42 Dr David Rowe, *About Corayo: Thematic History of Greater Geelong (Draft), Theme 7*, Authentic Heritage Services Pty Lts, 2019, p.19.

43 *Geelong Advertiser*, 8 June 1917, p. 4.

44 *Geelong Advertiser*, 14 December 1927, p. 6.

45 Dr David Rowe, *About Corayo: Thematic History of Greater Geelong (Draft), Theme 7*, Authentic Heritage Services Pty Lts, 2019, p.20.

46 *Age*, 26 January 1938, p.18.

47 *Argus*, 19 July 1935, p.3.

48 Nancy Underhill*, William Leslie Bowles (1885-1945)*, Australian Dictionary of Biography accessed via http://adb.anu.edu.au/biography/, 29 March 2019.

49 *Corporation of Geelong Official Opening West Wing City Hall, Geelong*, August 15 1969 booklet, Geelong Heritage Centre.

50 *Corporation of Geelong Official Opening West Wing City Hall, Geelong*, August 15 1969 booklet, Geelong Heritage Centre.

51 *Corporation of Geelong Official Opening West Wing City Hall, Geelong*, August 15 1969 booklet, Geelong Heritage Centre.

52 *Corporation of Geelong Official Opening West Wing City Hall, Geelong*, August 15 1969 booklet, Geelong Heritage Centre.

53 *Geelong Advertiser,* 19 May 1911, p. 4.

54 *Age,* 21 February 1900, p. 9.

55 *Johnstone Park Peace Memorial Building*, Victorian War Heritage Inventoryitation, accessed via Victorian Heritage Database, https://vhd.heritagecouncil.vic.gov.au/, 18 February 2019. *Geelong Advertiser*, 31 October 1922, p.5.

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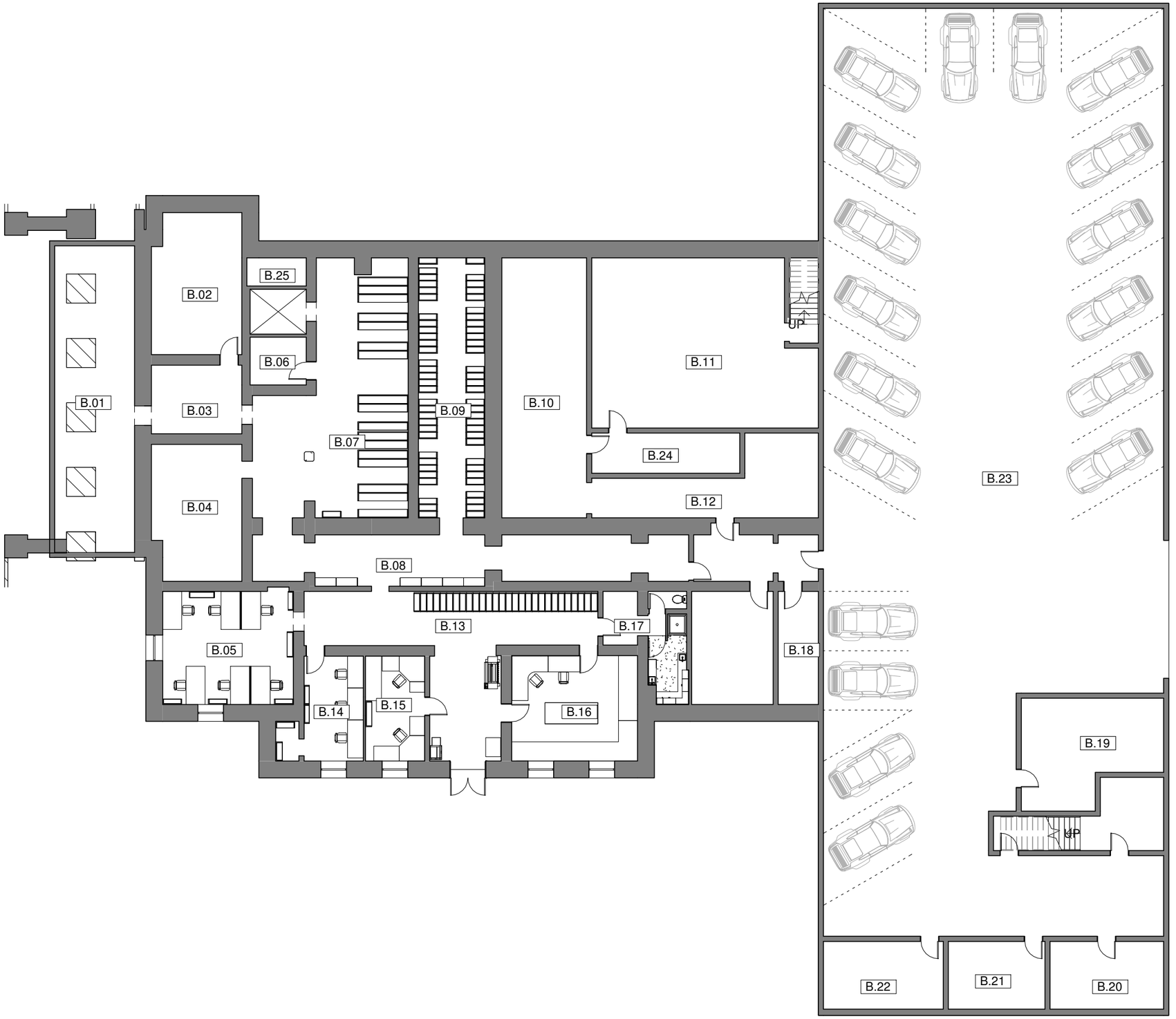
APPENDIX A - EXISTING CONDITIONS PLANS



