

MINUTES

ORDINARY MEETING OF COUNCIL

TUESDAY, 26 MAY 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 Murrily (Brownbill Ward)
Cr B Harwood (Kardinia Ward)
Cr P Murnane (Kardinia Ward)
Cr R Nelson (Kardinia Ward)
Cr A Aitken (Windermere Ward)

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**MINUTES OF THE ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 26 MAY 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 Murrhly, P Murnane, 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 acknowledges the Wadawurrung Traditional Owners of this land and I pay my respects to all Elders past and present and to all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

APOLOGIES: Nil.

CONFIRMATION OF MINUTES:

Cr Murrhly moved, Cr Aitken seconded -

That the Minutes of the Ordinary Meeting held on 28 April 2020 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST:

Cr Aitken declared a Conflict of Interest in Agenda Item 2 – Draft Saleyards Precinct Plan Consultation. in that his employer is a major tenant of the precinct being considered.

Cr Kontelj declared a Conflict of Interest in Agenda Item 8 – Tender T2000038 Supply of Asphalt Works, Products and Services in that a number of contractors and suppliers noted in the report are customers of the business of which I am a Director.

PUBLIC QUESTION AND SUBMISSION TIME:

Michelle Fielding submitted the following question:

With the increase in traffic along Aberdeen Street resulting from the development of Fyansford (which is set to increase further with the newly commenced developments), I would really like Council to introduce a nature strip and tree planting along Aberdeen Street between Shannon Avenue and LaTrobe Terrace. The current footpath is over three metres wide and therefore, even if a nature strip only 75cm-100cm wide was introduced, there would still be more than ample space for wheelchairs, kid's bikes, dog walkers etc.

The nature strip and trees would soften the harshness of the streetscape; reduce noise and combat the carbon monoxide increase from the traffic - additionally, it would really improve the aesthetic of the street. Thank you for considering my request.

Thank you Michelle for your suggestion to improve the amenity and streetscape along Aberdeen Street. Our Parks and Gardens team will commence investigation and consultation regarding your request. Subject to the outcome of this initial work we will consider your request as part of next year's tree planting program.

Leighanne Crocker submitted the following questions:

- 1) Can Council please give the final cost of demolition of Belchers to the Owners of Belchers Corner? (We have been advised by Administrators that costs have escalated, but due to privacy Council won't tell owners as at 15/5/20).

Thank you Leighanne for your questions :

At this stage, the final cost of the works is unknown as they are not yet complete. Once the works are complete, the City will be in a position to advise the Owners Corporation of the final costs

- 2) Can Council tell owners when demolition will be completed of the Belchers Corner building?

The City expects the works to be completed in July 2020.

- 3) Why have Council not been more forthcoming with this information when the Owners are being affected by this including their personal wellbeing and financial security due to Councils actions in relation to the buildings demolition? (as at 15/5/20).

The City has been in contact with the Owners Corporation and has informed the Owners Corporation of the progress of the demolition works and associated costs.

Margaret Nash submitted the following questions in relation to the Fyansford Landfill:

1. *What are the functions included in the existing rights use?*

Thank you Margaret for your question:

The existing use right relates to a Tip/Landfill.

- 2) *For what period of time has the site operated under existing rights use?*

Clause 63.01 of the planning scheme outlines the circumstances in which existing use rights can be established. Relevantly here, either the tip operated prior to the introduction of the 'new' Planning Scheme or the use operated continuously for 15 years. Both are applicable.

- 3) *What is the advice that Council has relied upon in making assessment of permissible activity under existing use rights and can Council please provide copies of that advice to residents in the vicinity of the tip.*

Council has relied on its files and records to understand existing use rights. The release of information is being considered by the City.

Jennifer Bantow submitted the following question:

At least two permit applications are for properties under the City of Greater Geelong Heritage Overlay. One includes the information that the property is under the Heritage Overlay, and the other does not.

The third application PP-623-2019 (Big Shed site) is described as partial demolition, construction of forty dwellings including seven apartments, and a multi-lot subdivision. This property is a large area, and the entire site is under a Heritage Overlay HO 931, but there is no mention of the Heritage Overlay.

The eighth application PP-1277-2019 34 Skene Street NEWTOWN is described as Building and Works to Construct a Dwelling and Fence in a Heritage Overlay.

The March 2020 list includes four properties under the HO and one permit in a Significant Landscape Overlay PP-1172-2019 19 Dare Street, Ocean Grove.

There's no way of knowing if there were other properties under a heritage overlay or a significant landscape overlay.

- 1) Would Council please consider a request, that for consistency in reporting, could any permit application for a property which is under a Heritage Overlay, or under a Significant Landscape Overlay, should include this detail in the permit description, both when the permit application is lodged, and when the permit application is listed in the Planning Delegations List, so the public is informed about this aspect of the application?

Thank you Jennifer for your question :

The purpose of the Planning Delegations report is to provide a schedule of applications determined under delegation. This record must relate to the land use or development that has been applied for and not the Zone or overlay.

PETITIONS:

Cr Murrhly presented an updated petition which was previously presented to the Community Focus Council Meeting on 12 May from residents objecting to the types of trees and the location of which they are being planted in and around St Helens.

1. COMMUNITY FEEDBACK - DRAFT DOG CONTROL ORDERS FOR LAND MANAGED BY BARWON COAST COMMITTEE OF MANAGEMENT INC.

Source: Planning, Design & Development
Director: Gareth Smith
Portfolio: Community Health, Wellbeing and Safety

Purpose

1. To present community feedback regarding the draft dog control orders applicable to land managed by Barwon Coast Committee of Management Inc. (BCCM) and seek Council endorsement to present revised Orders to BCCM for their endorsement prior to Council's further consideration.

Background

2. In 2008 as part of the Domestic Animal Management Plan, Council adopted dog control orders (the Orders) on behalf of BCCM that remain in place (**Attachment 2**).
3. In 2019, BCCM requested Council consider adopting proposed changes to the existing Orders. Council endorsed public exhibition of draft dog control orders at its 10 September 2019 Council meeting. The draft Orders aimed to simplify existing Orders and provide a balanced access arrangement for dog owners and non-dog owners.
4. A six-week community engagement process was conducted by the City throughout October and November 2019 regarding the proposed Orders. There were 592 participants in providing feedback through survey, correspondence and face to face community meetings.

Key Matters

5. Dog Control Orders inherently may see contrasting views between dog owners and non-dog owners. The BCCM and City seek to find an appropriate balance that provides areas for both to safely enjoy the coast whilst protecting the significant environmental values.
6. Consultation findings indicated both dog and non-dog owners desire for improved sharing of this coastal space, however also expressed the need for some modifications to be made to the draft Orders, including adjusting summer season length and changing timed access for dogs at certain locations.
7. There was a minority number of dog and non-dog owners who had firm and contrasting views to either support full dog access or complete dog prohibition.
8. A summary of feedback themes is included in **Attachment 4**. A comprehensive report on consultation findings can be found on the City's website.
9. BCCM and City representatives have considered the feedback and identified several amendments to the exhibited draft Orders including increased time ranges for dog owners and greater flexibility in some on lead areas. The BCCM seek to maintain the proposed prohibition of dogs on the Ocean Grove main beach as it remains an important objective for BCCM on safety, amenity and environmental grounds.
10. Suggested amendments to the exhibited Orders will permit access with a dog to 72.7% of the coastline with significant reductions of prohibited areas/periods, offset by additional conditional dogs on lead areas. Revised Orders are included as **Attachment 3**.

Cr Sullivan moved, Cr Mason seconded -

11. That Council:

11.1 Note the findings of the community consultation process summarised in Attachment 4.

11.2 Seek endorsement from Barwon Coast Committee of Management Inc. of the amended draft Dog Control Orders as found in Attachment 3, noting changes from the exhibited Dog Control Orders, including:

11.2.1 dog access times in the Seasonal Zones (Areas B and C) amended from 8.00pm – 8.00am to 7.00pm – 9.00am, consistent with other coastal dog orders adopted by the Great Ocean Road Coast Committee;

11.2.2 dogs needing to be on lead in Area A when horses are present rather than all year round or at specified times and permitted off lead when horses are not present;

11.2.3 dogs being on lead at all times in Area E, 75m either side of the 7W marker rather than the whole area between 7W and 8W, acknowledging the community sentiment to keep the intent of the current orders in place; and

11.2.4 dogs being prohibited from the Ocean Grove main beach (Area D) from 1 December to 30 April and on lead from 1 May to 30 November.

Carried.

Attachment 1

Financial Implications

1. There are no financial implications to the City with respect to adopting revised Orders as BCCM will be responsible for updating signs and communicating the Orders to the community. The City's animal patrols will continue as has been done in the past.

Community Engagement

2. An extensive community engagement process was conducted for 6 weeks, enabling people to complete the online survey or to attend face to face drop-in consultation sessions, where they could gain further information regarding the intent of the proposed changes prior to submitting their feedback.
3. There were 592 contributions to the engagement process including:
 - 3.1 477 surveys (3:1 dog owners: non-dog owners);
 - 3.2 104 attended a face-to-face consultation (9:1 dog owners: non-dog owners); and
 - 3.3 11 individuals submitted opinions via letter or email.

There was significantly more dog owners provided feedback than those without dogs.

4. Results of the community engagement are summarised in **Attachment 4**, and the comprehensive consultation findings report can be found on the City's website.
5. Seeking BCCM endorsement of amendments to the draft Orders based on community feedback is a required process as the land manager, prior to the Council formally considering to the endorse the Orders.
6. Subject to BCCM endorsement of revised Dog Control Orders (**Attachment 3**) the Council will then be presented final Orders to endorse.

Social Equity Considerations

7. The revised Orders aim to provide appropriate access to the coast for the entire community including a balance between those with dogs and those seeking access without dogs. The revised Orders provide dog owners with access to 72.7% of the BCCM coastal lands.

Policy/Legal/Statutory Implications

8. Upon reviewing community feedback and deciding upon the modifications to the subject dog control orders, Council and the BCCM need to agree on the Orders prior to the Council formally authorising the 'making' of such orders as required under Section 26 (2) of the Domestic Animals Act 2008.

Alignment to Council Plan

9. The development and applying of Dog Control Orders aligns to:
 - 9.1. Improved Health and Safety of our Community:
 - 9.1.1 Providing safer public places;
 - 9.1.2 Encouraging responsible pet ownership; and
 - 9.1.3 Promoting active living.
 - 9.2. Informed Social Infrastructure and Planning:
 - 9.2.1 Provide more quality spaces that support active lifestyles.

9.3. More Inclusive and Diverse Community:

- 9.3.1 Supporting activities that improve social connections in the community.

Conflict of Interest

10. There is no conflict of interest with respect to any officer in the preparation of this report, nor the community consultation process.

Risk Assessment

11. By implementing enforceable dog control orders on the subject BCCM land, Council has the opportunity to improve risk, safety and amenity outcomes for all users of the subject areas.

Environmental Implications

12. The proposed Orders consider environmental values of the BCCM coastal lands and where appropriate includes access restrictions to protect areas of environmental significance. This is one of the key objectives of the proposed orders.

ATTACHMENT 2 - Current dog control orders



Legend description

- **OFF LEASH** - Supervised area & under 'effective control' all year round
- **ON LEASH** - Dogs Prohibited 18th Dec to 31st Jan, unless transiting area and must be on leash.
- **PROHIBITED Area** - All year round
- **SEASONAL 1** - 5 x dog order changes in a calendar year. Prohibited 18th Dec to 31st Jan. ON leash 1st Dec to 17th Dec & 1st Feb to 30 Apr. Allowed under effective control, 1st May to 30th Nov.
- **SEASONAL 2** - 3 x dog order changes in a calendar year. Dogs prohibited 18th Dec to 31st Jan. ON leash 1st Feb to 17th Dec.
- **SEASONAL 3** - 3 x dog order changes in a calendar year. Allowed under effective control, 1st Feb to 17th Dec. ON leash 18th Dec to 31st Jan
- **ON Leash (Inland Trail)** - ON leash at all times, shared trails and paths

ATTACHMENT 3- Proposed dog control orders



Legend description

- OFF LEASH - Supervised area & under 'effective control' all year round
- ON LEASH - Dogs Prohibited 18th Dec to 31st Jan unless transiting area on leash; When horses are present (in horse zone (Zone A)); and 75m either side of Collendina beach access point (Zone E)
- PROHIBITED Area - All year round
- SEASONAL - **3 x dog order changes in a calendar year** Prohibited 9am-7pm 1st Dec to 30 Apr. ON leash 7pm-9am 1st Dec to 30th Apr. Supervised off leash 1st May to 30th Nov.
- ON Leash (Inland Trail) - ON leash at all times, shared trails and paths
- CARAVAN Parks - Transit only, on leash at all times

THE CITY OF
GREATER GEELONG

ATTACHMENT 4

**BARWON COASTAL
COMMITTEE OF
MANAGEMENT INC.
DRAFT DOG
CONTROL ORDERS**

**SUMMARY
COMMUNITY
FEEDBACK.**

Executive Summary

A six-week community engagement process was undertaken regarding proposed Barwon Coast dog control order (the Orders) changes, affecting 5 key areas of the Barwon Coast managed coastline.

592 people participated in the engagement;

- 477 through the online survey (3:1 dog owners: non-dog owners)
- 104 community members attended a face-to-face consultation (9:1 dog owners: non-dog owners)
- 11 individuals submitted opinions via letter or email.

Significantly more dog owners provided feedback than those without dogs.

The majority of dog owners disagreed with proposed changes at areas A (13th Beach), D (Ocean Grove Main Beach) and E (Collendina). However, many within this group were supportive to further variations being made to the proposed orders that could closer align to their expectations. A smaller proportion of dog owners have the view that the proposed orders be fully rejected.

Common themes arising from the non-dog owners include;

- the regular failure of people not having their dogs under "effective control".
- dogs roaming freely in car parks where they should be on leash.
- more patrolling and enforcement of dog orders is required to achieve their intent.
- too little of the Barwon Coast's beaches are dog-free and more consideration needs to be given towards safety, amenity and environmental protection.

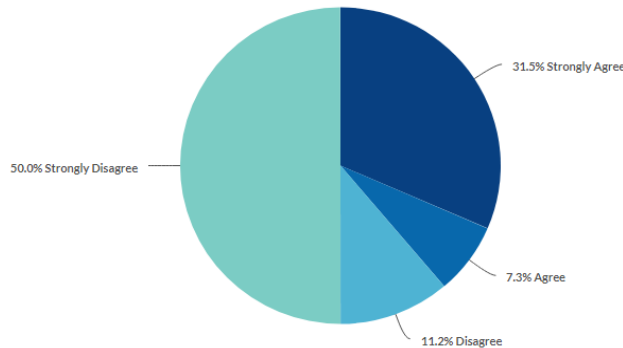
Common themes arising from dog owners include;

- Too restrictive in terms of hours of access and areas.
- Support simplification of varying rules across areas and within some areas

Key Survey Findings

Area A: 40W – 36W (13th Beach)

Proposed changing of the “Horse zone” in this region from year-round “Dogs off-leash” to “Dogs on leash”.



86.7% of non-dog owners strongly agree with proposal, 63.9% of dog owners strongly disagree with proposal.

Overall:

- Strongly agree = 31.5%
- Agree = 7.3%
- Disagree = 11.2%
- Strongly disagree = 50.0%

MAIN REASONS FOR APPROVAL INCLUDED:

Improved sharing of the beach (76.8%) – *“People, in particular aged, disabled and children need to be safe whilst on the beach.”*

Better environmental protection of flora & fauna (72.5%) – *“I’m a conservation biologist and hate seeing these birds get hugely adversely impacted upon by dogs off the lead”*

Appropriate level of restriction on dogs (63.8%) – *“No dog off-leash is ever under effective control. Many examples!”*

MAIN REASONS FOR DISAPPROVAL INCLUDED:

Too restrictive on dogs (94.5%) – *“I agree with on leash with parts of the year. But in the middle of winter and when no hoodies are nesting is ridiculous.”*

Other (21.1%) – *“Only access point to the beach with a ramp as well as stairs, making it impossible for elderly dogs, or disabled humans to access beach.”*

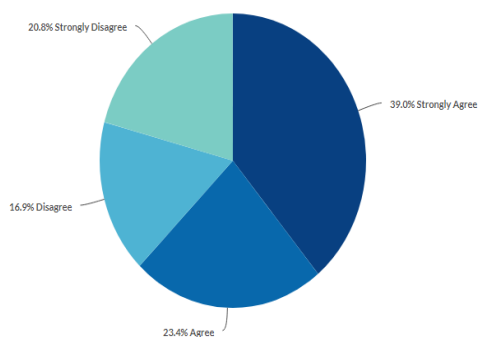
PROPOSED VARIATIONS TO THE EXHIBITED ORDERS:

A sizable portion of respondees suggested making "timed access" available for dogs to use the area off-lead, so that it can be shared between humans, dogs and horses. This could work well when such times are outside the times when horse training occurs. **Recommended** the Orders allow for dogs to be on lead at any time horses are present. This would be similar to the 'hooded plover' orders the City has adopted between Collendina and Pt Lonsdale.

Area B: 34W-36W – (east of 13th Beach towards bluff)

Proposed removal of “Supervised off-leash” orders from 35W-36W; and proposed removal of “Prohibited unless transiting” orders from 34W-35W, to become “Seasonal” orders (including “Prohibited” 8am – 8pm, “On leash” 8pm – 8am between Dec 1 – April 30; “Supervised off leash” remainder of the year).

63.6% of non-dog owners agree with proposal, 61.8% of dog owners agree with proposal.



Overall:

- Strongly agree = 39.0%
- Agree = 23.4%
- Disagree = 16.9%
- Strongly disagree = 20.8%

MAIN REASONS FOR APPROVAL INCLUDED:

Improved sharing of the beach (75.8%) – *“Allows dogs to be exercised before peak periods to create a happy medium”*

Appropriate level of restriction on dogs (49.5%) – *“Under 'effective control' must be enforced, as owners in general can't effectively control their off-leash dog”*

Orders are clearer (29.5%) – *“I am heartened by the recognition that the current regulations are being reviewed and updated. The existing seasonal signage is lengthy and I rarely see beach users reading the signs prior to using the beach. Of course, any changes will only be as useful as they are enforced.”*

MAIN REASONS FOR DISAPPROVAL INCLUDED:

Too restrictive on dogs (55.2%) – *“It should be 9am - 7pm to allow people to walk their dogs in daylight hours. Once again, the whole premise is that beach use is preferred without dogs. Many people live at the beach or move to the beach to enjoy the space with their dog. So 'improve the beach use for all' presupposes people that don't want dogs”*

Other (37.9%) – *“There is never anyone enforcing the rules so they won't be followed.”*

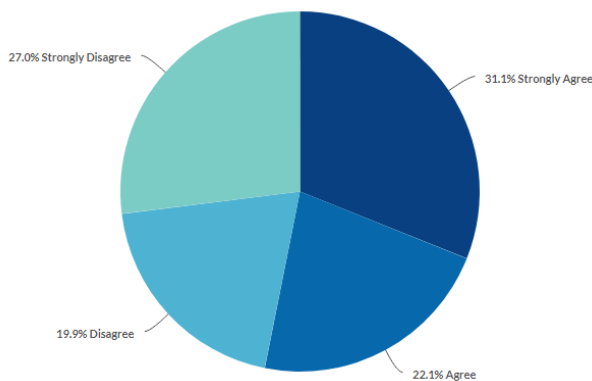
Not enough environmental protection (29.3%) – ***“The dates do not start early enough to protect breeding and nesting birds. The problem with dogs on beaches is not only about human enjoyment.”***

PROPOSED VARIATIONS TO THE EXHIBITED ORDERS:

Feedback included the timed access start and finish times as being too restrictive. It was suggested changing the access times to align with the rest of the coastline rules and allow longer access in daylight hours for dog owners whilst still leaving the beach dog free for beach users through peak hours. **Recommended** to change the exhibited orders for dog access times from 8 p.m. - 8 a.m. to 7 p.m. to 9 a.m. all year round (no prohibitions).

Area C – 16W – 27W (East and West bank of Barwon River)

Removal of current “Seasonal” orders (including “Prohibited” Dec 18 – Jan 31; “On leash” Dec 1 – 17 & Feb 1 – April 30; off leash remainder of the year) to become new “Seasonal” orders (including Prohibited 8am – 8pm, On leash 8pm – 8am: Dec 1 – April 30; Supervised off leash remainder of the year)



54.4% of non-dog owners agree with proposal, 52.7% of dog owners agree with proposal.