BASEMENT ROOM SCHEDULE		
Number	Name	Area
B.01	FILE STORE	45 m²
B.02	FILE STORE	28 m²
B.03	FILE STORE	14 m²
B.04	FILE STORE	27 m²
B.05	OPERATIONS OFFICE	33 m²
B.06	FILE STORE	6 m²
B.07	FILE STORE	70 m²
B.08	PASSAGE WAY	61 m²
B.09	Room	39 m²
B.10	STORE	49 m²
B.11	PLANT ROOM	85 m²
B.12	STORE	28 m²
B.13	Room	54 m²
B.14	OFFICE	14 m²
B.15	OFFICE	14 m²
B.16	Mail Room	29 m²
B.17	KITCHEN / BATHROOM	14 m²
B.18	STORE	10 m²
B.19	Room	30 m²
B.20	Room	17 m²
B.21	Room	15 m²
B.22	Room	18 m²
B.23	CAR PARK	647 m²
B.24	Room	13 m²
B.25	FILE STORE	4 m²
Grand total		1362 m²

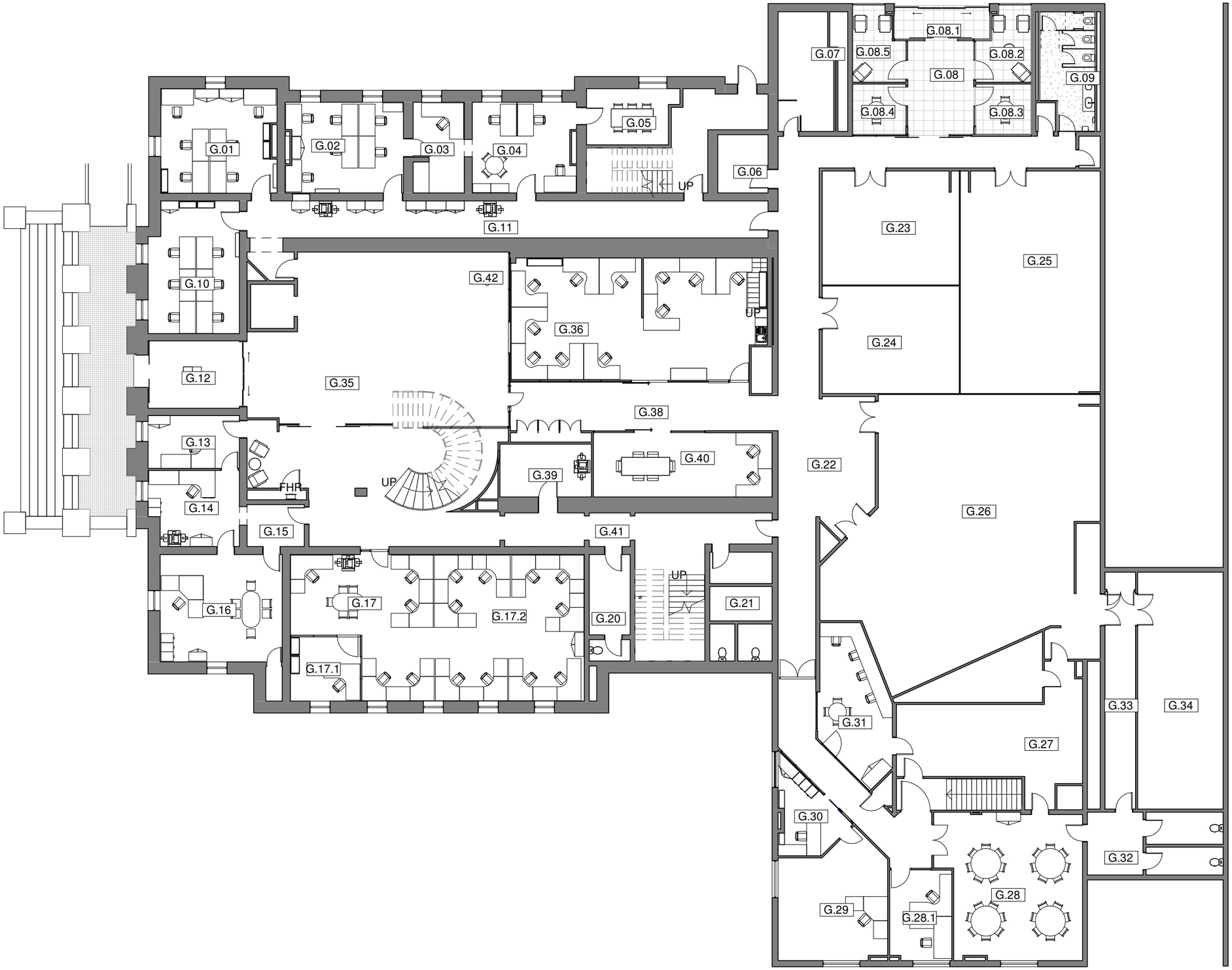
Project / Building:
30 GHERINGHAP ST GEELONG VIC 3220

Drawing Title:
EXISTING CONDITIONS - BASEMENT

CITY OF GREATER GEELONG
CORPORATE STRATEGY & PROPERTY MANAGEMENT
Ph: 03 5272 4320
Fax: 03 5272 4322
38 Brougham Street, Geelong, VIC, 3220

Latest Update: 06/06/2018 | Building ID: 0772

Original Sheet Size: A3 | Scale: 1 : 200 | Drawn: R.DUFFIELD | Sheet: EX0-A3



GROUND ROOM SCHEDULE		
Number	Name	Area
G.01	LEGAL	30 m²
G.02	OFFICE	26 m²
G.03	OFFICE	11 m²
G.04	OFFICE	23 m²
G.05	EXEC MGR	12 m²
G.06	ROOM	7 m²
G.07	MENS W/C	16 m²
G.08	ENTRY	15 m²
G.08.1	MEETING ROOM	6 m²
G.08.2	MEETING ROOM	9 m²
G.08.3	MEETING ROOM	7 m²
G.08.4	MEETING ROOM	5 m²
G.08.5	MEETING ROOM	7 m²
G.09	FEMALE WC	15 m²
G.10	GOVERNANCE	29 m²
G.11	PASSAGE WAY	48 m²
G.12	ENTRY	15 m²
G.13	WAITING AREA	12 m²
G.14	EA OFFICE	16 m²
G.15	Room	6 m²
G.16	CEO	33 m²
G.17	MARKETING	48 m²
G.17.1	EXEC MGR	11 m²
G.17.2	MEDIA	47 m²
G.18	OFFICE	0 m²
G.19	Room	0 m²
G.20	Room	11 m²
G.21	Room	17 m²
G.22	PASSAGE WAY	115 m²
G.23	MEETING ROOM	39 m²
G.24	MEETING ROOM	37 m²
G.25	MEETING ROOM	77 m²
G.26	MEETING ROOM	160 m²
G.27	KITCHEN	40 m²
G.28	Room	50 m²
G.28.1	COUNCIL LIASON	14 m²
G.29	OFFICE	30 m²
G.30	COUNCIL LIASON	12 m²
G.31	OFFICE	24 m²
G.32	Room	21 m²
G.33	Room	17 m²
G.34	Room	50 m²
G.35	FOYER	165 m²
G.36	MAYOR & COUNCIL SUPPORT	76 m²
G.38	Room	32 m²
G.39	Print Room	12 m²
G.40	OFFICE	29 m²
G.40.1	MONITOR	0 m²
G.41	PASSAGE WAY	21 m²
G.42	OFFICE	8 m²
Grand total		1510 m²