Overall:

- 31.1% strongly agree
- 22.1% agree
- 19.9% disagree
- 27.0% strongly disagree

MAIN REASONS FOR APPROVAL INCLUDED:

Improved sharing of the beach (68.6%) – *“I welcome the restriction from 8am-8pm for the few months it is in place for people like our family to enjoy the beach without dogs. However, for 7 months of the year our family won't feel comfortable and safe at that beach because dogs are allowed off leash. Our son has a disability and is scared of dogs and that is a safe and protected beach to access for families.”*

Appropriate level of restriction on dogs (48.6%) – *“I would like to see this a prohibited area at all times to allow small children to play in safety and older people to enjoy walks on the beach.”*

Better environmental protection of flora and fauna (41.4%) – *“Provides a buffer of protection to the Marine Protected Area just to the south. The timed access however does not provide adequate protection during winter months for migratory species.”*

MAIN REASONS FOR DISAPPROVAL INCLUDED:

Too restrictive on dogs (54.8%) – *“Doesn’t allow for ANY daytime access during the warmer months of the year. I don’t understand why dogs cannot be walked ON LEASH along the water’s edge all year round. If necessary, for month of January perhaps dogs could be prohibited during 9 am to 5pm, allowing dogs and their owners to at least access the beach before and after small children have been to the beach, but restricting their access to the beach during daylight hours for three months is EXCESSIVE.”*

Other (43.5%) – *“I think the simplification of the seasonal areas are a great idea however I would suggest making the hours a little more accessible to dogs and their owners by changing the restriction to 9am-6pm. You’re going to end up with a whole heap of people trying to access the beach with their dogs in a short period of daylight hours otherwise. Not only that, it is very restrictive of those who have obligations such as children, shift work etc.”*

Allows too much dog-based interference on others (32.3%) – *“The Bellarine is an incredibly sensitive environment, and dog walkers have proven to have little respect for this area, by leaving dog poo everywhere as well as broken toys and leashes in the dunes. It ruins the beach, and it’d be much safer for all if dogs were restricted to land-based dog parks”... “I am so sick of seeing huge piles of dog shit on our steps and beaches...”*

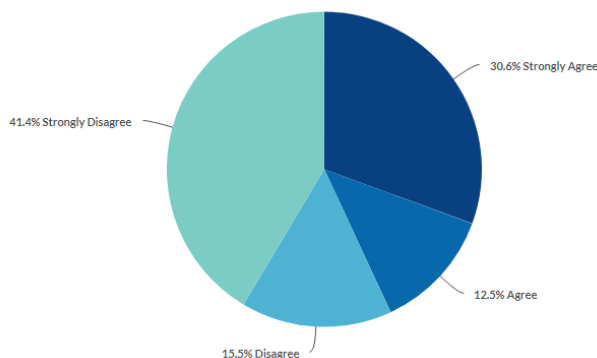
PROPOSED VARIATIONS TO THE EXHIBITED ORDERS:

This zone, comprising of both the east and west bank of the Barwon River is managed by Parks Victoria and Barwon Coast, and have different dog restrictions for this land.

There was mixed feedback for this area. Dog owners were suggesting a shorter summer season (running from mid-December to end of January, not 4 months) and to extend dog access hours as above. Non-dog owners reported that this area should be further restricted to dogs, for beach user safety (small children frequent this area), and due to the environmental sensitivity of this RAMSAR registered wetland. This would then change the prohibition at all times during certain periods of the year to being a conditional dog on lead area, at certain times all year round. **Recommended** to amend from dogs being prohibited during Dec-Apr to dogs having access (on lead) at nominated times; furthermore, the times changed from the original 8 p.m. - 8 a.m. to 7 p.m. to 9 a.m. all year round (no prohibitions and greater opportunity for dog owners); off lead and supervised between 1 May and 30 Nov.

Area D – 13W – 15W west (Ocean Grove main beach)

Changes proposed to the popular “Main Beach” of Ocean Grove which sits directly in front of the Ocean Grove Surf Life Saving Club, include: removal of existing “Seasonal” orders (Prohibited Dec 18 – Jan 31; On leash Dec 1 – 17 & Feb 1 – April 30; Off leash remainder of the year) to become “Prohibited” all year.



82.3% of non-dog owners agree with proposal, 73.4% of dog owners disagree with proposal.

Overall:

- 30.6% strongly agree
- 13.5% agree
- 15.5% disagree
- 41.4% strongly disagree

MAIN REASONS FOR APPROVAL INCLUDED:

Improved sharing of the beach (75%) – *“Great dogs are now banned between 15 & 13W however this ban needs to be extended to cover 13w to 11w. This area is so crowded now. It is next to town, has toilets & car park. Issues of unwanted advances, safety, dog faeces & urine have not really been considered carefully. The draft does not provide equity. Between zone 27w and 7w dogs are allowed on over 5 kilometres of beach, the total dog free stretch is under 500 metres! A fairer, safer outcome needs to happen.”*

Appropriate level of restriction on dogs (67.2%) – *“Given that ocean grove main beach is patrolled and very family friendly, it is the best choice for people without dogs and child friendly beach breaks... It provides a safe area for those who are afraid of dogs as well as small children. Would like the area to be larger, .i.e. longer”*

MAIN REASONS FOR DISAPPROVAL INCLUDED:

Too restrictive on dogs (81.9%) – *This should be seasonal. Not necessary all year round as the overwhelming majority of beach users off season are dog owners walking their dog.*

Other (33.7%) – *“All that really needs to happen is 3 things: 1. blanket ban for dogs at OG main beach from mid-December to maybe Easter. 2. Better signage. 3. Actual patrolling and enforcement. Changing all the rules will not deter the idiots that want to ruin it for everyone. They will still flout the laws. I don't own a dog but I do enjoy seeing them run freely on the beach daily on my walks.”*

“Destroying community lifestyle, absolutely and without question. Do you realise how many people walk between Ocean Grove and Barwon Heads as a routine daily walk with their pets, saying hello to all the other folk they interact with one a daily basis. This will be gone, with the tick of a pen. Do you realise this? People walk for their physical and mental health, especially the older members of our community.”

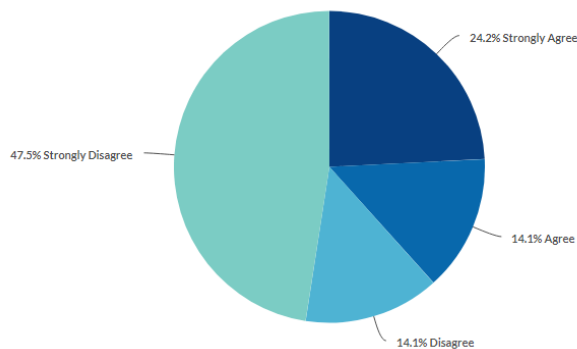
“People on walkers, wheelchairs, or walking sticks cannot access the off leash area in Area E, i.e. too many steps or a very steep access point. The wooden ramp in area D is suitable for walkers etc. If dogs are banned all year this means people with disabilities will not be able to access the beach. Very, very unfair. Additionally, during the winter months the only people on the beach are surfers (who often have dogs) and dog-walkers. May through to November this should be a dog friendly beach!”

PROPOSED VARIATIONS TO THE EXHIBITED ORDERS:

Many dog owners were adamant that these orders should not be accepted as they currently are. Some dog owners and most non dog owners stated that the dog-free area needs to be larger, and that human safety and needs should take precedence. Some comments were also made about having access to the main beach at certain hours early and late in the day (before 9am and after 7pm). As the land manager, BCCM deals with much conflict at this location and wish to maintain user safety and amenity for the main beach. For this reason, increased opportunities for dog owners have been created at numerous other locations. Disability ramps and upper walking trails are in place to enable any member of the public to access dog accessible beaches. **Recommended** for the proposed Orders to remain as exhibited.

Area E – 7W – 8W (Collendina Beach)

This is “Collendina beach” and the end of the Barwon Coast managed coastline to the east. Proposed changes include the removal of small existing “Prohibited unless transiting” zone, and removal of the “Off leash” zone, to become “On leash” all year round.



59.4% of non-dog owners strongly agree with the proposed changes, 59.6% of dog owners strongly disagree.

Overall:

- 24.2% strongly agree
- 14.1% agree
- 14.1% disagree
- 47.5% strongly disagree

MAIN REASONS FOR APPROVAL INCLUDED:

Improved sharing of the beach (77.0%) – *“FANTASTIC. There should be more on lead areas right along Collendina/Ocean Grove stretch, if dogs are going to be allowed at all!”*

Appropriate level of restriction on dogs (66.4%) – *“Good idea. Will need ranger patrols to establish compliance in early days. CLEAR SIGNAGE will help.”*

MAIN REASONS FOR DISAPPROVAL INCLUDED:

Too restrictive on dogs (82.0%) – *“The vast majority of the community here enjoy walking our dogs off lead in this spot. I have never witnessed any dog fight, or dog causing any human any harm in over 10 years. It is disgraceful for you to consider proposing this, and we will never abide by it.”*

“We moved to Collendina because we want to utilise the beach with our family and dog at our local beach with a carpark.

Happy to have the immediate area around the staircase on lead in a seasonal approach however it is ridiculous to restrict access all year round when the 7W – 8W is rarely used by non-dog owners in the cooler months. The vast majority of beach goers in this area are beach goers with dogs!”

Other (34.4) – *“I think that the only change required is that the current rulings be enforced. Currently there is little to no presence of any consequences should we not keep our dogs on leashes on walkways, paths, stairs or other 'on lead' stretches of environment. It would be interesting to see what the impact of that would be rather than extend the area where rule breaking is encouraged. I have tried myself to advise others of the 'on leash' rules however after some unpleasant experiences I have now decided not to put myself in a position which may become dangerous.”*

PROPOSED VARIATIONS TO THE EXHIBITED ORDERS:

A contrast of perspectives regarding the proposed changes. Consideration for a seasonal approach to this area would be appropriate, where dogs are on lead over the summer peak period, but then can return to using 7W - 8W off lead outside this period. **Recommended** dogs on lead to be defined by the signage on the beach and at the access points, 75m either side of beach access 7W.

Cr Aitken declared a Conflict of Interest in Agenda Item 2 – Draft Saleyards Precinct Plan Consultation. in that his employer is a major tenant of the precinct being considered and left the room at 7.13 prior to discussion of the item.

2. DRAFT SALEYARDS PRECINCT PLAN CONSULTATION

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

Purpose

1. To seek Council endorsement to release the draft Saleyards Precinct Plan for public consultation.

Background

2. In August 2018 Council resolved to support a residential and mixed use development on the former Geelong Saleyards site and support community consultation to inform the Plan's directions.
3. The draft Plan has been prepared (see **Attachment 2**) and outlines the background, policy context, site analysis, consultation, design principles, framework plan, concept plan and implementation plan which will inform the future use and development of the precinct.

Key Matters

4. A mixed use development which includes predominantly medium to high density residential development with supporting retail and commercial uses and high quality parkland and streetscapes have been identified as the preferred uses within the precinct.
5. Council is a major landholder providing an exciting opportunity for the City to lead the creation of a unique urban infill residential and mixed use development based on the Plan. Innovation in urban design, architecture, affordable and social housing, environmental sustainability and technology are all preferred outcomes for the site.
6. The historic saleyards use and heritage assets of the site will be celebrated and preserved including the cattle yards and ramp, bluestone drain, central thoroughfare and latrines shed through interpretation and adaptive reuse.
7. The COVID-19 crisis will have a major impact on the economy. This project will boost the City's readiness to have proposals that are shovel ready and can enable economic recovery.
8. The Plan is proposed to go out for consultation for a period of 8 weeks. Consultation on the proposal will be designed with the current situation with COVID-19 in mind.
9. A report will be prepared later in the year for Council to consider submissions and adopt the final Plan including options to implement the vision.

Cr Murrphy moved, Cr Kontelj seconded -

10. That Council:

10.1 Support the draft directions and design principles for the precinct; and

10.2 Endorse the release of the draft Saleyards Precinct Plan for public consultation for a period not less than 8 weeks.

Carried.

Attachment 1

Financial Implications

1. There are no significant financial implications in noting the draft Plan and releasing it for consultation.
2. Officers are investigating the options available to the City to achieve the best economic, social and environmental outcomes from the sale of the Council owned part of the precinct. Council is a major land-holder and this presents some unique opportunities. These sale options will be presented upon the finalisation of the precinct plan.

Community Engagement

3. On 3 September 2019 the City held a workshop to give landowners, the community and key stakeholders an opportunity to inform the Plan. These workshops looked at preferred outcomes, opportunities and challenges, movement, look and feel and activities. A summary of the workshop can be found in **Attachment 2**.
4. Consultation on the draft precinct plan will allow further engagement and feedback before the Plan is finalised and the vision for the site can start to be realised.
5. The consultation for this project will be designed to respond to current circumstances around COVID-19. The consultation period will be 8 weeks to give the community an adequate amount of time to engage in the process. In lieu of face to face consultation, the community will have an opportunity to engage through a variety of online platforms. The documents will be accessible online. Those who may have specific questions may be accommodated through phone calls or online meetings.
6. Previous submitters, key landholders and stakeholders will be directly notified and notices will be placed in local newspapers and on the City's website.
7. Officers have been in discussion with the owners of the former Target site. The most recent option utilises the existing building for the medium term for an office and ancillary uses. This will not impact on achieving the long-term vision for the precinct.

Social Equity Considerations

8. A key opportunity identified for this site is to deliver affordable housing options. This includes social housing consistent with the City's Social Housing Plan 2020-2041. Given Council is a significant landholder in the precinct the City can play a major leadership, investment and partnership role in the delivery if this outcome.
9. The Plan provides high level use, design and development and layout guidance to deliver the long-term vision. The Plan allows flexibility and can be delivered in stages as the various sites are ready to be re-developed. Landholders do not have to act on the Plan once it is finalised however the Plan provides long term land use and development directions to provide certainty around future investment and other decision making.

Policy/Legal/Statutory Implications

10. The Plan is consistent with State and Local planning policies relating to the delivery of urban consolidation, a range of housing types in well serviced locations, environmentally sustainable design, the preservation of heritage and neighbourhood character and design.
11. If Council ultimately resolves to sell the Saleyards site, then it could do so at any time pursuant to the requirements of the Local Government Act.

12. The Plan is consistent with the Social Housing Plan 2020-2041, Housing Diversity Strategy, Settlement Strategy, One Planet Living principles and the Clever and Creative vision.
13. The outcomes of the Rippleside Catchment Drainage and Flood Study will inform the final design and development of the site.

Alignment to Council Plan

14. The Plan aligns with the following strategic priorities: improved health and safety of our community, informed social infrastructure and planning, a more inclusive and diverse community, planned sustainable development, effective environmental management and organisational leadership, strategy and governance.

Conflict of Interest

15. No officers involved in the preparation of the report have any direct or indirect interest in the matter to which the report relates in accordance with the Local Government Act.

Risk Assessment

16. The site has a history of industrial uses. An Environmental Site Assessment has been undertaken and indicated remediation options are available to deliver the Plan. Any future development will need to meet EPA requirements.

Environmental Implications

17. The Plan has a design principle to 'Create a framework that supports best practice environmentally sustainable design'. It considers waste management, water sensitive urban design, building design, storm water management, One Planet Living, ESD requirements and future opportunities such as car sharing.

THE CITY OF
GREATER GEELONG

SALEYARDS

PRECINCT PLAN

FIRST DRAFT
MAY 2020



HAVE
YOUR
SAY

01.	Purpose and Background	04
02.	Planning Policy Context	07
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BACKGROUND

The Precinct Plan study area consists of the Geelong Saleyards, Target Australia, Sphinx Hotel and associated landholdings and the industrial zone land to the north of these sites, but south of Victoria Street between Weddell and Thompson Road. The site is well located in relation to Central Geelong and the North Geelong Railway Station.

The closure of the Saleyards and the departure of Target retail business headquarters from Geelong presented an opportunity for the City to consider what the best use of this land should be.

In August 2017 Council resolved to close the Geelong Saleyards and, amongst other things, to:

- engage with the community to develop a strategy to recognise the history of the Geelong Saleyards;
- identify Heritage elements to be retained at the Geelong Saleyards, and to make safe the site by demolishing unsafe infrastructure; (partial demolition of yards approved under planning permit PP742-2018)
- develop a Precinct Plan incorporating the provision of public open space.

In August 2018 a report to Council noted while the site is zoned for industrial use industrial development is not supported given the proximity of the site to the aged care facility and the residential development on the Geelong Golf Club site.

At this meeting Council supported:

- a mixed use development incorporating residential development in the Saleyards Precinct Plan
- consultation with the community and affected landowners to inform the directions of the Geelong Saleyards Precinct Plan

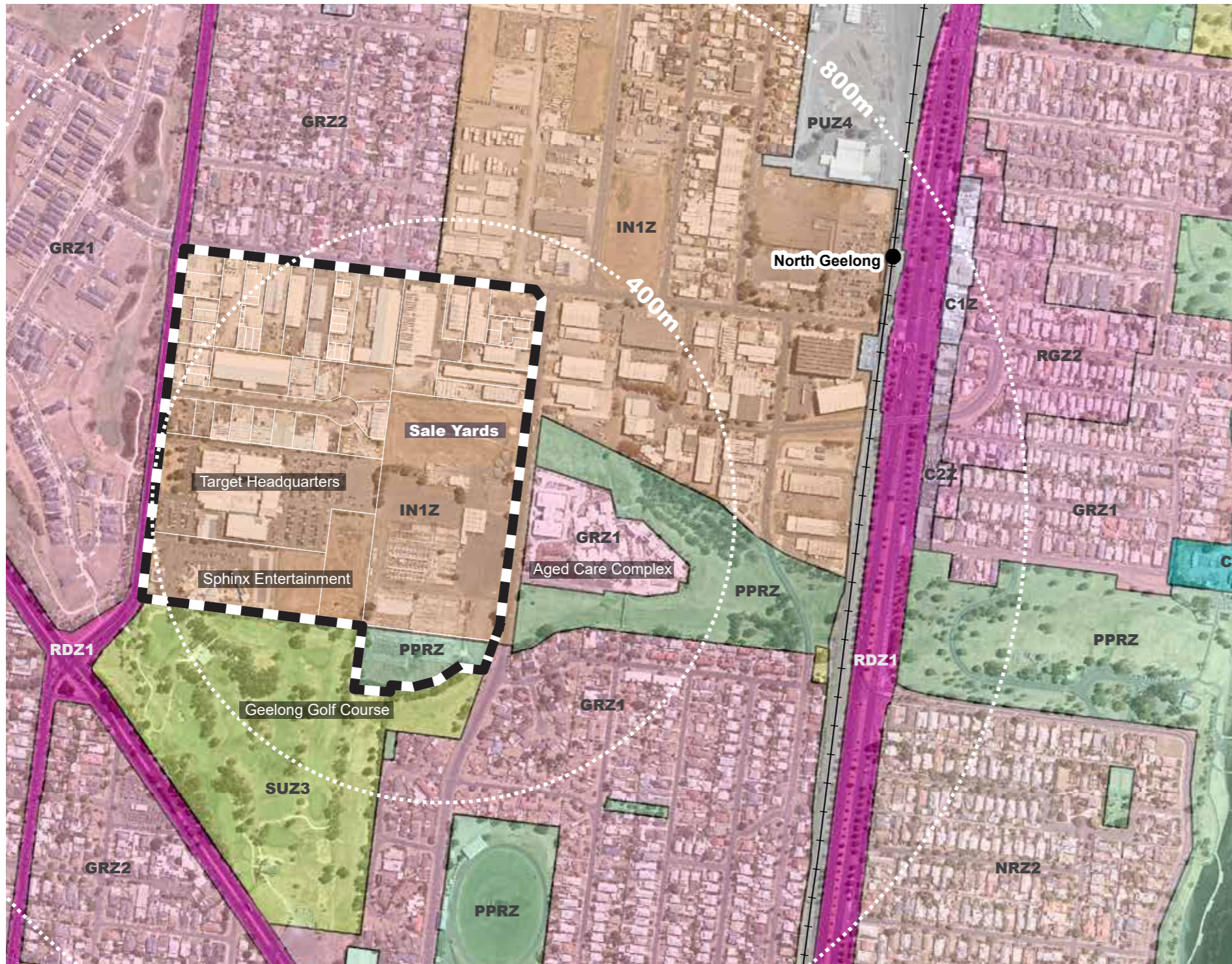
Large scale development of shops would be contrary to the City's planning policies which seek to protect the existing shopping centres in Geelong and avoid the creation of new "out of centre" developments. Similarly office development is not supported as the City's efforts are focused on increasing the number of jobs in Central Geelong.