Project / Building:
30 GHERINGHAP ST GEELONG VIC 3220

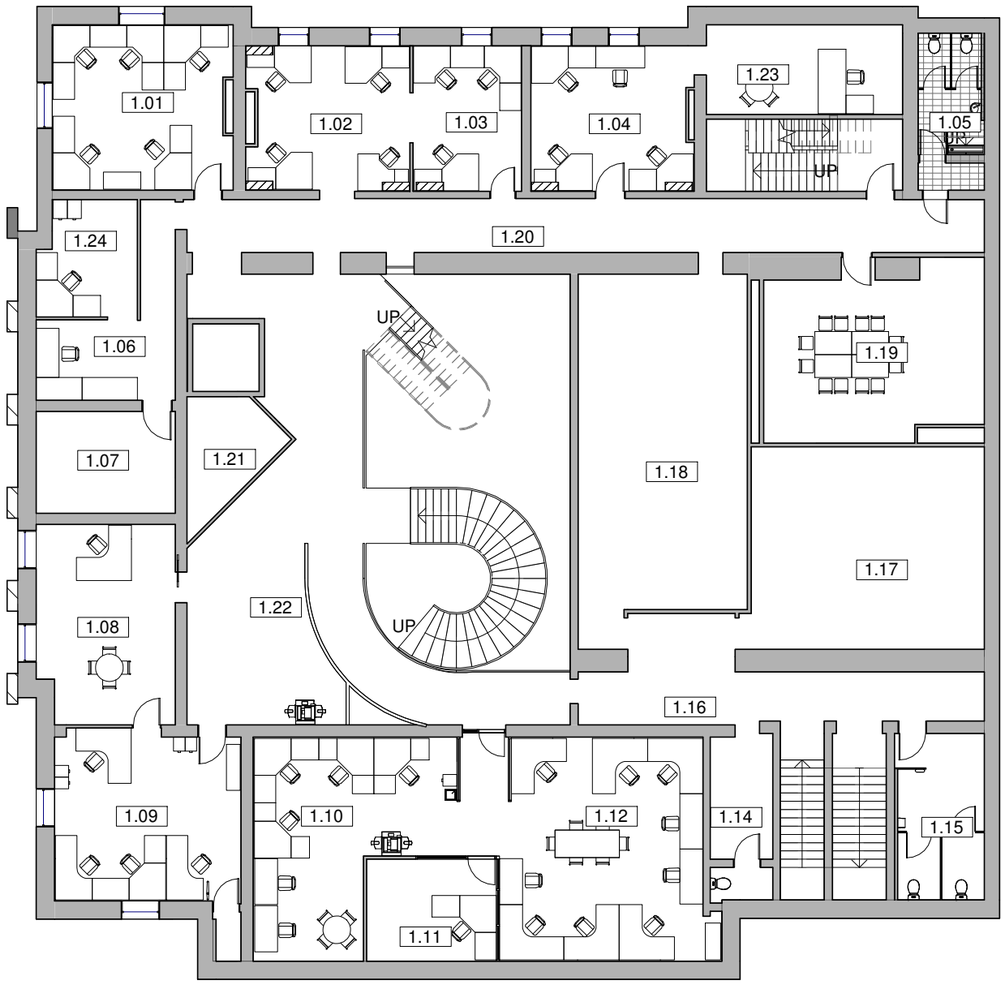
Drawing Title:
EXISTING CONDITIONS - GROUND FLOOR PLAN

Original Sheet Size: A3 | Scale: 1 : 200

CITY OF GREATER GEELONG
CORPORATE STRATEGY & PROPERTY MANAGEMENT
Ph: 03 5272 4320
Fax: 03 5272 4322
38 Brougham Street, Geelong, VIC, 3220