Therefore, a mixed development with a focus on housing is the preferred land use. This is consistent with the City's housing policies that seek to support more infill housing development in established urban areas, particularly near train stations.

PURPOSE









The purpose of the Precinct Plan is:

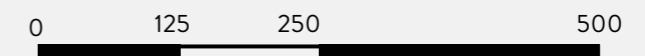
- to develop a vision for the future use of the precinct;
- to prepare a concept layout plan that addresses land-use, built form, access and movement, drainage and preferred public open space network;
- to develop a suite of planning controls to implement the vision for the precinct.



PRECINCT LAND USE CONTEXT PLAN

KEY

-  Study area
-  Industrial Zone 1
-  General Residential Zone 1 and 2
-  Residential Growth Zone 2
-  Special Use Zone 3
-  Public Park and Recreation Zone
-  Public Use Zone 4
-  Road Zone 1





PRECINCT CONTEXT PLAN

KEY

- Study area
- Existing public open space network
- Geelong Golf Course
- Key pedestrian routes
- Major roads
- Railway line and Station
- 22 Bus routes
- Drainage
- Retail centre (Packington)

The following strategic work is relevant to the development of the Precinct Plan:

SETTLEMENT AND HOUSING

11.01-1S SETTLEMENT

- Ensure regions and their settlements are planned in accordance with their relevant regional growth plan.
- Limit urban sprawl and direct growth into existing settlements.
- Promote and capitalise on opportunities for urban renewal and infill redevelopment.

16.01-3S HOUSING DIVERSITY

- To provide for a range of housing types to meet diverse needs.
- Ensure housing stock matches changing demand by widening housing choice.
- Facilitate diverse housing that offers choice and meets changing household needs through: A mix of housing types.
- Encourage the development of well-designed medium-density housing that respects the neighbourhood character, improves housing choice and makes better use of existing infrastructure.
- Support opportunities for a range of income groups to choose housing in well-serviced locations.

21.06-3 URBAN CONSOLIDATION

- To provide for the consolidation of existing urban areas in a managed way.
- To encourage an appropriate range of development densities.

NEIGHBOURHOOD CHARACTER

15.01-5S NEIGHBOURHOOD CHARACTER

- To recognise, support and protect neighbourhood character, cultural identity, and sense of place.

21.06-4 NEIGHBOURHOOD CHARACTER

- To manage the impact of urban change on existing neighbourhoods.
- To ensure that new development responds to the existing neighbourhood character.
- To protect areas with a significant garden character.

HERITAGE

15.03-1S HERITAGE CONSERVATION

- To ensure the conservation of places of heritage significance.
- Encourage appropriate development that respects places with identified heritage values. Retain those elements that contribute to the importance of the heritage place.
- Encourage the conservation and restoration of contributory elements of a heritage place.
- Ensure an appropriate setting and context for heritage places is maintained or enhanced.
- Support adaptive reuse of heritage buildings where their use has become redundant.

22.09 CULTURAL HERITAGE

- To encourage the retention of culturally significant and contributory heritage places within Heritage Overlay areas.
- To encourage development to be undertaken in accordance with the accepted conservation standards of the ICOMOS Burra Charter.
- To conserve and enhance the natural or cultural features of an area or site and to ensure that any alterations or development complement their form and appearance.

INDUSTRY

17.03-1S INDUSTRIAL LAND SUPPLY

- To ensure availability of land for industry.

13.04-1 CONTAMINATED AND POTENTIALLY CONTAMINATED LAND

- To ensure that potentially contaminated land is suitable for its intended future use and development, and that contaminated land is used safely.

13.07-1S LAND USE COMPATIBILITY

- To safeguard community amenity while facilitating appropriate commercial, industrial or other uses with potential off-site effects.

STRATEGIES

PLAN MELBOURNE 2017–2050

Plan Melbourne is a metropolitan planning strategy that defines the future shape of the city and state over the next 35 years. It seeks to integrate long-term land use, infrastructure and transport planning, and support jobs and growth, while building on Melbourne’s legacy of distinctiveness, liveability and sustainability.

G21 REGIONAL GROWTH PLAN

The G21 Regional Growth Plan is a plan to manage growth and land use pressures to 2050 in the G21 region. It sets a target of 40% of new dwellings provided through urban infill at average densities of 20 dwellings per hectare in urban Geelong.

GREATER GEELONG: CLEVER AND CREATIVE FUTURE

Greater Geelong: A Clever and Creative Future is a 30-year vision that guides all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to the Geelong city-region. In relation to development the following values are identified:

- sustainable development that responds to climate change
- design that makes best use of technology for better and more sustainable living
- development that enhances the identity of diverse neighbourhoods
- design excellence and innovation in new buildings and public spaces
- creating high amenity neighbourhoods that are well connected and sustainable
- easy access to open space and parkland near homes

HOUSING DIVERSITY STRATEGY

This strategy seeks to:

- provide for the development of a range of housing types and densities and encouraging urban consolidation within existing urban areas
- provide certainty to the existing and future community with regard to where different housing types would be supported or discouraged
- provide for a sustainable overall urban structure for the City

It does this by dividing the established urban area into three categories:

- Key Development Areas – Higher density and mixed use housing
- Increased Housing Diversity Areas – a mix of conventional housing with some medium density housing around activity centres and train stations.
- Incremental Change Areas – primarily conventional residential housing

The housing categories are described as:

Housing definition	Description	Density
Conventional housing	Single detached dwellings on lots generally ranging between 500 and 1,000 square metres (sqm). The development of an area for conventional housing	Generally results in a gross residential density 1 of 10 – 15 dwellings per hectare
Medium density housing	The provision of two or more detached or attached dwellings, townhouses or apartments on a site below four stories.	The development of an area for medium density housing generally results in a gross residential density of 20 – 40 dwellings per hectare
Higher Density housing	Attached townhouses or apartments, usually more than 3 storeys in height	The development of an area for high density housing generally results in a gross residential density of more than 40 dwellings per hectare.

The Saleyards site will be defined as a ‘Key Development Area’ given it has the potential to accommodate high-density housing (including housing, as part of mixed-use developments) in excess of 40 dwelling per hectare (around 80 dwellings/ha based on the concept plan). It is within 800m from the North Geelong train station.

SOCIAL HOUSING PLAN 2018 – 2041 AFTER HOUSING DIVERSITY STRATEGY

This strategy seeks to:

- Increase the supply of social housing across the City area to 13,500 by 2041.
- Advocate for increased state and federal investment in new social housing.
- Increase supply of social housing by contributing City-owned land to new developments.

- Amend the City’s Planning Scheme to require the inclusion of social and affordable housing in new developments, based on need.
- Continue to revitalise our neighbourhoods of high social housing to increase liveability and wellbeing.

It is council policy to seek a social and affordable housing assessment as part of the rezoning of major sites such as this one.

A social housing assessment is currently being undertaken and the outcome will form part of the site specific planning controls for this site.

SETTLEMENT STRATEGY

This strategy sets out how Greater Geelong will meet its housing need out to 2036.

Relevant strategies include:

- Direct the majority of future housing needs to urban Geelong
- Facilitate infill development to increase its housing supply contribution to 50 per cent, by 2047.
- Investigate a ‘rail corridor precinct’ approach to infill opportunities from North Geelong Station through to Breakwater
- Prepare design guidelines for areas of housing change to reduce uncertainty about the scale, form and design of neighbourhood developments.
- Investigate the infrastructure needs and funding mechanisms available to deliver upgrades as part of planning for increased housing densities.
- Ensure new major developments are designed and located to maximise public and active transport options.
- Advocate for improved public transport services in established areas to key destinations.
- Continue to invest in ‘place making’ activities – that is amenity and local facility improvements – in urban renewal areas, key development and increased housing diversity areas and activity centres.
- Ensure housing diversity is achieved in existing communities.
- Increase the level of affordable and social housing
- Apply ‘One Planet Living’ principles to growth area planning and development.

A series of background studies were undertaken to inform the development of the Precinct Plan, including;

- Drainage (Rippleside Catchment Drainage and Flood Study underway)
- Environmental Site Assessment
- Movement and Access
- Heritage
- Existing trees
- Acoustic

The site analysis is summarised on the following pages.

NEIGHBOURHOOD CONTEXT

The site is surrounded by the suburbs of North Geelong and Geelong West.

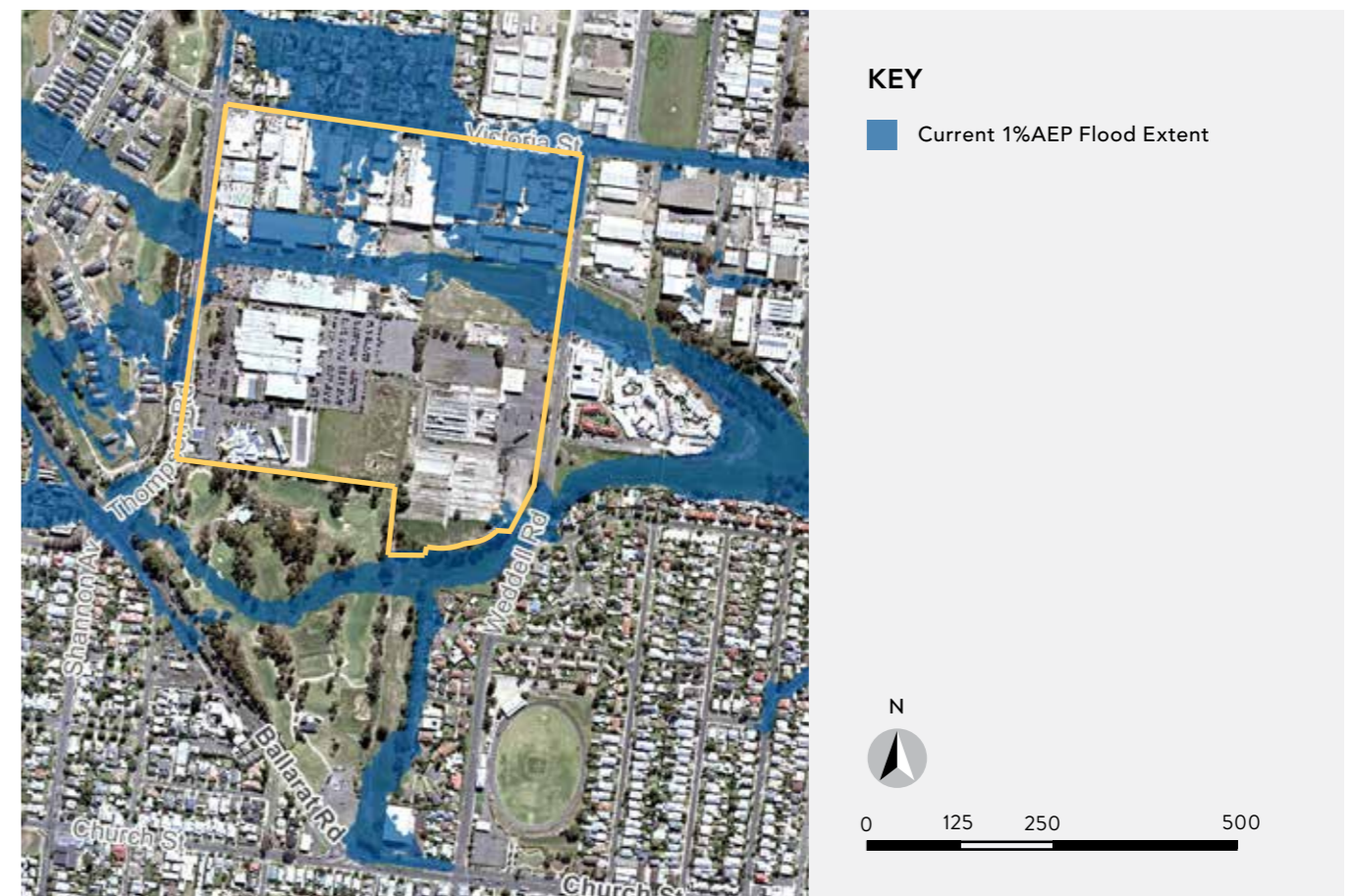
The suburbs generally comprise small scale commercial and light industrial development as well as modest single storey residential development.

The surrounding open space is fairly rudimentary, developed around a pattern of drainage.

DRAINAGE

Flooding from storm events is identified as an issue in this area. We know that at times, Weddell Road experiences flooding as water flows from west to east towards Rippleside and Corio Bay. In recent years there has been some large developments occur in the wider catchment which has increased the amount of stormwater runoff, for example the residential development at the Geelong Golf Club.

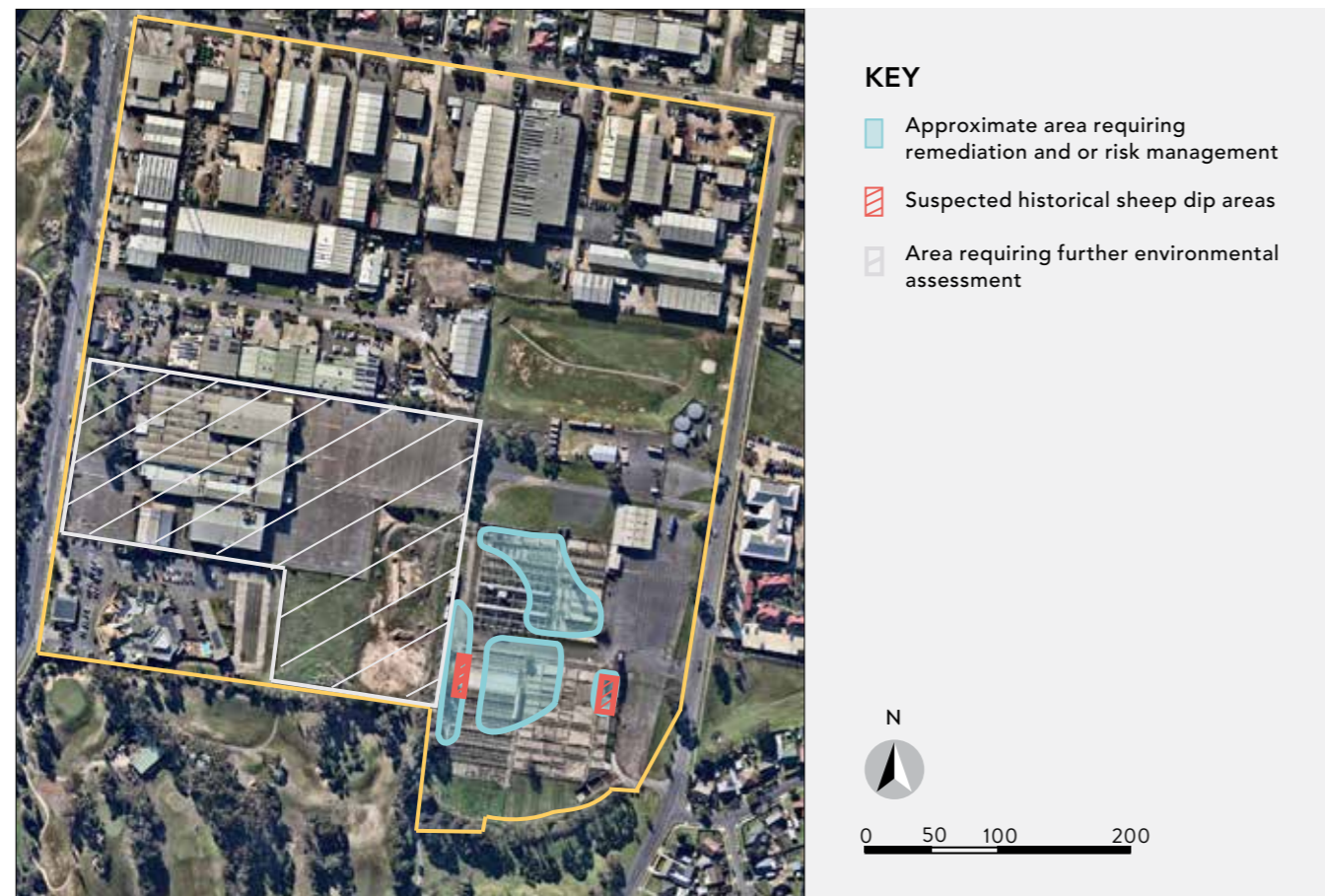
The City is preparing the Rippleside Catchment Drainage and Flood Study. The study will help The City and relevant authorities to better understand the flood risks and stormwater management opportunities in the 770Ha Rippleside catchment area. Flood studies such as these improve land use planning, emergency response, climate change adaptation and community flood preparedness.



ENVIRONMENTAL SITE ASSESSMENT

An environmental site assessment was commissioned to investigate the level of soil and ground water contamination on the Saleyards site. The report concluded that with appropriate works, the site can be remediated to accommodate residential or open space uses.

The contaminants were predominantly identified in shallow soil within the cattle yards and sheep yards and the western boundary of the site where the market office building was located. The former sheep dip location, just south of the truck wash included contamination at a greater depth. Site remediation will be required before any development occurs on site. The remediation response should be informed by a future development layout and could vary from complete removal of all contaminated material to leaving soils in situ and capping them. Further environmental assessments will be carried out on the former Target site and the vacant Sphinx land at a later date.



MOVEMENT AND ACCESS

A movement and access study was commissioned which suggested that vehicles access to the study area will be provided from both Thompson Road and Weddell Road. Thompson Road is a VicRoads arterial and any changes to this road will require VicRoads approval. The existing road network around the site is capable of accommodating the traffic generated from development in the precinct plan area. An east west connection through the area from Weddell Road to Thompson Road is required. It is recommended that the alignment be staggered to avoid it being used as though road.

The need for better pedestrian connections from the precinct to the broader transport network are also identified, including a pedestrian refuge on Thompson Road and the potential need to signalise the intersection of Victoria Street and Weddell Road as traffic volumes increase and pedestrians seek to access the train station from within the precinct.



HERITAGE

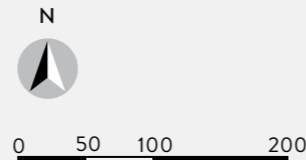
To demonstrate the historical use and assist in interpreting the history of the site the following structures will be retained:

01. Two rows of cattle yards (immediately north of the central thoroughfare). Twenty pens in total.
Exclusion: the elevated timber and steel walkways within this part of the cattle yards will be removed.
02. One timber cattle ramp.
03. The central thoroughfare, which does not have any historic fabric as such, but the east-west axis must be retained and incorporated into the Precinct Plan.
04. Bluestone paved drain in the sheep yards, south from the central thoroughfare, beneath the gabled open shed for a total distance of approximately 100 metres.
05. The Latrines Shed.

Incorporating the retained heritage fabric on the site is a key challenge for this project as much of the material is in a deteriorated state and there is no obvious new use that can be accommodated in the cattle pens. The ongoing maintenance and safety of these features and trying to find a balance between having the community access and appreciate these assets but ensuring the fabric is not further degraded by community use are key considerations.



Heritage items to be retained as per planning permit



EXISTING TREES

An arborist assessment was prepared to look at all vegetation on the site and make assessment of its health, condition and useful life expectancy.

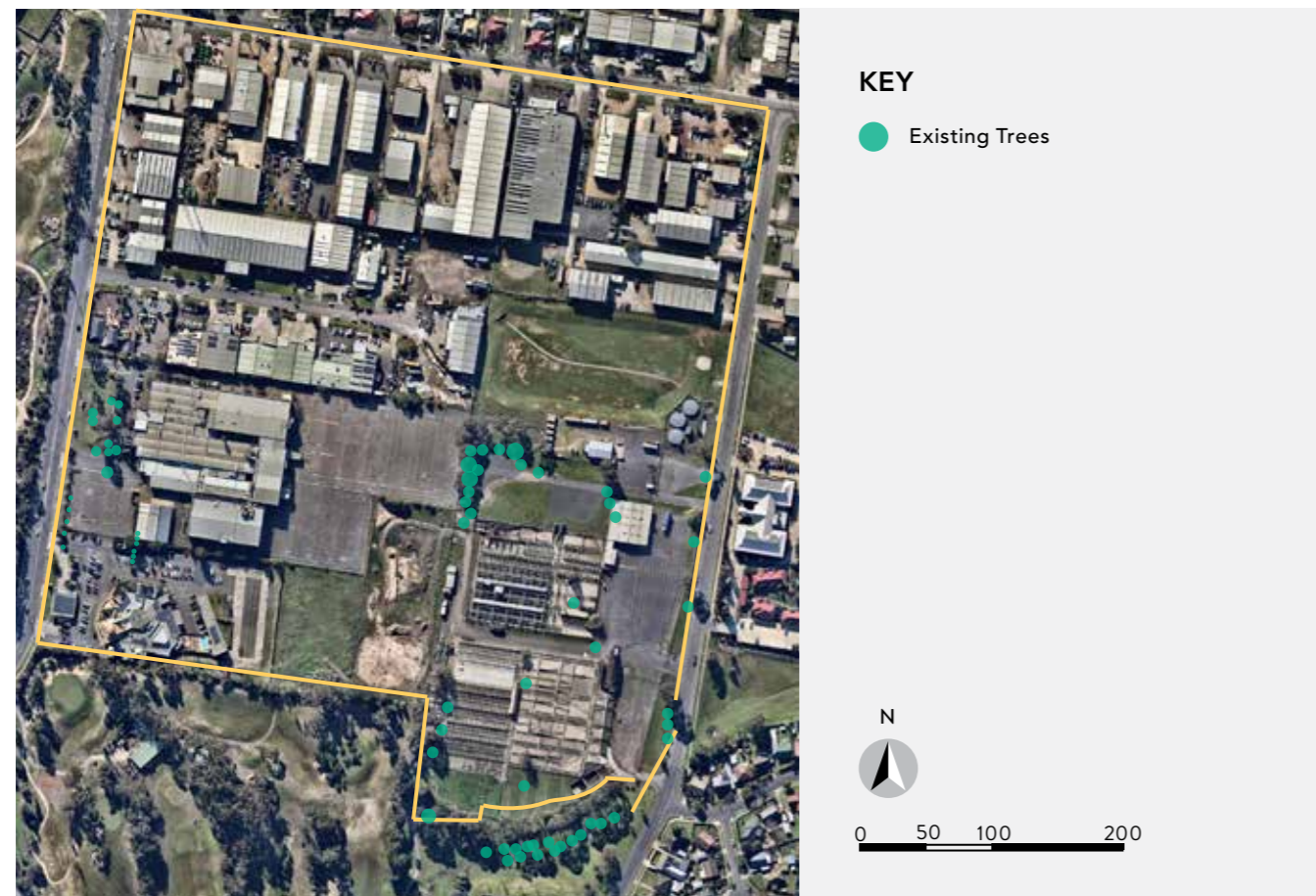
Target site: The trees in the large lawn area fronting the former Target head office are all *Corymbia* or *Eucalyptus* trees in good condition. The trees within the Target carpark are mostly *Pyrus calleryana* (Chanticleer and Capital), approximately 5 years old.

Saleyards site: The single planted specimen trees on the site were planted many years ago and have been managed for the purpose of giving shade to stock housed in pens. These trees have developed poor structures and offer limited use moving forward. Other trees have been planted as boundary plantations and have developed as plantation trees. Trees in boundary plantations offer amenity use, however their structures have formed with a heavy reliance on other trees in their plantation.

Their tall often upright form means they have developed in a manner susceptible to storm cell impacts.

Therefore the focus will be on greening the site through appropriate new plantings combined with careful retention of a select few healthy trees.

Consideration will also be given to protection of trees on the neighbouring allotments and the municipal nature strip, so as not to impact them. This is achieved by using Tree Protection Zones.



ACOUSTIC

An acoustic report was prepared to identify existing noise sources in the area and to identify how development should be designed to avoid noise impacts for future residents. Noise loggers were placed throughout the precinct and reported that the greatest noise sources were the industrial uses in the north, traffic noises from Thompson Road and music and car parking noise from the Sphinx entertainment complex. The report recommends acoustic fencing be included on site boundaries as shown on the map. It also recommends that new buildings located in some sections of study area be designed to reduce noise by using double glazing for example.



1. ACOUSTIC TREATMENT CATEGORIES 1.5M HEIGHT

KEY

- CATEGORY A $\geq 29\text{dB(A)}$ overall noise reduction to dwelling interior required
- CATEGORY B Approximately 25dB(A) overall noise reduction to dwelling interior required



2.0 ACOUSTIC TREATMENT CATEGORIES 4.5M HEIGHT

KEY

- CATEGORY A $\geq 29\text{dB(A)}$ overall noise reduction to dwelling interior required
- CATEGORY B Approximately 25dB(A) overall noise reduction to dwelling interior required



The City hosted a Precinct Planning workshop on the 3rd of September, 2019. The purpose of the workshop was to give landowners in the precinct, community members and key agencies an opportunity to inform the precinct plan.

The topics of the consultation were;

- Preferred outcomes for the future site
- Future opportunities and challenges
- Three themes to guide the future planning
 - Movement, access and connection to the site
 - The look and feel of the place
 - What people are doing

The outcomes of the consultation is summarised on the following pages.

PREFERRED OUTCOMES FOR THE FUTURE SITE

'Flagship' community of North Geelong

We will move beyond boundaries in re-imagining the potential of a large site close to the city centre and bay, creating a legacy for the city and future generations.

Where heritage and environment inspire

Our past is respected and part of community life; we live lightly, respecting the environment which nurtures us.

A welcoming, progressive, attractive place

All people are welcome here to create their home or visit. As in the past, common spaces and places facilitate and encourage community socialisation, healthy and active living. Our roads and pathways connect us to each other and beyond. We are safe.

Clever and creative ecological neighbourhood, continually evolving for generations now and into the future

Our apartment and township living and interactions with the world around us are ecological exemplars; sustainable living for today and tomorrow.

THE FUTURE OPPORTUNITIES AND CHALLENGES

When the community considered the future development of the Geelong Saleyards site the following opportunities and challenges influenced their thinking.

- The potential for a natural environment that provides ecological corridors for walking, trees for shade, natural vegetation that attracts bird life and a drainage reserve that forms a natural creek bed. An integrated ecosystem.
- The ability to be safely connected through walkways and cycle paths to the bay, station, city centre, shops, school and community spaces. Pedestrians and cyclists to be given priority over cars with improved wide footpaths and street lighting.
- A need for social infrastructure like public spaces and playgrounds where the community can come together
- The chance to design differently to create a place that connects to the past and provides a sense of community belonging and a destination. The opportunity to become a neighbourhood where all needs can be met by a 20-minute walk or drive.
- A clever and creative mix of housing that blends old and new, is affordable and caters for all life stages.

THOUGHTS AND IDEAS AROUND THE THREE THEMES

MOVEMENT, ACCESS AND CONNECTION

Shared pathways

- Shared pathways for walking, cycling and mobility scooters
- No footpath gaps on both sides of Weddell Road
- Improved footpaths around the periphery
- Footpaths connect to schools, aged care facilities, station and bay
- Improved bicycle and walking access to Pakington Street
- Facilities for bicycles, racks, bike hire
- Consider a cycle lane along the north side of Victoria Street by possibly removing a parking lane Pathways through the site: vehicles to the periphery
- Shared pathways through flood prone land
- Walk and cycle to the places you use

Safety

- Safe to move around with priority given to pedestrians not vehicles
- Upgraded Victoria and Weddell Road intersections
- Improved lighting on Weddell Road
- Improved traffic light sequencing, Church Street and Weddell Road.
- Close to Shannon Avenue which has a record of car accidents
- Safety and speed issues resolved on Victoria Street and Weddell and Church Street intersections
- Safe access on and off Thompsons Road
- Kids can play on the streets

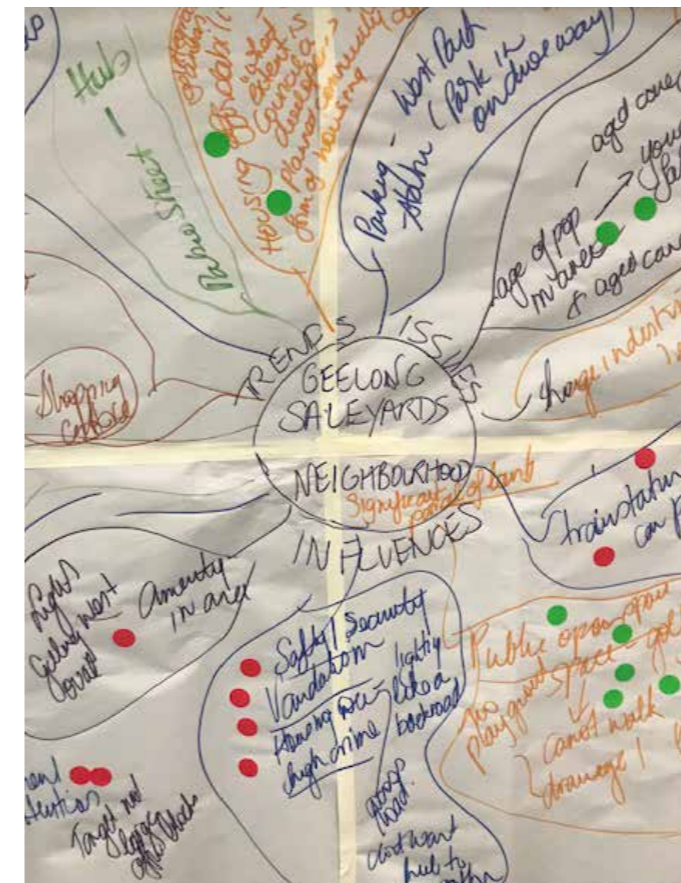
Public Transport

- Improved bus routes and stops
- Public transport utilises technology

- Maybe not through the site core
- Pathways connect to the railway station
- Bus routes connect to railway station

Transport facilities

- Electric vehicle charge points
- Car sharing



Precinct planning workshop

LOOK AND FEEL

Green, natural and environmentally friendly

- Trees provide shade to footpaths
- Green and spacious, leafy tree-lined streets
- Use of recycled materials
- Green buildings
- Plantings that encourage bird life
- Reinstated creeks
- Energy self sufficiency
- Food production gardens
- Retain and expand habitat
- Drainage reserves are natural waterways

Creative design

- Heritage is woven through
- Integrated housing
- Medium density housing allow space for amenity
- Pedestrian friendly
- Mixed housing, affordable
- Town houses, apartments and family homes
- Alternative parking, underground. Maybe not all houses have a garage

Full of life

- Cafes, restaurants
- Integrated public spaces
- Café life integrated with public spaces
- Small retail shops
- A place for all age groups
- Public spaces
- Playgrounds for all ages

WHAT PEOPLE ARE DOING

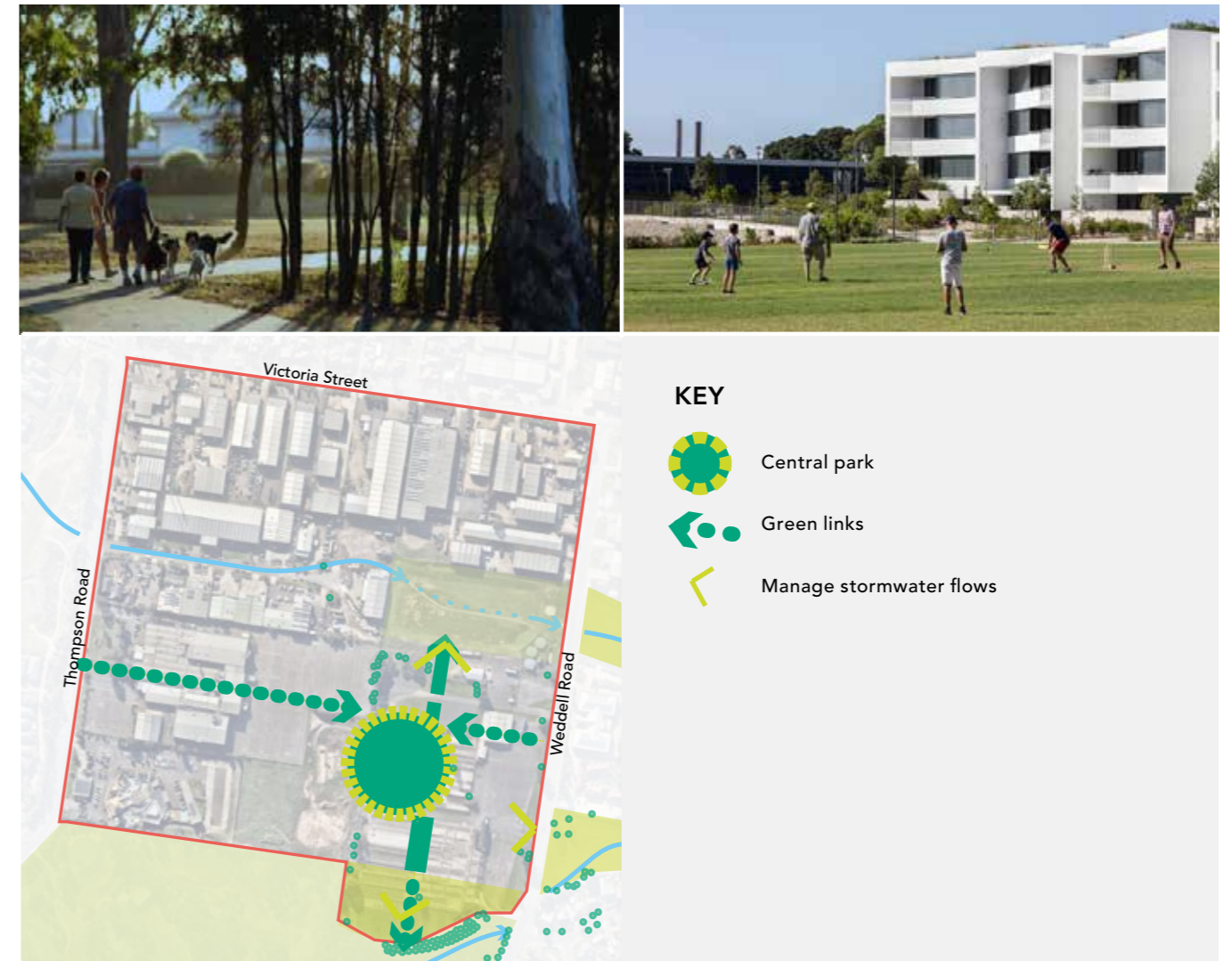
- Walking dogs
- Walking for exercise
- Walking and cycling rather than driving
- Walking safely at night
- Visiting and enjoying the destination
- Using public transport
- Walking to the station
- Having family BBQ's at the playground
- Mothers are pushing prams
- Raising families
- Children playing
- Getting together for coffee
- Talking with neighbours
- Shopping locally for bread and milk
- Ageing in place
- Attending community events
- Learning about heritage
- Living and working in the area
- Growing vegetables
- Going to the farmers market

The following design principles were formulated from the study analysis and consultation. These principles were used to inform the development of the Saleyards Precinct Plan.

1. PROVIDE SPACIOUS PUBLIC OPEN SPACE AND IMPROVED HABITAT

Provide a multi-purpose open space that links to the surrounding open space network.

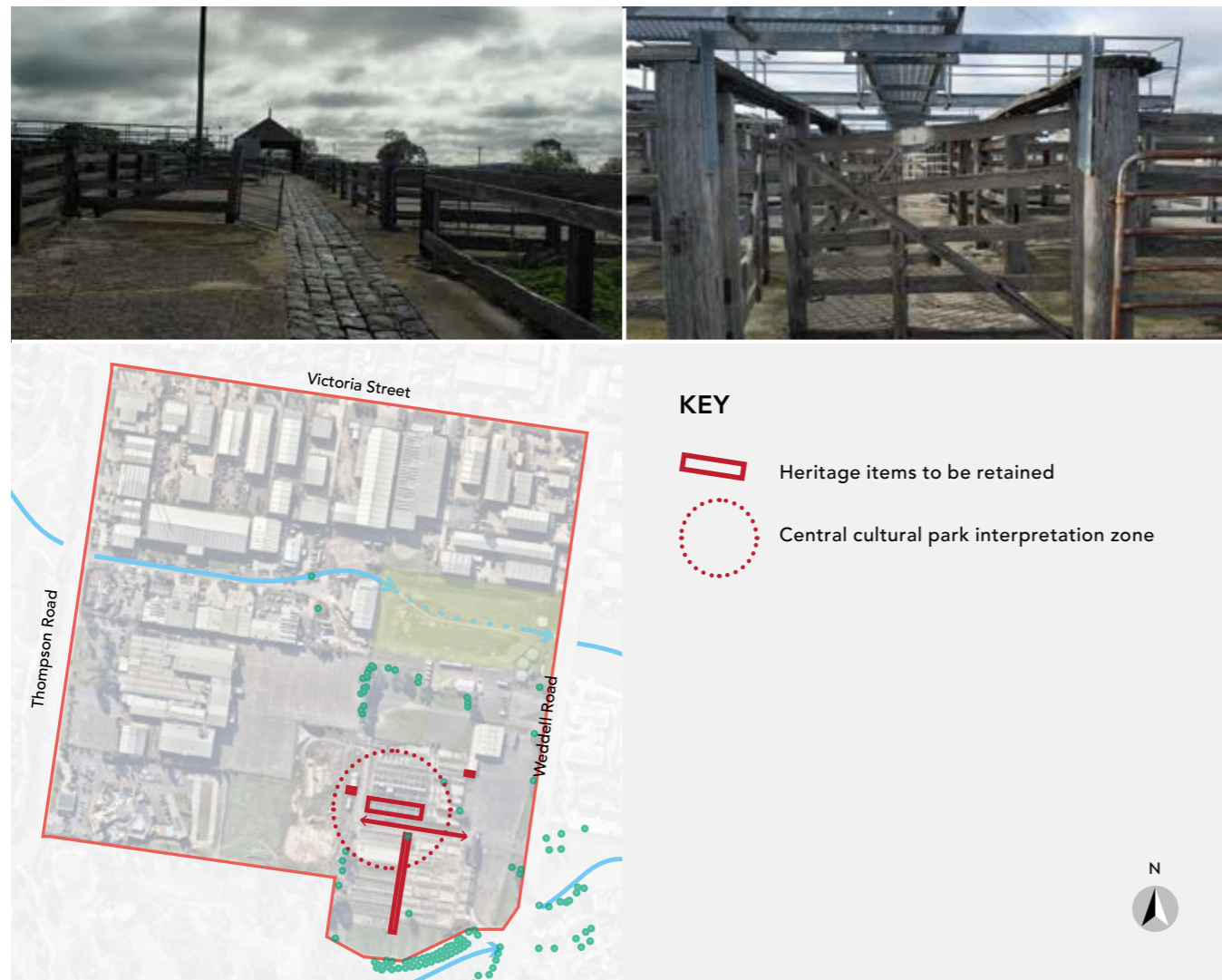
- Create a new central park which provides opportunities for cultural interpretation, play and recreation.
- Manage stormwater overland flows
- Create green links that provide habitat for local species.



2. RESPECT THE HERITAGE OF THE SITE

Maintain and enhance the heritage values of the Saleyards in particular:

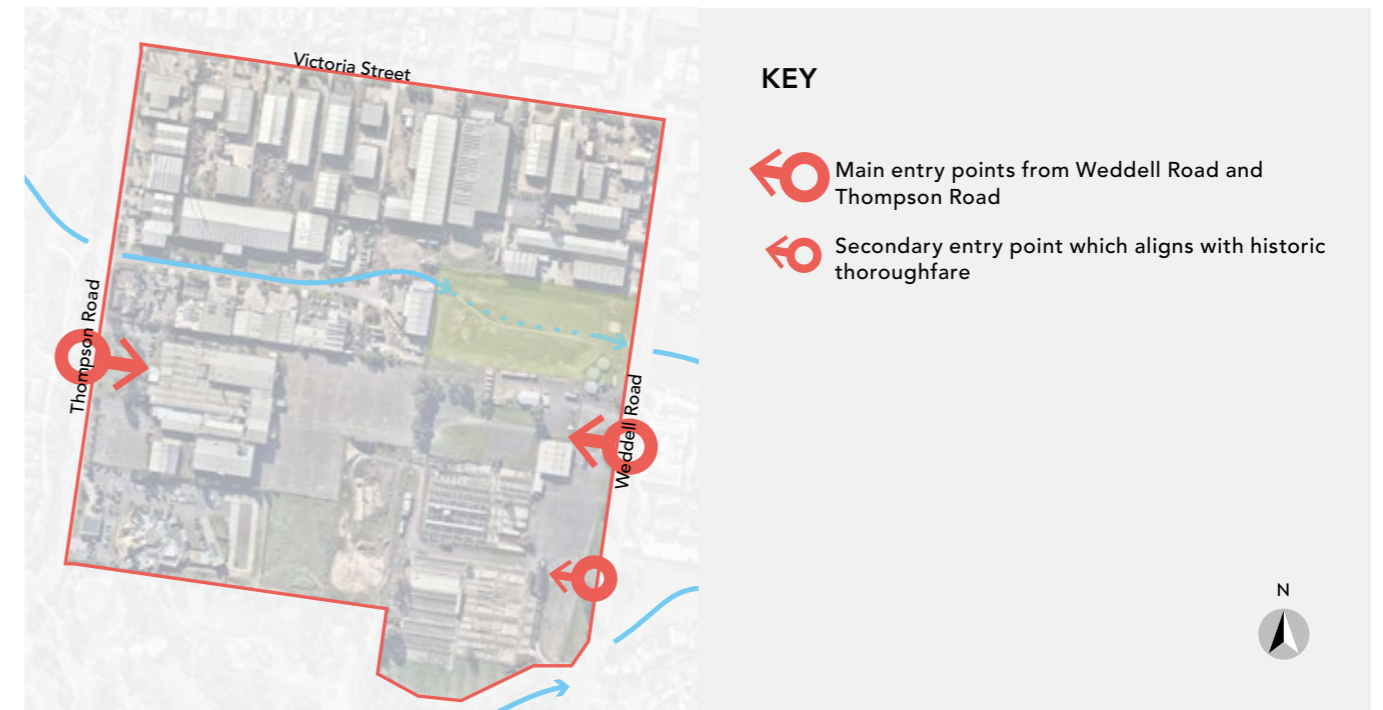
- Interpret the elements of significance, the cattle and sheep pens, ramp, bluestone drain and central thoroughfare in a central public open space.
- Interpret the historical function of the site as a livestock saleyard.