Latest Update: 06/06/2018 | Building ID: 0772

Drawn: T.SHERINGHAM | Sheet: EX1-A3



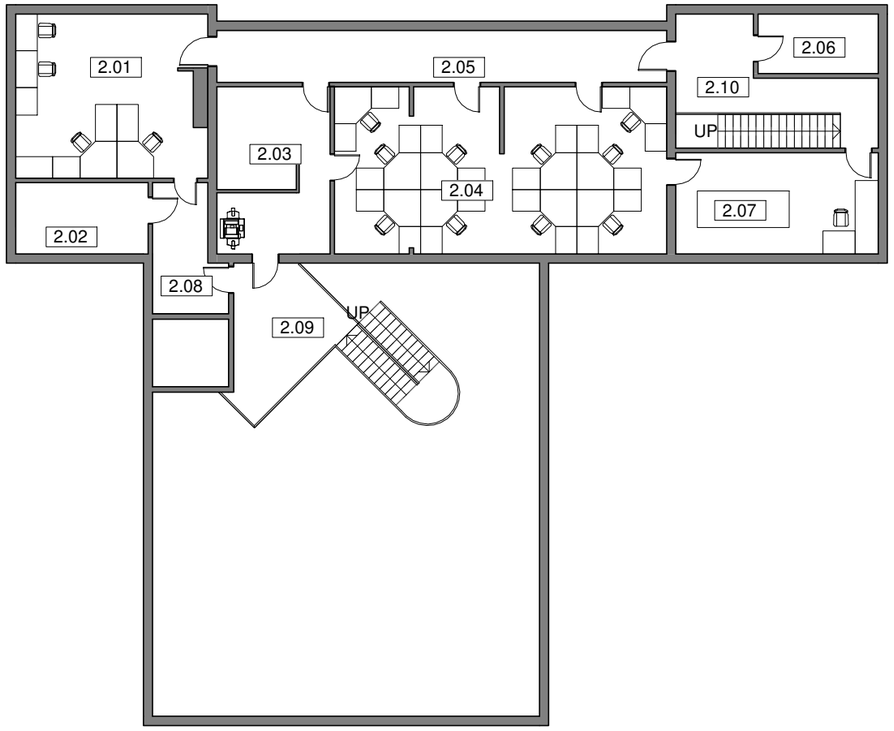
LEVEL 1 ROOM SCHEDULE		
Number	Name	Area
1.01	HR ASSIST	31 m²
1.02	STRATEGY & PERFORMANCE	25 m²
1.03	STRATEGY & PERFORMANCE	17 m²
1.04	STRATEGY & PERFORMANCE	25 m²
1.05	MALE WC	8 m²
1.06	HR ASSIST	16 m²
1.07	IT SERVER	15 m²
1.08	EXEC MGR	29 m²
1.09	WP RELATIONS	35 m²
1.10	HRBP	45 m²
1.11	OFFICE	14 m²
1.12	LEARNING & CULTURE	48 m²
1.14	MALE WC	11 m²
1.15	FEMALE WC	16 m²
1.16	PASSAGE WAY	29 m²
1.17	STAFF ROOM	51 m²
1.18	MEETING ROOM 1	62 m²
1.19	MEETING ROOM	39 m²
1.20	PASSAGE WAY	48 m²
1.21	VOID	10 m²
1.22	FOYER	80 m²
1.23	EXEC MGR	19 m²
1.24	HR ASSIST	12 m²
Grand total		685 m²

Project / Building:
30 GHERINGHAP ST GEELONG VIC 3220

Drawing Title:
EXISTING CONDITIONS - LEVEL 1

CITY OF GREATER GEELONG
CORPORATE STRATEGY & PROPERTY MANAGEMENT
Ph: 03 5272 4320
Fax: 03 5272 4322
38 Brougham Street,
Geelong, VIC, 3220

Original Sheet Size:	A3	Scale:	1 : 200	Latest Update: 06/06/2018	Building ID: 0772
				Drawn: T.SHERINGHAM	Sheet: EX2-A3