3. CONNECT TO SURROUNDING STREETS

Maximise site permeability and vehicular connections to the site

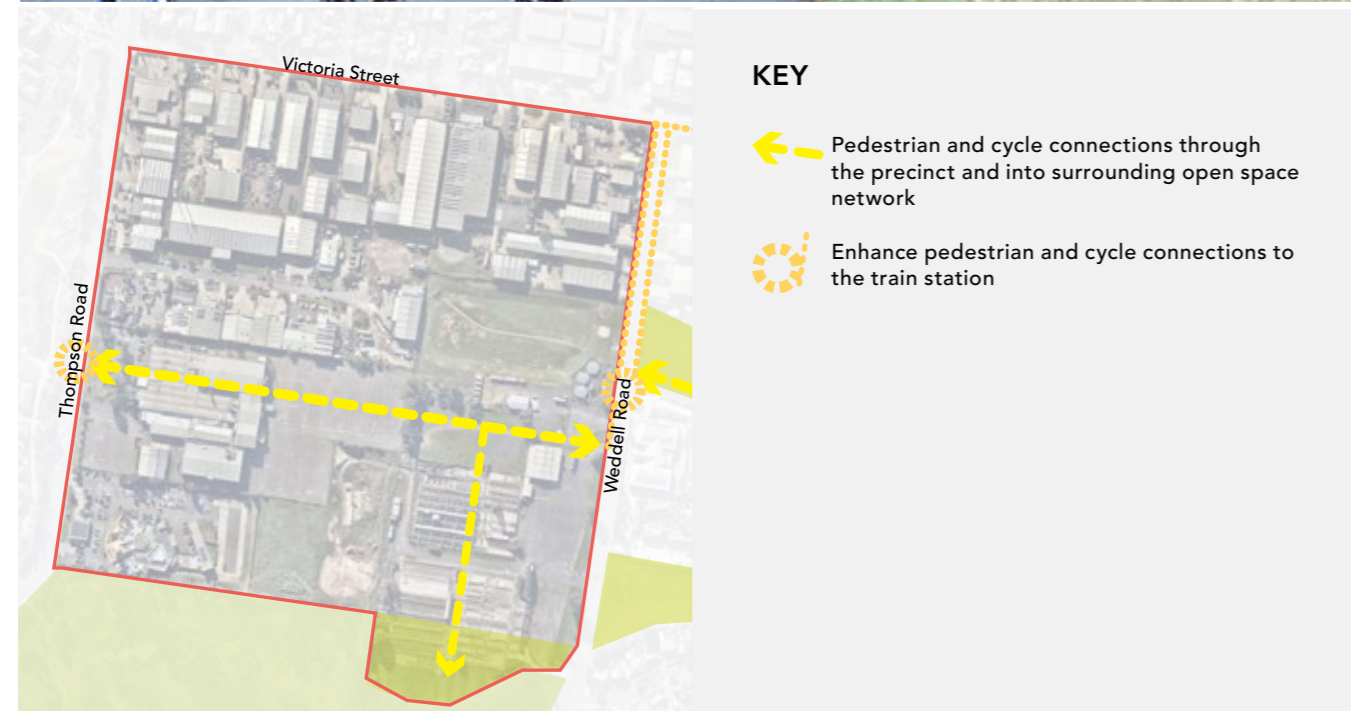
- Prioritise vehicular access from Weddell and Thompson Street as the main entry points to the site.
- Provide a secondary entry point to the site on Weddell Street which aligns with the historic thoroughfare.



4. ENHANCE PEDESTRIAN AND BICYCLE NETWORKS THROUGH THE PRECINCT

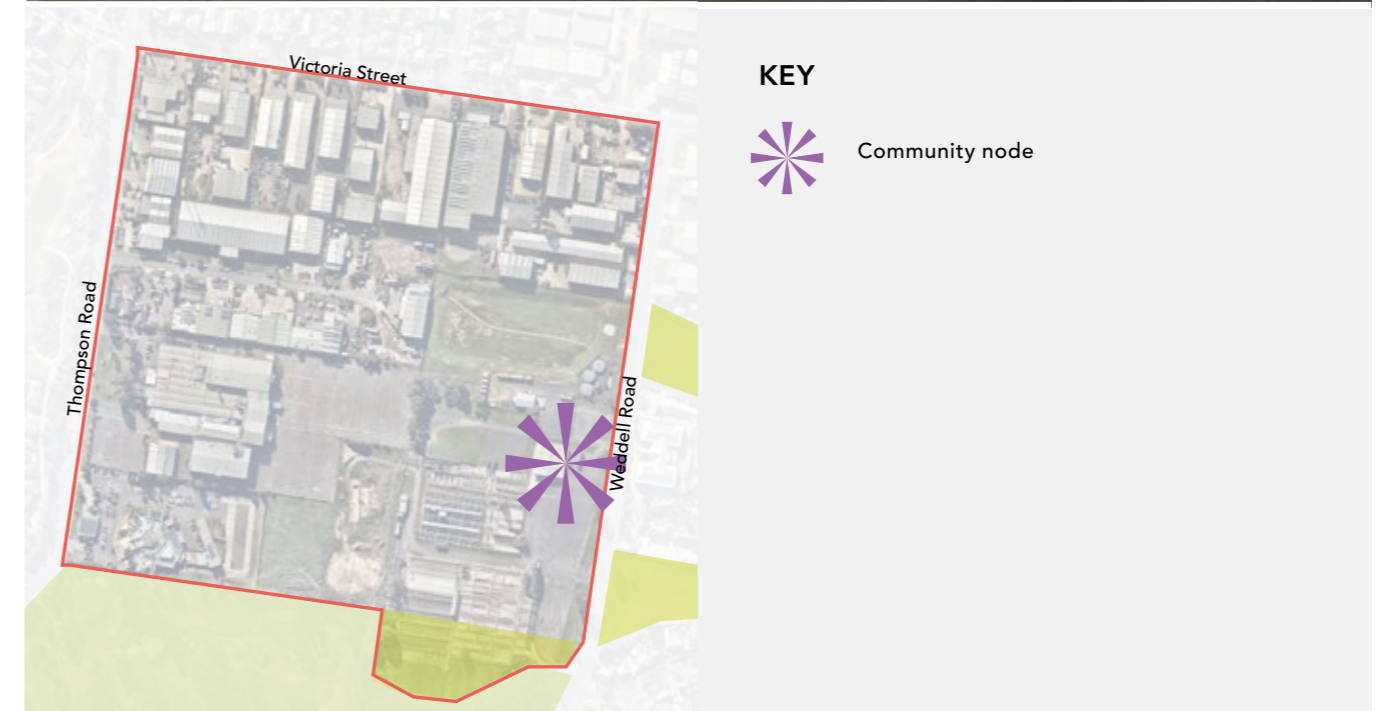
Enhance pedestrian and bicycle networks through the precinct by:

- Prioritising a direct east west connection through the development
- Enhancing pedestrian and cycle connections to the train station
- Create a north/ south connection to connect to the reserves to north and south.



5. PROVIDE A COMMUNITY NODE

Create a community node off Weddell Street to support a range of uses for the new neighbourhood. The node may include services, small scale retail, gathering spaces.



6. PROVIDE A CRITICAL MASS FOR HOUSING

Provide a critical mass of housing and other activities to support transport and services.

The residential precinct will provide a mixture of building types that are not provided by existing building stock in the surrounding neighbourhoods, including different typologies, tenures and adaptable and affordable housing. Buildings will demonstrate diversity in architectural expression with different architectural 'hands' within each street and development block.



6. CREATE A FRAMEWORK THAT SUPPORTS BEST PRACTICE ENVIRONMENTALLY SENSITIVE DESIGN

Ensure that the future urban design framework supports:

- Generating minimal waste during construction and operation
- Minimise greenhouse gas generation through the development's life cycle.
- Energy efficient building design
- Generating more energy than used
- Water sensitive urban design in streets and public parks.
- Minimise water use and maximise water reuse.
- Allowing for schemes such as car sharing.



The following table is a comparison of the community/ stakeholder preferred outcomes for the precinct against the City’s design principles for development.

The principles directly respond to community/stakeholder aspirations.

	PROVIDE SPACIOUS PUBLIC OPEN SPACE AND IMPROVED HABITAT	RESPECT THE HERITAGE OF THE SITE	CONNECT TO SURROUNDING STREETS	ENHANCE PEDESTRIAN AND BICYCLE NETWORKS THROUGH THE PRECINCT	PROVIDE A COMMUNITY NODE	PROVIDE A CRITICAL MASS FOR HOUSING	CREATE A FRAMEWORK THAT SUPPORTS BEST PRACTICE ENVIRONMENTALLY SENSITIVE DESIGN
'FLAGSHIP' COMMUNITY OF NORTH GEELONG	●	●			●	●	●
WHERE HERITAGE AND ENVIRONMENT INSPIRE	●	●		●			●
A WELCOMING, PROGRESSIVE, ATTRACTIVE PLACE	●		●	●	●		
CLEVER AND CREATIVE ECOLOGICAL NEIGHBOURHOOD, CONTINUALLY EVOLVING FOR GENERATIONS NOW AND INTO THE FUTURE		●				●	●

The Precinct will be a high quality and sustainable addition to the local urban fabric. When the precinct is fully complete it will provide more than 4ha hectares of publically accessible open space and will accommodate approximately 1300 residents.

A new high density residential precinct will provide diverse housing that will help meet existing and future local housing demand.

The site will provide a significant addition to the adjacent network of public open spaces providing places for relaxation and recreation.

The mixed use portion of the site will provide approximately 1800 m2 of retail on the ground floor.

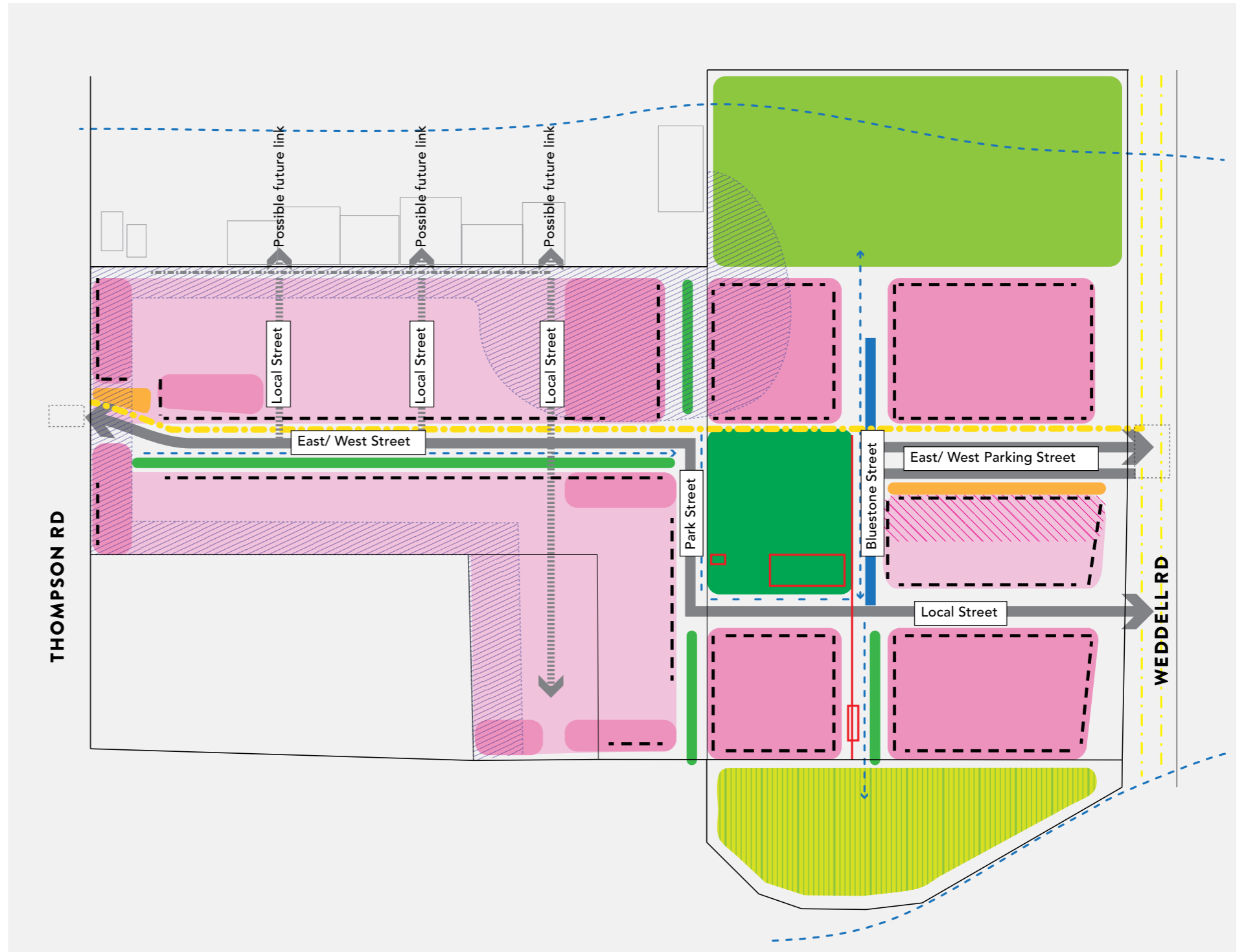
The heritage fabric will provide opportunities for interpretation and adaptive reuse of materials.

The interface with industrial land will be managed through noise attenuation fence design and requirements for specific building materials, such as double glazing.

FRAMEWORK PLAN

KEY

-  Mixed use
-  High density residential development
-  Noise attenuation area
-  Public roads
-  Public roads (location flexible)
-  Laneway (future road, pending development of industrial sites)
-  Intersection upgrade
-  Public roads - blue stone treatment
-  Green links
-  Frontage to address public realm
-  Open space - central park
-  Plaza
-  Open space - central park (potential for some residential)
-  Key pedestrian/ cycle link
-  Heritage items
-  Water sensitive urban design



PUBLIC DOMAIN - OPEN SPACE

The plan will contribute approximately 4ha of public open space to the neighbourhood.

Open space has been developed as a co-ordinated group of spaces that deliver high accessibility and diversity of facilities, recreation opportunities and experience. The open spaces range from urban plazas, wetlands, to a planted central parkland.

The central parkland is a consolidated open space for both the Target and Saleyards sites which provides a number of benefits including:

- Integrated interpretation of the historical uses of the site provided in the public domain, in particular the site's association with Saleyards.
- Providing active open space including a kick-about space, informal lawns, BBQ areas, a playground and community gardens.
- Providing important pedestrian and cycle connections.
- Provides high levels of amenity for the significant proportion of medium density housing proposed in the precinct.
- Provide high quality habitat for indigenous species within the public open space.
- The design of apartments should maximise the locational advantages of parkland settings with living areas and private open space overlooking and interacting with the public domain.

The urban plaza spaces will function as a meeting places, with mixed use development, hospitality based retail addressing the public domain. Elements for successful plaza design such as shade, shelter and greenery will be incorporated into its detailed design.

Smaller, linear parks are more relaxed and intimate spaces which link into the surrounding open space network and provide local outlook for development. There is opportunity to incorporate heritage elements and existing vegetation in some of these parks. It is anticipated that smaller linear parks will be provided under a body corporate arrangement.

The northern drainage basin will be reshaped with landscape enhancements to improve its appearance and water treatment outcomes. Possible wetland development with native planting and establishment of walking loops.

Most public open space is proposed on the former Saleyards site (with the exception of the green link), it is anticipated that development of the former Target site will contribute funds for the development of open space on the former Saleyards site.

BLOCK AND DEVELOPMENT PARCEL PLAN

The street layout and development parcels should be carefully devised and form the basis for the delivery of an integrated and high quality walkable urban neighbourhood.

The block and development parcel plan should allow for flexible medium density development of the precinct that meets the needs of a broad cross-section of the community and is able to respond well to future needs.

Opportunities for various building typologies include:

- a proportion of dwellings as 2 and 3 storey row housing and maisonettes.
- apartments, 4-6 storeys, with basement or semi-basement carparking.
- mixed use buildings with active frontages.

In general

- dwellings adjacent to public open space should have an 'address' to the parkland.
- dwellings adjacent to the primary East West Street must address the street.
- the use of private vehicles for transport will be minimised through parking provisions restraint.
- there should be no crossovers onto main roads Weddel and Thompson Street.
- reduce impacts of new vehicle access points on pedestrian, public transport and bicycle priority routes.

DENSITY

Residential development comprising of approximately 660 dwellings sited in a mix of apartment buildings, maisonettes, row housing and mixed use development.

This equates to appropriately 80 dwellings per hectare per net developable area for the precinct.

LINKAGES

Improvements are planned for both Weddell Road and Thompson Road. This includes pedestrian and cyclist safety improvements and a possibility of a turning lane or signalised intersection on Thompson Road.

An investigation is underway into the financial and engineering feasibility of connecting the site directly to Rippleside Park and the Waterfront.

BUILDING TYPOLOGIES AND ARCHITECTURE

The development of the Saleyards Precinct should result in a model example of ecologically sustainable urban renewal with a diverse and high quality residential precinct.

The development should create an appropriate mix of adaptable and affordable housing types to meet local housing demand. Dwellings will be suitable for one and two person households, with adaptable dwellings to support aging in place and compact garden units appropriate for moderate income families with children.

Architectural expression within each development block and on each street or public domain frontage of a development block should be varied and present as a group of buildings rather than one building designed by a single designer or company. At least two architectural firms should be used within each street block, and buildings designed by the same architectural or design company should not be adjacent to, or opposite each other.

The style of the architecture on the site shall be visually recessive and of high quality construction. It is proposed that timber is the predominant construction material to reduce the carbon impact of the development, set an example for sustainable contemporary architecture and provide a distinct character for the precinct.

The development will not create buildings that are visually prominent or act as local landmarks. A variety of building heights and forms should be achieved within a maximum height of 6 storeys. Buildings above 4 storeys in height should be designed to minimise the visual impact of the upper levels.

Apartment development will be perimeter block development surrounded by high quality landscaped gardens. The central open spaces within each block will provide a mixture of private gardens and green communal spaces for the enjoyment of all residents. Provision of green roofs will be encouraged to provide additional communal open space. Car parking will be provided in basement or semi basement configuration under buildings to provide opportunities for deep soil planting within central courtyard spaces.

Row house, mixed use and maisonette development shall 'address' the street and public realm frontage with garage access from a lane-way system at the rear.

BUILDING TYPOLOGIES



4-6 STOREY APARTMENT

Perimeter block apartments are the highest density residential type proposed in the precinct. Developments will include central green communal open spaces. Provision of green roofs will be encouraged to provide additional communal space.

Maximum site coverage: 80%

Vehicular access/ parking: basement or semi basement



3 STOREY ROW HOUSE WITH NO REAR COURTYARD

The 3 storey rowhouse is own its own title, found within a larger comprehensive development focused around a shared central amenity area. It is defined by 100% site coverage within its own lot, deriving private amenity from decks and rooftop gardens.

Minimum lot size: 85m²

Maximum Site Coverage: 100%

Vehicular access/ parking: at grade garage access from rear lane



3-4 STOREY MIXED USE

Mixed use units have no frontage setback, a higher ground floor ceiling height and a ground-floor at the same level as the street.