LEVEL 2 ROOM SCHEDULE		
Number	Name	Area
2.01	OFFICE	33 m²
2.02	ROOF ACCESS	10 m²
2.03	BREAK OUT	20 m²
2.04	OFFICE	59 m²
2.05	Room	25 m²
2.06	Room	8 m²
2.07	OFFICE	22 m²
2.08	Room	9 m²
2.09	LANDING	17 m²
2.10	Room	20 m²
Grand total		221 m²

Project / Building:
30 GHERINGHAP ST GEELONG VIC 3220

Drawing Title:
EXISTING CONDITIONS - LEVEL 2

CITY OF GREATER GEELONG
CORPORATE STRATEGY & PROPERTY MANAGEMENT
Ph: 03 5272 4320
Fax: 03 5272 4322
38 Brougham Street, Geelong, VIC, 3220

Latest Update: 06/06/2018 | Building ID: 0772

Original Sheet Size: A3 | Scale: 1 : 200 | Drawn: T.SHERINGHAM | Sheet: EX3-A3

APPENDIX B - NATIONAL TRUST CITATION

Victorian Heritage Database Report

Report generated 09/04/19

Town Hall

B3011 Geelong Town Hall

Location

30 Gheringhap Street, GEELONG, GREATER GEELONG CITY

Municipality

GREATER GEELONG CITY

Level of significance

State

Victorian Heritage Register (VHR) Number

H0184

Heritage Listing

National Trust

Statement of Significance

Last updated on - July 19, 2005

One of the oldest surviving public buildings by Joseph Reed and very rare in Victoria as an essay in the Greek Revival, albeit not a thoroughgoing one.
The south facade to Little Malop Street was completed in 1855 and it consists of five giant order Greek Ionic columns set in antis between two flanking pavilions, each with pairs of plain-faced giant order pilasters with Corinthian capitals of the form used in the only fifth century Greek example, the Temple of Apollo Epikourios at

Bassai.
Above is a shallow stepped lintel and a frieze which is mainly plain but with sections of Greek fret in the pavilions, then above this again a dentillated cornice and a balustraded parapet which is the major solecism of this facade. The east and south fronts were completed in 1913-1917, the former with a hexastyl ionic portico and in conformity with Reed's design, but the latter diverging from the original facade by projecting the colonnade beyond the pavilions, and with inferior detailing carried out in cement rather than freestone.
Classified: 08/02/1968

Hermes Number 68244

Property Number

This place/object may be included in the Victorian Heritage Register pursuant to the Heritage Act 2017. Check the Victorian Heritage Database, selecting 'Heritage Victoria' as the place data owner.

*For further details about Heritage Overlay places, contact the relevant local council or go to Planning Schemes Online*http://planningschemes.dpcd.vic.gov.au/

7. EXTERNAL MEMBERSHIP – POTATO SHED

Source: **Economy, Investment & Attraction – Arts & Culture**
Director: **Brett Luxford**
Portfolio: **Arts, Culture and Heritage**

Purpose

1. The purpose of this report is to seek Council's approval of the Community Membership - Section 86 Potato Shed Committee of Management before the next meeting on 23 April 2020.

Background

2. On 28 March 2000, Council entered into a joint venture partnership with both the Bellarine Secondary College and the Roman Catholic Trusts Corporation, in the development of the Potato Shed multi-arts facility in Peninsula Drive, Drysdale.

3. The Joint Use Agreement provides for a Committee of Management to ensure the facility's appropriate long-term management and promotion. The Committee, established as a special committee of Council pursuant to Section 86 of the Local Government Act 1989, consists of two Council appointees (Councillors or staff), two representatives of Bellarine Secondary College, two representatives of St Ignatius College, and two user or potential user group (community) representatives.

4. The Bellarine Multi-Arts Facility Committee of Management was established under Section 86 of the Local Government Act 1989 (the Act) on 24 May 2000.

5. The previous two-year term of community representation has expired and triggered the process for seeking new appointments to the Committee.

Key Matters

6. Under the terms of the Joint Development and Use Agreement, two community representatives are to be elected onto the Committee under Council endorsement.

7. After seeking public expressions of interest to fill vacancies, a selection process was conducted. Two nominees are recommended for Council endorsement.