Minimum lot size: 85m²

Maximum Site Coverage: 100%

Vehicular access/ parking: at grade garage access from rear lane



3 STOREY MAISONETTE

A Maisonette is four or more separate apartments within a single 3 storey structure that share a common service core - effectively a small scale apartment building that reads like a single larger house on a large lot.

Minimum lot size: 600m²

Maximum Site Coverage: 70%

Vehicular access: at grade garage access from rear lane



2-3 STOREY ROW HOUSES WITH REAR COURTYARD

The row house (terrace or attached unit) has one or two attached sides. This type of development includes duplexes at the end of the block.

Minimum lot size: 190m

Maximum site coverage: 70%

ECOLOGICALLY SUSTAINABLE DEVELOPMENT

The development will focus on Urban Heat Island Effect mitigation (UHI) and emissions reduction as the key mechanisms to make better places.

EMISSIONS

To meet our zero emission strategic target, development proposals will require certified (Victorian or Australian) carbon offsets for all pre operation works, this will allow, at least from an accounting perspective a carbon neutral development prior to occupation.

ENERGY

A decentralised peer to peer energy generation (probably solar), storage (probably battery) and sharing scheme is proposed.

- Achieve a 20 per cent improvement on current National Construction Code energy efficiency standards.
- The orientation of buildings should consider natural light access, energy production, ventilation and wind breaks.
- External shading (at minimum Northern and Western façade shading strategies) should be included as part of façade design.
- Demonstrate how natural cross ventilation is incorporated into the design of buildings.
- Residential developments should achieve an average 7 star NatHERS rating for each building.
- Incorporate renewable energy generation, on-site energy storage, and opportunities to connect to a future precinct-wide or locally distributed low carbon energy supply.
- Developments with 10 or more dwellings or 5000 square metres or more of floor space should submit evidence that the project has been registered to seek a minimum 5 Star Green Star Design (or equivalent) with the Green Building Council of Australia. Within 12 months of occupation of the building, certification must be submitted that demonstrates that the building has achieved a minimum 5 Star Green Star Design (or equivalent).
- Other buildings and alterations of more than 50 square metres should submit evidence that they have been registered to seek a minimum 4 Star Green Star Design (or equivalent) with the Green Building Council of Australia. Within 12 months of occupation of the building, certification must be submitted that demonstrates that the building has achieved a minimum 4 Star Green Star Design (or equivalent).

URBAN HEAT ISLAND EFFECT MITIGATION (UHI)

Provide street tree, landscaped area plans indicating the approach to achieving at minimum 25% canopy coverage in streets and 40% in parking areas or demonstrate the maximum tree canopy coverage achievable as a % of canopy coverage. Include commentary on drought tolerant species selection.

At least 70 per cent of the total site area should comprise building or landscape elements that reduce the impact of the urban heat island effect.

TRANSPORT

Provide at least 5% of all parking spaces to be reserved for electric vehicle charging only and equipped with at least level 2 charging facilities and 5% of parking reserved for small vehicles. Every garage should be wired to allow for an EV charging point.

WASTE

- Reduce Portland cement content in all concrete used through replacement of a supplementary material by at minimum 30%.
- Increase recycled content in all roads
- All timber used in the building is responsibly sourced through a certified scheme or from a reused source.
- Where practicable, developments should create opportunities to optimise waste storage and efficient collection methods.

STREET NETWORK

The plan proposes new high quality public streets. The street network has been designed to maximise accessibility to both the residential precinct and the public parkland. Streets have been designed to provide views to the parkland within the site.

The street network will be designed to maximise priority for pedestrians and cyclists through the provision of continuous footpaths at accessible grades and shared pedestrian/cycle ways. Vehicular traffic speeds will be minimised through inclusion of narrow traffic lanes and large canopy tree planting.

All streets will be designed to maximise greening of the precinct by providing significant street tree planting.

Streets will provide a significant stormwater management role by inclusion of water sensitive urban design elements such as swales on the major east west street and adjacent to parkland.

All streets will be designed to comply with Crime Prevention Through Environmental Design principles and will be appropriately lit and passively surveyed from the adjacent residential dwellings.

The landscape design of the precinct will integrate the design of the front gardens with the design of the streets.

VEHICULAR ACCESS

Vehicular access to and from the site is distributed around the site's perimeter, with one entry from Thompson Street and two entries from Weddell Street.

It is imperative that vehicle crossings to basement/semi basement carparking does not impact on the visual character of the precinct.

PEDESTRIAN AND BICYCLE ACCESS

A new east west pedestrian and cycle connection is proposed from Thompson Street to Weddell Street.

The structure plan also shows a north south pedestrian connection to the southern drainage reserve.

Upgrades of footpaths are proposed at the site boundaries.

Upgrades of footpaths, and road crossings to the North Geelong Station are required.

MAIN EAST WEST STREET

The main East West street will be developed as a slow speed street which will provide a generous green link through the precinct.

The sunny southern side includes provision for a widened pedestrian path and swale for water treatment with large canopy trees.

The northern side includes a shared path which connects through the precinct from Thompson Road and Weddell Road.

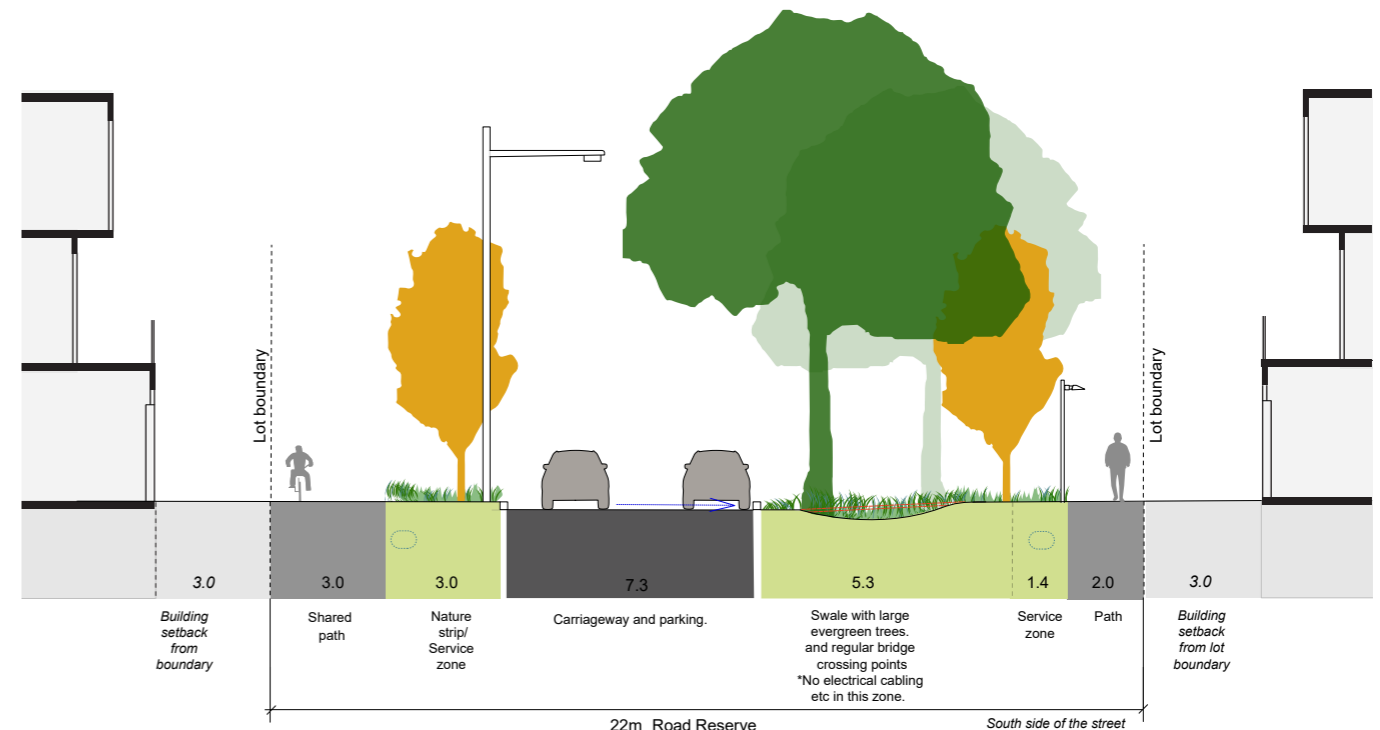
Parallel parking is provided on the southern side of the street.

Materials:

- Concrete footpath pavements.
- Trees within linear planting/ swale zone.
- Planted swale with 'broken' kerbs to southern road edge. Regular pedestrian crossings over swale.

Tree species:

- Angophora costata - evergreen tree in swale zone.
- Pyrus betulaefolia x Pyrus calleryana 'Edgewood' - deciduous tree on road edges.
- Ulmus parvifolia 'Todd' - semi deciduous tree on road edges.



LOCAL STREETS

Local streets will be developed as slow speed streets.

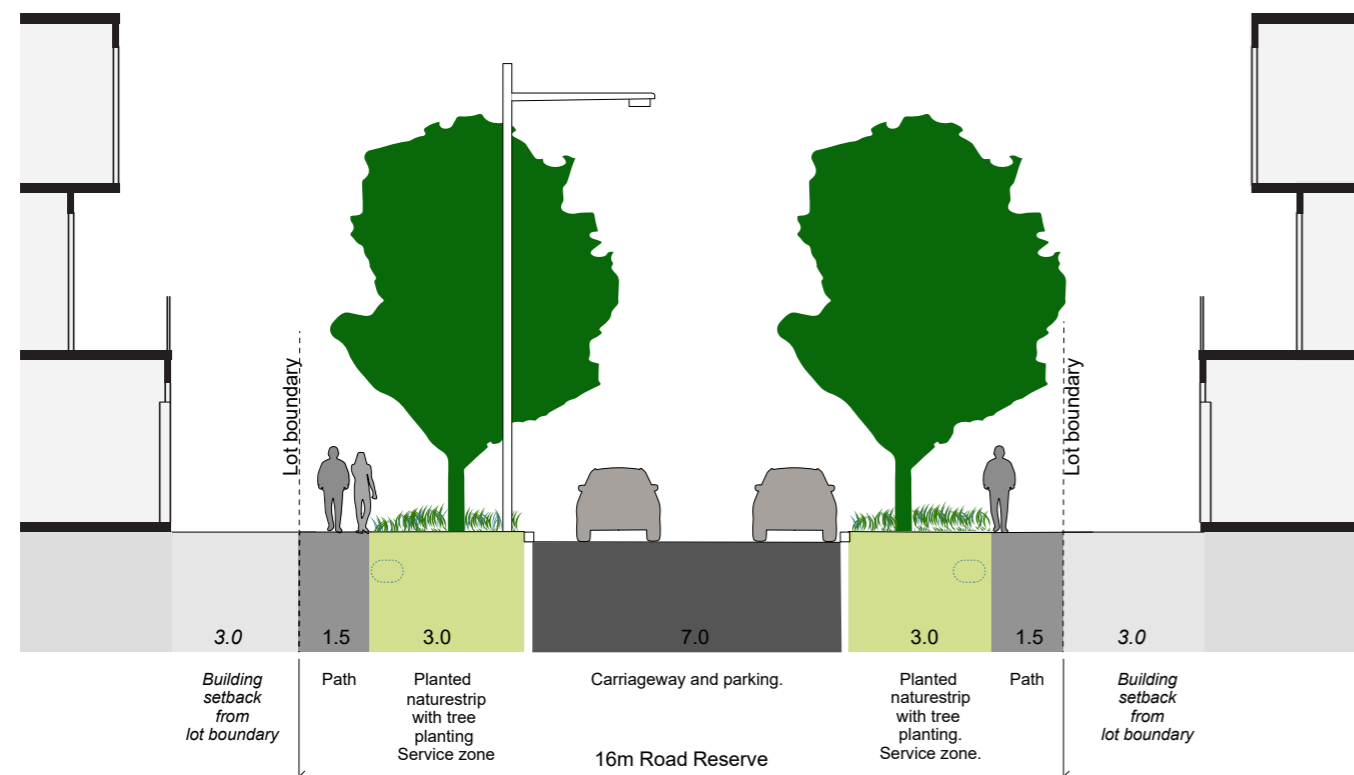
Street trees and planting within nature strips will provide shade and greenery and visually narrow the carriageways.

Materials:

- Concrete footpath pavements.
- Trees and planting within nature strips. (Possible rain gardens or zone for public art etc.)

Tree species:

- *Corymbia citriodora* 'Scentuous'
- *Corymbia eximia* 'nana'



BLUE STONE STREET

The blue stone street will be a low speed street which is raised along the entire length.

Street trees will be planted within planted nature strips to provide shade for footpaths and visually narrow the carriageways.

The swale and tree planting will edge the park with bridge crossings at all intersection crossings for pedestrians.

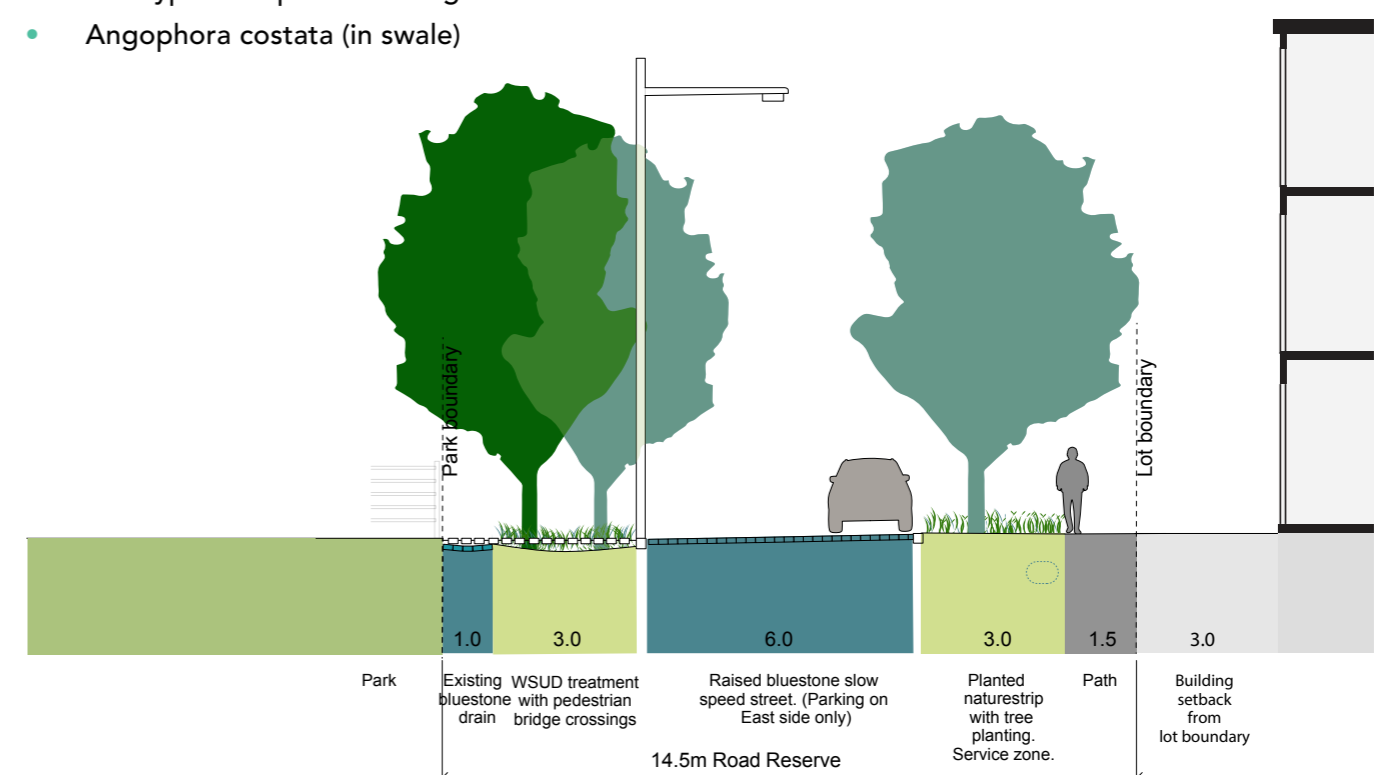
The heritage blue stone drainage channel will be retained adjacent to the new swale system.

Materials:

- Raised blue stone (or similar) vehicular pavements.
- Concrete footpath pavements.
- Trees within planted nature strips.
- Retention of blue stone drain, reinstate where required. (5 blue stone pavers in width), adjacent to a new swale.
- Planted swale to park edges. Pedestrian bridge crossings at intersections.

Tree species:

- *Eucalyptus scoparia* 'Wallangarra White Gum'
- *Angophora costata* (in swale)



PARK STREET

Park Street is a modification of the local street design.

It will be developed as slow speed street with street trees planted within planted nature strips to provide shade for footpaths and visually narrow the carriageways.

The swale and tree planting will edge the park with bridge crossings at all intersection crossings for pedestrians.

Materials:

- Concrete footpath pavements.
- Trees within planted nature strips.
- Planted swale to park edges (east and west). Bridge crossing at intersections.

Tree species:

- Eucalyptus scoparia 'Wallangarra White Gum'
- Corymbia citriodora 'Scentuous'
- Corymbia eximia 'nana'
- Angophora costata (in swale)

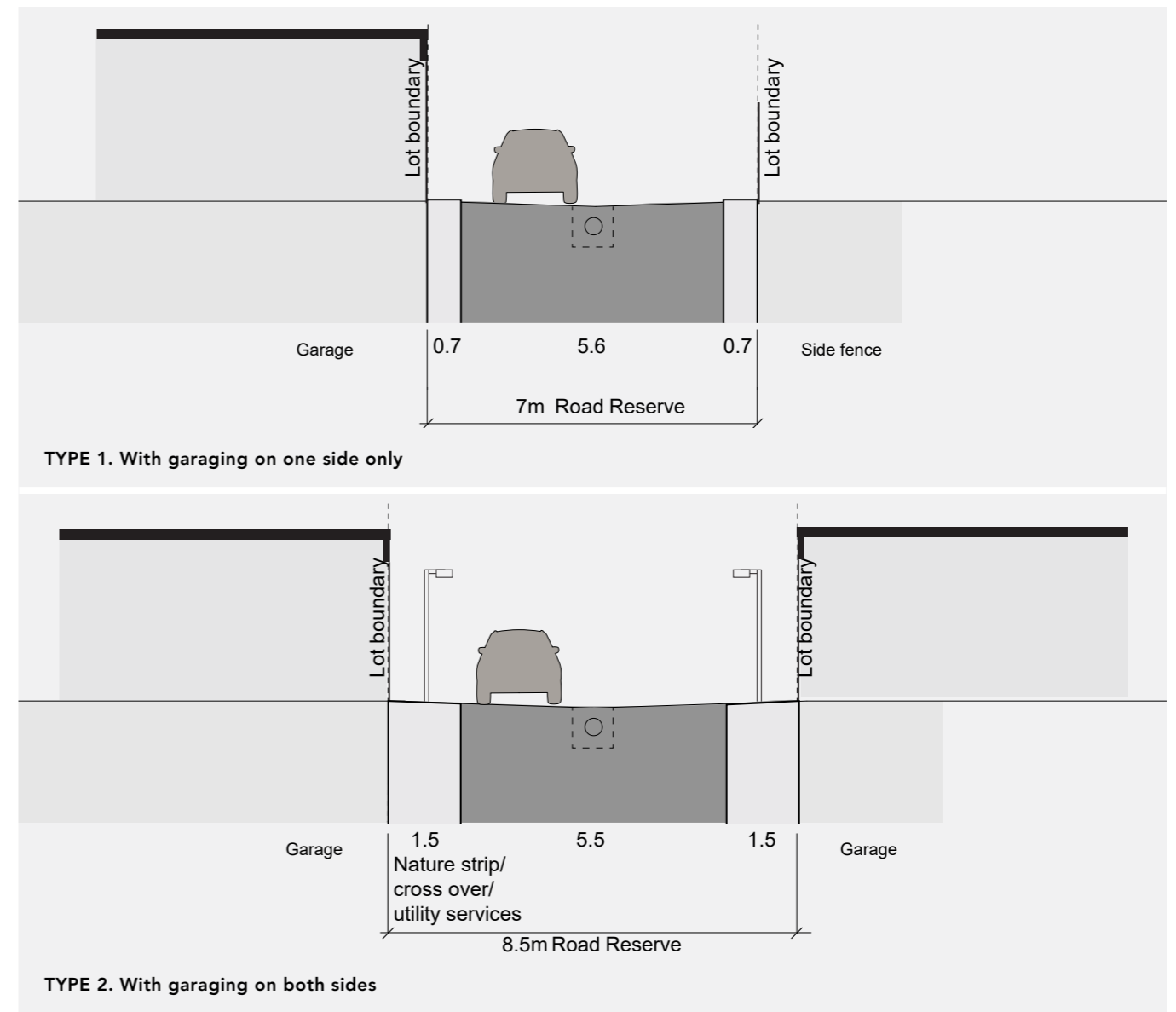


LANEWAYS

Laneways will provide access to garages and service collection.