Cr Sullivan moved, Cr Murrihy seconded -

8. That Council endorse the following:

8.1 Appointment of Ms Emma Watson and Mr Christopher Reynolds as the community representatives to the Bellarine Multi-Arts Facility Committee of Management (Potato Shed) in accordance with the terms and conditions of the Joint Development and Use Agreement; and

8.2 That Council thank Ms Anne Brackley OAM and Dr Helen Nikolas for their commitment to the Potato Shed over the past two years.

Carried.

Attachment 1

Financial Implications

1. There are no financial implications arising from this report as no remuneration is paid to external representative positions on the Potato Shed Committee.

Community Engagement

2. A call for Expressions of Interest for community members interested in applying for this role was posted in local media and relevant websites on Saturday 18 January 2020. Applications closed on Friday 2 February 2020. Applicants will be notified of outcomes via phone call and written correspondence.

Social Equity Considerations

3. The Potato Shed promotes cultural diversity and cultural acceptance and is a vital hub of arts, social and educational activity for people of all ages and abilities on the Bellarine.

Policy/Legal/Statutory Implications

4. The appointment of the two community representatives is in accord with the terms and conditions of the Agreement. Committee Members are bound by the Local Government Act in relation to disclosure of interests, conflicts of interest and pecuniary interest and like Councillors must not make improper use of information acquired in their role as a Committee Member. Any matters which arise on an agenda must be declared and recorded in minutes of the Committee should any member declare an interest.

5. The further requirement for Councillors and Special Committee Members to complete primary and annual pecuniary interest returns is flexible in relation to those members of the Committee who are not Councillors. Section 81 (2A) enables Council to exempt non-Councillors from being required to submit primary and ordinary returns. Given that the non-Councillors on this committee are nominees of the two schools and voluntary community representatives, an exemption to the requirement for their personal share holdings, property and other information to be on a public register, is considered warranted.

Alignment to Council Plan

6. The Potato Shed aligns well with many of the ideals of Council Plan, promoting Community Wellbeing with participation in the Arts, Sustainability and Environmental initiatives through waste-wise and energy saving measures.

Conflict of Interest

7. There is no direct or indirect interest noted for this report

Risk Assessment

8. New representatives will be fully briefed on and inducted to their role on the Potato Shed Committee ensuring that they each understand their roles and responsibilities.

Environmental Implications

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

8. PLANNING AUTHORISATION – COUNCIL TO STAFF

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

Purpose

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

Background

2. City officers are appointed as authorised officers to exercise statutory powers under various Acts and regulations. Appointments as authorised officers are to individual staff members.

3. The P&EA regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority (Council).

Key Matters

4. Where there is a specific power within an Act, Council should appoint authorised officers pursuant to that Act. This is the case for the P&EA.

5. A planning staff member has recently been employed by the City and is required to be authorised under the P&EA.

6. **Attachment 2** sets out the Instrument of Appointment and Authorisation under the P&EA and lists the staff member to whom this authorisation applies (instrument).

Cr Sullivan moved, Cr Mason seconded -

7. In the exercise of the powers conferred by section 224 of the Local Government Act 1989 and the other legislation referred to in the Greater Geelong City Council Instrument of Appointment & Authorisation - Planning & Environment Act 1987 only (instrument) (Attachment 2), Greater Geelong City Council (Council) resolves that the:

7.1 Member of City staff referred to in the instrument be appointed and authorised as set out in the instrument;

7.2 Instrument comes into force immediately upon the common seal of Council being affixed to the instrument, and remains in force until Council determines to vary or revoke it: and

7.3 Instrument be sealed.

Carried.

Attachment 1

Financial Implications

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

Community Engagement

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

Social Equity Considerations

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

Policy/Legal/Statutory Implications

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

Alignment to Council Plan

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

Conflict of Interest

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

Risk Assessment

7. There are no significant or high risks associated with the subject of this report.

Environmental Implications

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

Attachment 2

Greater Geelong City Council

Instrument of Appointment and Authorisation

(*Planning and Environment Act* 1987 only)

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

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

Sophie Williams **Town Planner**

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

1. under section 147(4) of the *Planning and Environment Act* 1987 - appoints the officer to be authorised officers for the purposes of the *Planning and Environment Act* 1987 and the regulations made under that Act; and

2. under section 232 of the *Local Government Act* 1989 authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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

This instrument is authorised by a resolution of the Greater Geelong City Council on 10 December 2019

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

_____
Mayor

_____
Chief Executive Officer

Date: / /

NOTICE OF MOTION – Cr Aitken

COVID-19 - City of Greater Geelong Grants Programs 2020-2021 and 2nd Round 2019-2020

The COVID-19 pandemic crisis and declared State of Emergency has created significant upheaval and difficult challenges in our community.