Materials:

- Asphalt pavements.
- Concrete footpaths.
- Landscaping where possible.



Note: Laneway cross sections to be confirmed at detailed design stage.

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EAST WEST PARKING STREET

The east section of the main East West Street will be developed as a slow speed entry to the precinct, providing both car parking to support adjacent mixed use and a green link into the precinct.

The sunny side includes provision for a public plaza for outdoor dining and the like.

Parallel parking is provided on both sides, with tree planting at intervals of 2 parking spaces.

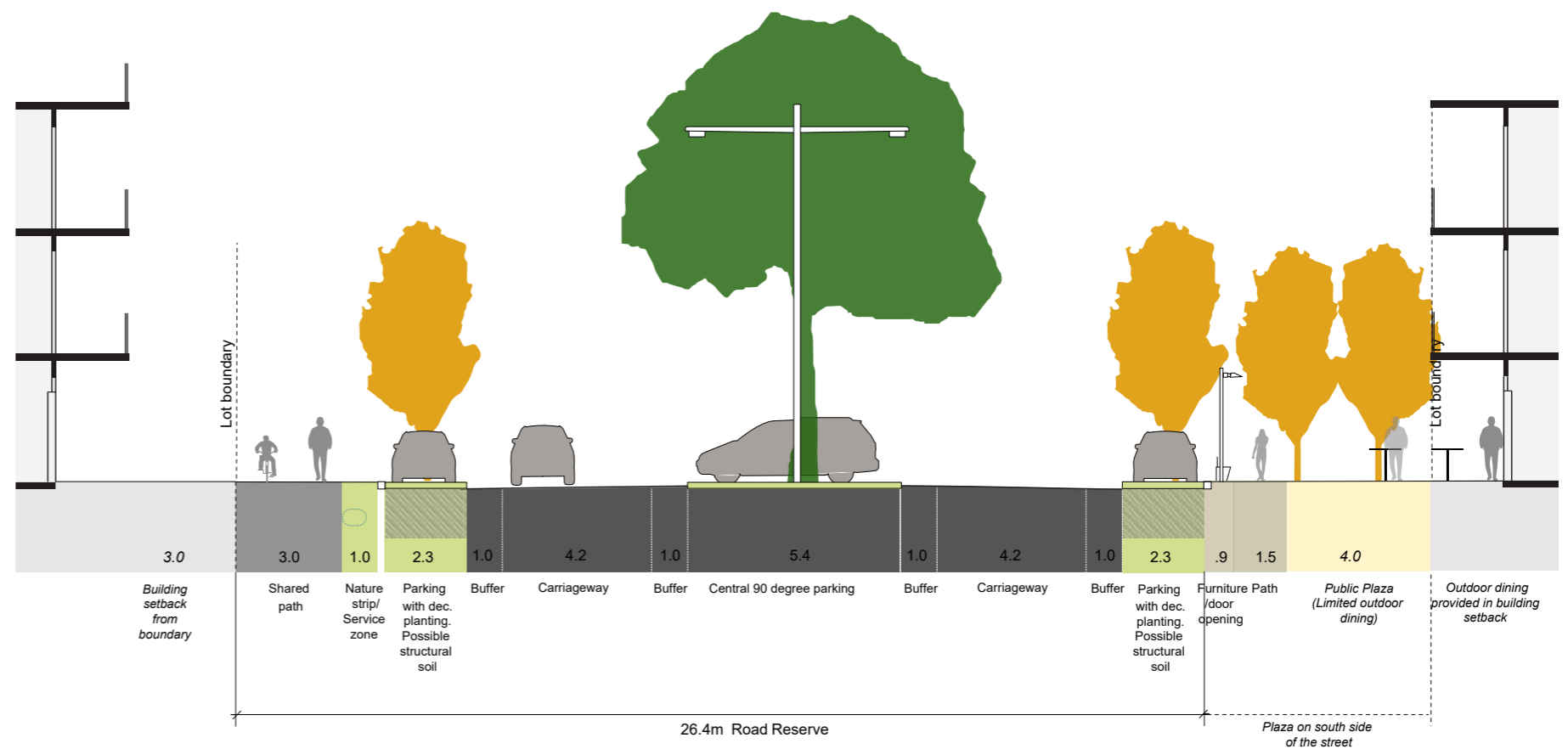
90 degree parking is provided in the centre of the road with tree planting spaced between the road side planting.

Materials:

- Concrete footpath pavements
- Trees within parking bays established within wide trenches of structural soil.
- Grassed nature strips.

Tree species:

- Angophora costata - evergreen tree in garden bed (within central parking aisle)
- Pyrus betulaefolia x Pyrus calleryana 'Edgewood' - deciduous tree on road edges.
- Ulmus parvifolia 'Todd' - semi deciduous tree on road edges.





CRAIG PERRY 2020

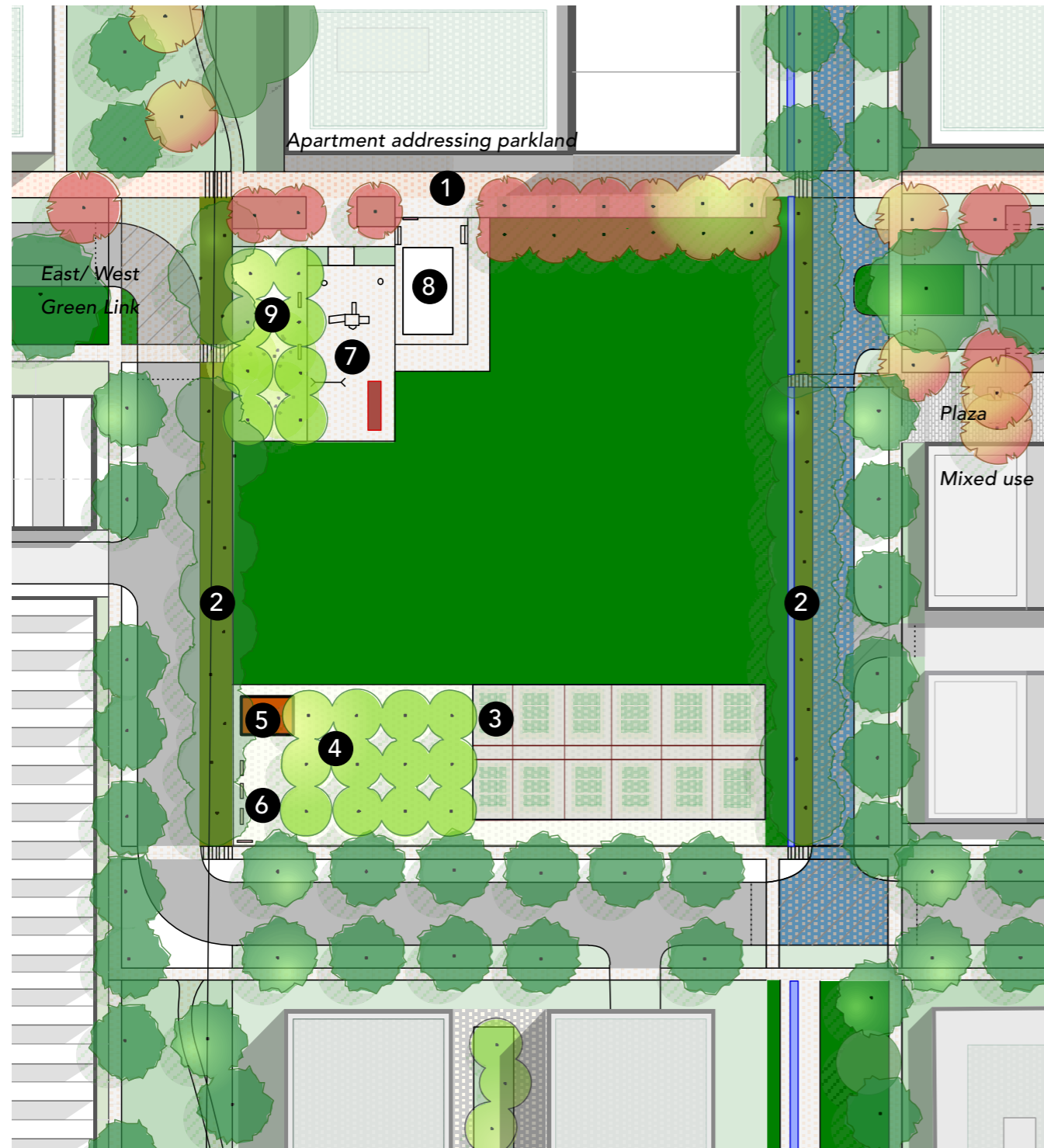
Indicative concept aerial view



KEY MOVES

- 1 CULTURAL PARK**
A central meeting place for passive recreation as well as reflection of the sites historic use, through interpretation and reuse of the cattle, sheep pens, animal ramp and latrines shed.
- 2 PLAZA ONE**
A plaza space adjacent to mixed use development which utilises the sunny side of the street for outdoor dining.
- 3 PLAZA TWO**
A smaller plaza space at the western entry to the site, adjacent to the apartment buildings.
- 4 BLUE STONE LINEAR PARK**
A linear park which incorporates the historic blue stone drain and shelter.
- 5 LINEAR POCKET PARKS**
Linear pocket parks which provide visual links to the adjacent public open space as well as providing amenity and address for the developments.
- 6 SHARED PATH**
A 3.0m shared path will connect from Thompson Street to Weddell Road. On road cycle paths will be provided on Weddell Road.
- 7 EAST WEST GREEN LINK**
The main East West Street will be developed as a slow speed street which provides a generous green link through the precinct.
- 8 BLUESTONE PEDESTRIAN PRIORITY STREET**
This street will feature a raised narrow blue stone pavement and retention of the existing blue stone drainage channel that runs north - south through the site.
- 9 DRAINAGE RESERVE**
The drainage reserve could be reshaped with landscape enhancements to improve its appearance and water treatment outcomes. Possible wetlands development with native planting and walking loops.
- 10 CROWN LAND**
This parcel of crown land could be developed to add to the public open space offering of the precinct and surrounding neighbourhood. It could include walking tracks, tree planting and re-vegetation/ water detention space.

There may be potential for some residential development.



CONCEPT PLAN FOR THE CENTRAL CULTURAL PARK

KEY

SHARED PATH

- 1 Shared path which connects from Thompson to Weddell Road

WATER SENSITIVE URBAN DESIGN

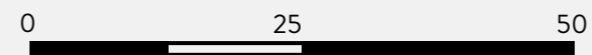
- 2 Swale system with pedestrian bridge crossings at intersections

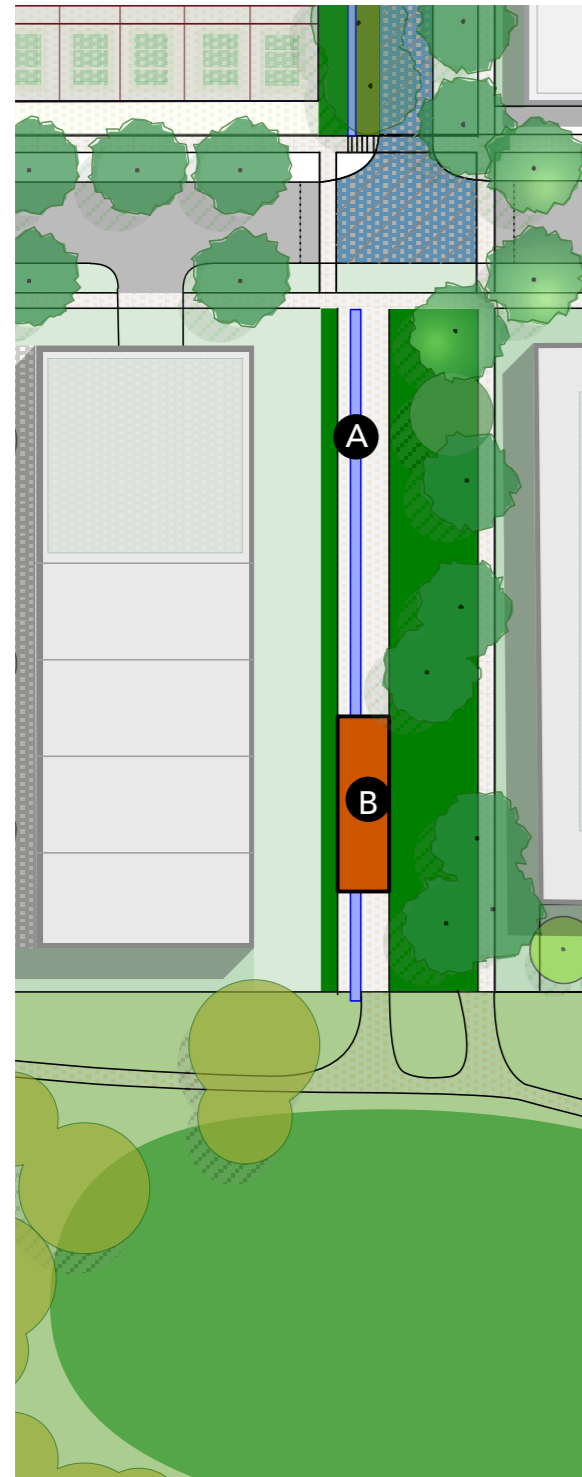
COMMUNITY GARDEN

- 3 Retained yards could incorporate raised planters for food gardens using recycled timber edging from site
- 4 Orchard planting within a gravel plaza
- 5 Latrine Shed could be restored and re-purposed to accommodate a potting bench, compost pens and sink to be used by the Community Garden co-operative
- 6 Seating and interpretive signage within the orchard

PICNIC AND PLAY AREA

- 7 Playground incorporating the relocated cattle ramp as a slide or sculptural element
- 8 New picnic shelter and interpretive signage
- 9 Tree planting and seating





CONCEPT PLAN FOR THE BLUESTONE PARK

KEY

- A** Retained bluestone drain with new pedestrian gravel path
- B** Retained and restored shelter with picnic facilities



3 First rows for cattle yards to be retained as shown on the plan.



3 Opportunity to reuse water troughs for planter boxes.



A Bluestone channel to be retained and incorporated in park design.



B Structure to be retained and restored for use as a picnic shelter.



Indicative concept central cultural park

The Precinct Plan provides the basis for a number of implementation actions. They include the following:

- Changes to the planning scheme have been considered that will assist in achieving the strategic direction and design outcomes sought for the Precinct. These include changes to the zone and overlays. Guidelines are also required.
- A detailed land disposal strategy is required for the Saleyards site to best meet the objectives of the Precinct Plan.
- A drainage study is happening concurrently, which may alter the requirements for the drainage basin on the north of the Saleyards site.
- Preparation of a social housing and affordable housing assessment based on the principles set out in the City's Social Housing Plan 2018 – 2041.

PLANNING SCHEME PROVISIONS

Following feedback on the draft Precinct Plan suitable planning tools will be identified to deliver the vision for the site.

Any future planning controls will need to:

- Coordinate future use and development
- Outline the design principles for the precinct including open space and movement networks
- Provide direction on the form of development
- Address environmental constraints
- Provide certainty to landowners and third parties about the form of development and any permit exemptions

There are several zone options available including the use of the Mixed Use, Residential Growth, General Residential and/or Comprehensive Development zones. The final zone selection will need to balance an appropriate level of residential amenity while providing for a mix of complementary uses that will help support a vibrant neighbourhood with employment, retail, leisure and entertainment opportunities.

To facilitate a coordinated approach to development across the precinct the use of a Development Plan or Incorporated Plan overlay would be appropriate. This will ensure an integrated and coordinated approach to developing the site in accordance with the overall vision. A Design and Development Overlay would be appropriate to achieve specific built form outcomes.

The Environmental Audit Overlay could be applied to manage potentially contaminated land if these issues are not resolved prior to the land being developed.

The Special Building Overlay could be applied if the drainage study concludes the future development of the site will need to have regard to overland flows and these matters are not resolved prior to the land being developed.


Contributions can be sought via S173 agreements with the parties for infrastructure such as footpath and cycling upgrades, pedestrian safety upgrades, open space and community infrastructure.

Once a final suite of planning controls is developed a planning scheme amendment will be required to introduce them into the planning scheme. This will be carried out in accordance with the Planning and Environment Act and includes a public notice period and another opportunity for interested parties to provide feedback and make submissions. Ultimately, the final Precinct Plan and associated planning controls will need to be adopted by Council and approved by the Minister for Planning.

COMMUNITY INVOLVEMENT

The Precinct Plan project generated community interest and involvement. Direct community participation in the implementation should be encouraged. Tasks for community groups could include:

- Refinement of the concept plan, particularly for the public open space and public realm works.
- Local initiatives for grant applications (i.e.. community gardens).
- In addition, a community group could actively share skills and information with other community based sustainable communities to develop more broadly based responses to sustainable living.



CITY OF GREATER GEELONG

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CUSTOMER SERVICE CENTRE

100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

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Cr Aitken re-entered the meeting room at 7.22pm.

3. AMENDMENT C394GGEE – BELLARINE PENINSULA AND CORIO BAY LAND SUBJECT TO INUNDATION OVERLAY – CONSIDERATION OF PANEL REPORT AND ADOPTION

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

Purpose

1. To consider the Panel report on Amendment C394ggee and adopt the Amendment.

Background

2. Amendment C394ggee (the Amendment) implements the *Bellarine Peninsula - Corio Bay Local Coastal Hazard Assessment* which maps areas that will be impacted by sea level rise and storm surge inundation.
3. The Amendment includes planning scheme policy changes and applies a new Land Subject to Inundation Overlay (LSIO2) to 1600 properties based on 0.8m sea level rise and a 1% AEP storm surge event as required by State Government policy. The map in **Attachment 3** shows the coastal areas subject to the proposed overlay.
4. On 14 May 2019 Council resolved to support public exhibition of the Amendment which occurred in July/August 2019 with notice sent to around 2000 owners and occupiers.
5. A total of 43 submissions were received including 39 objections.
6. On 26 November 2019 Council resolved to refer the submissions to an independent Panel as required under the Planning and Environment Act. The Panel held a hearing on 28 February 2020 and provided its report to Council in early April 2020.

Key Matters

7. The Panel supports the amendment and commends Council on its “forward looking and proactive approach in preparing the Amendment” (see Executive Summary in **Attachment 4**).
8. The Panel concludes that the Amendment is supported by, and implements, the Planning Policy Framework, and is consistent with Ministerial Directions and Practice Notes. It found the LSIO is the most appropriate planning tool available to address the risk of sea level rise and storm-tide surge. It states the Amendment is well founded and strategically justified and provides net community benefit.
9. The Amendment is now ready for adoption and forwarding to the Minister for approval.

Cr Sullivan moved, Cr Mason seconded -

10. That Council

- 10.1 Adopt Amendment C394ggee in the form outlined in Attachment 5 of this report; and**
- 10.2 Submit the adopted Amendment C394ggee together with the prescribed information to the Minister for Planning requesting approval.**

Carried.

Attachment 1

Financial Implications

1. Adoption of the Amendment and application of the overlay will not have any significant financial implications to Council. The project has incurred the usual costs associated with a planning scheme amendment including Panel hearing fees and the cost of engaging an expert witness. A grant is being sought from DELWP's Coastal Planning Grants Program to cover the cost of the Panel hearing (approximately \$27K).

Community Engagement

2. The Amendment was exhibited in accordance with the requirements of the Planning and Environment Act 1987.
3. All submitters had an opportunity to be heard before an Independent Panel appointed by the Minister for Planning. The only submitters that appeared were the Department of Environment, Land, Water and Planning (DELWP) and the Corangamite Catchment Management Authority (CCMA). However, the Panel considered all submissions referred to it, not just the submissions presented at the hearing.
4. The Independent Panel report has been publicly released and all submitters notified of its availability.

Social Equity Considerations

5. The Amendment has positive economic and social benefits by identifying areas where planning permit assessment can reduce the risk of the harm from coastal erosion, flooding, sea level rise and storm surge.