Council at its meeting held on 24 March 2020 passed a motion to open the 2020-2021 Grants Program on 27 April 2020 and close applications on 24 May 2020.

In light of the current crisis, it would be appropriate to not proceed with this advertised application period and suspend the 2020-2021 Grants programs.

Suspension of the 2020-2021 Grants programs enables many positive outcomes, including:

a. Removing the uncertainty of what projects and events can and cannot be delivered:

b. Removing the difficulties for the community trying to organise themselves and complete applications during this challenging time; and

c. Enabling Council to review the grants at a future date and possibility develop new grants specifically targeted to enable the recovery of the Geelong community once we have reached that phase in the COVID-19 Pandemic crisis.

Council was also due to receive a report to endorse the successful applicants from the 2nd Round of 2019-2020 Grants Program. Due to the current crisis, it is now prudent to undertake a further review of those applications before endorsement. That review should result in a future report to be presented to Council with recommendations about those applications and the most appropriate course of actions considering the COVID-19 Pandemic crisis.

Cr Aitken moved, Cr Grzybek seconded -

That Council:

1. **Suspend the 2020-2021 Grant programs for review as part of a Community and Economic Support Package in response to COVID-19;**
2. **Rescind the following parts of the motion passed by Council at its meeting held on Tuesday 24 March 2020:**

    2.1 Paragraph 7.5. Note that the grants will open no later than 27 April 2020 and close on 24 May 2020; and

    2.2 Paragraph 7.6. Note that funding recommendations for all grant categories will be presented to Council for endorsement at its meeting on 25 August 2020.
3. **Continue the work to establish a First Nations Heritage Grants fund in collaboration with Traditional Owners and develop relevant guidelines for Council's consideration and allocation of grants during the 2020-21 Financial Year;**
4. **Review all successful Grant projects recommended for 2nd Round 2019-2020 to ascertain capacity for those projects to be delivered by 30 June 2020 and during the State of Emergency associated with the COVID-19 Pandemic; and**
5. **Request the Chief Executive Officer to bring a report to Council by 26 May 2020 making recommendations from the review of successful Grant applications from the 2nd Round of 2019-2020, in accordance with paragraph 4 herein.**

Amendment

Cr Murnane moved, Cr Mason seconded -

That Council:

1. **Suspend the 2020-2021 Grant programs for review as part of a Community and Economic Support Package in response to COVID-19;**
2. **Rescind the following parts of the motion passed by Council at its meeting held on Tuesday 24 March 2020:**

   2.1 Paragraph 7.5. Note that the grants will open no later than 27 April 2020 and close on 24 May 2020; and

   2.2 Paragraph 7.6. Note that funding recommendations for all grant categories will be presented to Council for endorsement at its meeting on 25 August 2020.
3. **Continue the work to establish a First Nations Heritage Grants fund in collaboration with Traditional Owners and develop relevant guidelines for Council's consideration and allocation of grants during the 2020-21 Financial Year *as part of the community and economic support package*;**
4. **Review all successful Grant projects recommended for 2nd Round 2019-2020 to ascertain capacity for those projects to be delivered by 30 June 2020 and during the State of Emergency associated with the COVID-19 Pandemic; and**
5. **Request the Chief Executive Officer to bring a report to Council by 26 May 2020 making recommendations from the review of successful Grant applications from the 2nd Round of 2019-2020, in accordance with paragraph 4 herein.**

The amendment was put and lost. **Lost.**

Division requested:
For: Crs Murnane, Nelson, Harwood, Sullivan, Mason, Grzybek, Asher, Kontelj, Mansfield, Aitken
Against: Cr Murrihy

The motion was then put and carried. **Carried.**

CLOSE OF MEETING

As there was no further business the meeting closed at 9.00pm. Tuesday, 14 April 2020.

Signed: _____
Cr Stephanie Asher (Mayor)

Date of Confirmation: _____.