Policy/Legal/Statutory Implications

6. The Amendment is supported by the following State and local planning policies:
 - 6.1 Clause 13.01-2S Coastal inundation and erosion;
 - 6.2 Clause 13.03-1S Floodplain management;
 - 6.3 Clause 21.05-4 Coastal environments;
 - 6.4 Clause 21.05-5 Climate change; and
 - 6.5 Clause 21.05-7 Flooding.
7. If the Amendment is adopted and approved the Land Subject to Inundation Overlay (Schedule 2) will trigger a planning permit for buildings and works (see LSIO2 Schedule for adoption in **Attachment 4**). However, it includes several exemptions such as:
 - 7.1 Extensions to dwellings of less than 20 square metres;
 - 7.2 Outbuildings, decks, verandahs (less than 20 square metres), landscaping, pergolas, driveways, carports, barbecues and water tanks;
 - 7.3 Agricultural and farm buildings less than 100 square metres in gross floor area; and
 - 7.4 Upper storey extensions to an existing building within the existing building footprint.
8. Under the LSIO2 planning permit applications will be referred to the CCMA. In most cases in existing townships the CCMA is likely to allow single dwellings but will set floor levels that consider sea level rise, storm surge level and freeboard.

Alignment to Council Plan

9. The Amendment aligns with the Council Plan strategic priorities of:
 - 9.1 Planned sustainable development – including the priority of improving the environmental performance of new developments, using planning controls; and
 - 9.2 Effective environmental management – including the Climate Change Adaptation Strategy and protection of coastal areas.

Conflict of Interest

10. No Council officers involved in the preparation of this report have any direct or indirect interest.

Risk Assessment

11. There is a risk if Council, as the Planning Authority, does not act on the coastal inundation mapping it has available, that it may be liable if flooding occurs in the future and damages property. Council can reduce this risk by acting on the scientific based data it has available and applying the appropriate overlay.

Environmental Implications

12. The Amendment will help manage the environmental hazard posed by future sea level rise.

Attachment 2

Background

Bellarine Peninsula - Corio Bay Local Coastal Hazard Assessment "Our Coast"

1. Victorian Government policy requires all councils to plan for a 0.8 metre sea level rise by the year 2100. The *Bellarine Peninsula – Corio Bay Local Coastal Hazard Assessment – Inundation Report* (LCHA) was prepared and released in December 2015 in response.
2. The report was prepared as part of the [Our Coast](#) project. This project identified properties that will be subject to future flood events and sea level rise and is the basis for the Amendment. Our Coast is a multi-agency Victorian Government funded initiative and covers the area from Breamlea to Point Wilson. It expands on two previous climate change coastal research projects undertaken by the CSIRO and the Victorian Government (Future Coasts) and is known as a "3rd pass" assessment.

Amendment C394ggee

3. The Amendment includes a new Land Subject to Inundation Overlay (LSIO2) and local policy changes. The overlay will require a planning permit for new buildings and works on 1600 coastal properties (including 1244 residential zoned properties) on the Bellarine Peninsula and Corio Bay - as shown in the Overview Map in **Attachment 3**.
4. The Point Lonsdale area was mapped as part of the Our Coast project but is not included in the Amendment. The maps need to be revised to take into account new waterways under construction in The Point residential development. This area will be subject to a later planning scheme amendment.
5. On 14 May 2019 Council resolved to support the public exhibition of the Amendment.
6. The Amendment was exhibited from 11 July 2019 to 12 August 2019.
7. As a result of exhibition, a total of 43 submissions were received. Of these 39 submissions objected and 4 submissions either supported, did not object or provided comments.
8. On 26 November Council resolved to refer the submissions to an independent Panel as required under the Planning and Environment Act. The Panel held a hearing on 28 February 2020 and provided its report to Council in early April 2020.

Panel Recommendations and Findings

9. A copy of the Executive Summary of the Panel report is in **Attachment 4**.
10. The Panel recommends adoption of the Amendment and its comments include:
 - 10.1 *"Having considered the material referred to it, including the Victorian Climate Science Report 2019, the Panel considers that the science on climate change is well and truly settled. Climate change is happening, and its impacts are becoming more keenly felt. The 'precautionary principle' should be applied when considering the risks associated with climate change. Planning for the impacts of climate change in coastal areas achieves State planning policy and responds to the science; and*
 - 10.2 *After considering all written submissions and expert evidence, the Panel concludes that the Amendment is supported by, and implements, the Planning Policy Framework, and is consistent with the relevant Ministerial Directions and Practice Notes. The LSIO is the current and most appropriate planning tool available to address the risk of sea level rise and storm-tide surge.*

The Amendment is well founded and strategically justified, and provides net community benefit and sustainable development consistent with the requirements of Clause 71.02-3 of the Scheme. Council is to be commended for its forward looking and proactive approach in preparing the Amendment.”

11. The Panel provides detailed discussion, conclusions and recommendations on a wide range of issues.
12. The following is a summary of the Panel discussions and conclusions on issues where it goes on to make a formal recommendation. A City response is provided to each recommendation. The Planning and Environment Act requires the Planning Authority (Council) to consider panel recommendations hence the focus of this report on these issues. A summary of other conclusions the Panel reaches (without recommendations) is provided later in this Council report. A full copy of the Panel report is online [here](#).

Issue - Strategic Justification

13. The Panel described the strategic issues as:
 - 13.1 whether there is a sufficient evidence base for sea level rise;
 - 13.2 whether the Amendment is premature;
 - 13.3 whether (and how often) the mapping should be reviewed; and
 - 13.4 whether the LSIO is the appropriate tool.
14. Several submissions took issue with the timeframe of predicted inundation (to the year 2100), and considered that this was too far distant in the future to warrant applying an LSIO now and that the Amendment is premature. Some submitters considered that the evidence on which the 2100 levels are based was inaccurate. Some considered that Council should wait until there is actual evidence of sea level rise, rather than predictions.
15. Council called Dr David Provis (the author of the LCHA) to provide expert evidence in relation to the preparation of the LCHA, including the modelling.
16. The Panel explains that the “*Victorian Coastal Strategy refers to studies undertaken at Lorne and Stony Point that have recorded rises of 2.8 millimetres each year and 2.4 millimetres each year respectively since 1991. Dr Provis cited these studies and provided extracts from them in his evidence to the Panel. The Panel is satisfied on the basis of these studies that sea level rise is already occurring. The Panel does not consider that the ‘wait and see’ approach advocated for by some submitters would be a responsible approach.*”
17. The Panel “*acknowledges that planning for an 80 year horizon (to 2100) is a conservative approach. It accepts Dr Provis’ evidence that in effect, much of the land to which the LSIO2 will be applied may not be inundated for many years to come – perhaps even until after the life cycle of buildings that may be erected on the land in the next couple of years. However, the policy framework is clear that planning authorities should be taking the long view, and should be planning for a sea level rise of 0.8 metres by 2100.*”
18. The Panel “*accepts the position of Council, Dr Provis and the CCMA that a LSIO is the current and most appropriate planning tool available to address the risk of sea level rise and storm-tide surge. It has been consistently applied by other Councils who have introduced planning tools to deal with climate related coastal inundation and hazard*”.
19. The Panel concludes the Amendment is strategically justified and should proceed.

20. Panel recommendation:

“Adopt the Amendment as exhibited, subject to the Panel’s specific recommendations.”

21. City Response: The Panel’s recommendation is supported and the Amendment is recommended for adoption.

Issue - The accuracy of the modelling

22. The issue is whether the technical basis of the modelling relied upon in the LCHA is correct.

23. The Panel describes the issue further saying *“Dr Provis acknowledged that the input data had some gaps but that Council had taken the best possible practical measures to address them. He concluded that there were no obvious errors in the mapping. The 2007 LiDAR data is currently the only available data being relied upon for all coastal LSIO mapping in Victoria. Dr Provis acknowledged that the input data had some gaps but that Council had taken the best possible practical measures to address them”*

24. The Panel concludes the modelling in the LCHA has been prepared on the best available information, and the Panel is satisfied as to its technical basis and accuracy.

25. Panel recommendation:

“Before adopting the Amendment, Council should check the accuracy of the 2007 LiDAR data used to inform the modelling in the Local Coastal Hazard Assessment (which in turn informed the mapping of the Land Subject to Inundation Overlay Schedule 2) against the 2019 LiDAR data. If discrepancies appear, Council should undertake further modelling and make any necessary adjustments to the Overlay mapping that may be required.”

26. City Response: In response to this recommendation City engineers compared ground surface levels from elevation data captured by LiDAR survey in 2007 and 2019, at locations in Ocean Grove, Portarlington and St Leonards.

27. Both datasets have a specified vertical accuracy of $\pm 0.1\text{m}$. Both datasets have been through a rigorous QA process in accordance with industry standard. When compared, the vast majority of LiDAR points have between -0.25m to 0m difference. For example, in the Ocean Grove sample over 80% of points tested are within $\pm 0.25\text{m}$.

28. When mapped, the differences are distributed in small patches, with the locations suggesting they can generally be attributed to:

28.1 cut and fill associated with dwelling construction;

28.2 other earthworks;

28.3 tide levels at the time of capture;

28.4 natural accretion and recession within the coastal zone (i.e. movement of sand);
and

28.5 artefacts caused by changes in vegetation coverage.

29. The analysis has shown there’s nothing to suggest that either dataset is ‘wrong’ or that there have been any major changes to the landscape that would invalidate the original modelling. Any variation is what is normally expected with LiDAR and what would be expected over a 12-year period.

30. On this basis, further modelling is not required in relation to the more recent LiDAR data.

Appropriateness of the LSIO mapping - Properties in the Floodway Overlay (FO)

31. The Panel discusses several issues about the LSIO mapping with the one issue that includes a recommendation being whether it is appropriate to exclude properties covered by the FO from the LSIO2.
32. DELWP's authorisation for Council to prepare the Amendment was subject to the following condition:

"Reconcile the extent of overlap of the proposed LSIO mapping with existing flood provisions, in particular the Floodway Overlay mapping at Barwon Heads, Lake Connewarre and Reedy Lake."
33. Council officers explained to the Panel that, in response to the condition, they had removed several properties in the Barwon River estuary area and around Reedy Lake that are within the FO.
34. In response to questions from the Panel, Council indicated that it did not consider it necessary to remove these properties from the LSIO2 simply because they are subject to another flood control. Council preferred to apply both, where more than one flood risk applies. The CCMA indicated that while it has no difficulty in principle with two flood tools applying, the main concern is to ensure that at least one control applies so that permit applications are referred to the CCMA.
35. The Panel says *"Given Dr Provis' evidence about the particular and distinct characteristics of flooding from coastal inundation, the Panel considers that it is prudent to apply the LSIO2 to all properties that are subject to coastal inundation, irrespective of whether another flood tool also applies."*
36. Panel recommendation:

"Apply the Land Subject to Inundation Overlay Schedule 2 to those properties identified in the Local Coastal Hazard Assessment as being subject to coastal inundation, but that were removed from the Amendment prior to exhibition on the basis that they were covered by the Floodway Overlay.

Ensure a process is put in place to notify the owners and occupiers of the affected properties, and provide them with the opportunity to make submissions and (if necessary) have their submissions considered by an independent panel."
37. City Response: The Panel's findings that it is prudent to apply the LSIO2 to all properties including those already covered by a Floodway Overlay in the Barwon River estuary/Lake Connewarre/Reedy Lake vindicates the City's position it put forward to DELWP when seeking authorisation.
38. With regard to applying the LSIO2 to the properties excluded by DELWP Council officers prefer to do this separately to the current C394 Amendment so it can be kept moving through to adoption and approval. It is recommended that the LSIO2 be applied to these properties under a future amendment. A relevant amendment would be the amendment to implement the CCMA's Lower Barwon and Moorabool River Flood Study. This amendment will be put to Council some time in 2020 and then move to exhibition. It updates the flood related overlays along the Barwon River and the LSIO2 could added for efficiency.

Application issues – Permit exemptions

39. This issue relates to permit exemptions. The Panel describes the situation saying that DELWP sought changes at Clause 3.0 of the proposed LSIO2. DELWP suggested that Council replace the words:

Works carried out under the Marine and Coastal Act 2018 or the Crown Land (Reserves) Act 1978 that have had regard to the Bellarine Peninsula – Corio Bay Local Coastal Hazard Assessment and are conducted by a public land manager or a coastal committee under the Marine and Coastal Act 2018

with:

Works that have been granted consent under the Marine and Coastal Act 2018 and are conducted by a Public Land Manager or Committee of Management appointed under the Crown Land (Reserves) Act 1978.

40. DELWP stated that this general consent is typically relied upon to enable minor and like for like repair of existing structures in the coastal zone. This includes rapid repair of sea walls or other structures whose purpose is to manage or mitigate coastal erosion or related risk, and visitor facilities (such as stairways) that are designed to enable safe access to the coastal zone. DELWP supported modifications to the exhibited schedule that enabled such work to proceed without a planning permit.
41. Council accepted DELWP's advice and the changes to the wording of Clause 3.0.
42. The Panel supports the exemption in the LSIO2 relating to coastal protection works and visitor facilities that are consented to under coastal protection legislation
43. Panel Recommendation:
“Amend Clause 3.0 of the Land Subject to Inundation Overlay Schedule 2 to include the following exemption

***Works that have been granted consent under the Marine and Coastal Act 2018 and are conducted by or on behalf of a Public Land Manager or Committee of Management appointed under the Crown Land (Reserves) Act 1978.*”**
44. City response: The Panel recommendation is accepted and the LSIO2 schedule for adoption (see Attachment 4) includes the new wording.

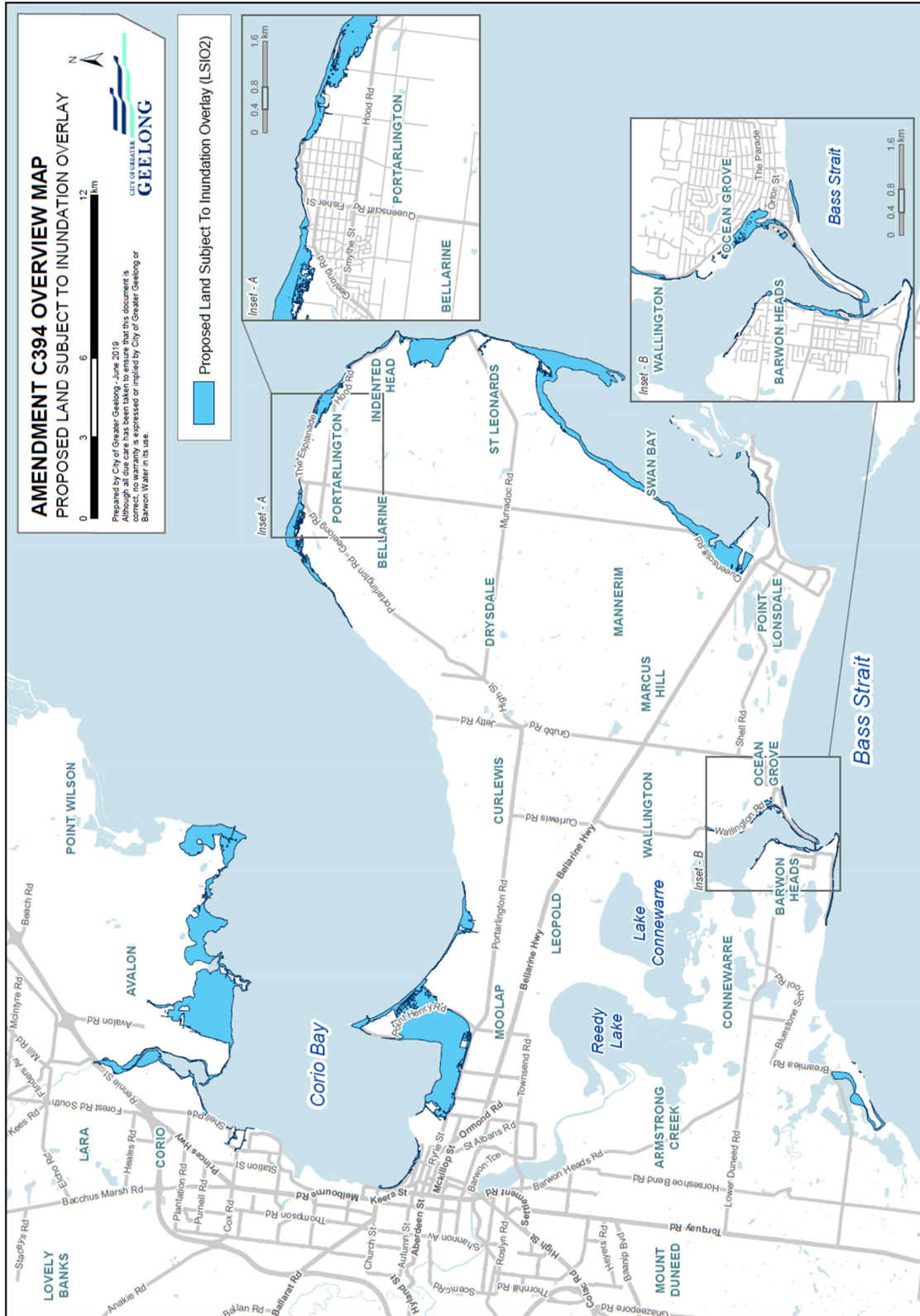
Application issues – views of the floodplain management authority

45. The issue is whether the decision guidelines in the LSIO2 should refer to the views of the relevant catchment management authority, or the floodplain management authority.
46. The Panel states *“it considers it appropriate that the views of the relevant floodplain management authority be sought and considered in relation to permit applications under the LSIO2. However the Scheme already provides for this. Under Clause 66.03, permit applications under the LSIO within the waterway management district of Melbourne Water must be referred to Melbourne Water, and permit applications outside the waterway management district of Melbourne Water must be referred to the relevant floodplain management authority (which in this case is the CCMA). The decision guidelines in the LSIO head clause (Clause 44.04-8) also require any comments of the relevant floodplain management authority to be taken into account. The first dot point in Clause 5.0 of the LSIO2 is therefore not necessary, and should be deleted.”*
47. Panel Recommendation:
“Delete the first dot point in Clause 5.0 of the Land Subject to Inundation Overlay Schedule 2.”
48. City response: The Panel recommendation is accepted and the wording has been deleted from the LSIO2 schedule for adoption (see **Attachment 4**).

Other conclusions

49. Throughout its report the Panel provides a series of conclusions on a range of issues. They are consistent with the City's position on the Amendment. However, they do not include formal recommendations and as such don't require a formal City response, the conclusions include:
- 49.1 Excluding Point Lonsdale from the LSIO2 at this time is appropriate, given the waterway and drainage system at 'The Point' is not yet complete. A future LSIO2 amendment should be progressed by the Greater Geelong and Queenscliffe Councils once 'The Point' waterway is constructed, and further modelling is compiled. In the interim, Schedule 21 to the Development Plan Overlay provides appropriate minimum floor level controls for 'The Point' development before the LSIO2 is considered for Point Lonsdale;
 - 49.2 There is no justification for removing the properties in Portarlington or St Leonards from the LSIO2;
 - 49.3 No additional permit exemptions are required for buildings or works undertaken by a public authority relating to watercourse management, environmental improvements or infrastructure services;
 - 49.4 It is not appropriate as part of this Amendment to amend existing planning controls in other parts of the Scheme to allow height limits to be exceeded to accommodate possibly higher floor levels that may be required under the LSIO2. This could be monitored and be the subject of a future amendment if required;
 - 49.5 It is not necessary for the LSIO2 to include requirements relating to overflow relief gully outlets. These are appropriately dealt with as part of the building permit process;
 - 49.6 Consideration of specific coastal protection works projects is beyond the scope of this Amendment. The Panel notes, however, that the 'Our Coast' project is progressing coastal protection works projects;
 - 49.7 The LSIO2 does not prevent development in Moolap and Point Henry. Rather, it will ensure that development appropriately addresses the potential coastal inundation risks; and
 - 49.8 Impacts on property values, insurance costs, and rates are not relevant planning considerations.

Attachment 3 - Overview map of area proposed for LSI02



Attachment 4 – Panel Executive Summary and Recommendations

Greater Geelong Planning Scheme Amendment C394ggee | Panel Report | 3 April 2020

Executive summary

Greater Geelong Planning Scheme Amendment C394ggee (the Amendment) seeks to implement the *Bellarine Peninsula - Corio Bay Local Coastal Hazard Assessment* December 2015 (LCHA). It includes policy changes to the Municipal Strategic Statement, introduces a new Land Subject to Inundation Overlay Schedule 2 (LSIO2), and applies the LSIO2 to the properties identified as being subject to future flood events and sea level rise.

Specifically, the Amendment seeks to:

- amend Clause 21.05 (Natural environment) of the Municipal Strategic Statement to refer to the LCHA and include a new objective and strategy at Clause 21.05-5 Climate Change relating to coastal impacts of climate change
- introduce a new Schedule 2 to Clause 44.04 Land Subject to Inundation Overlay titled 'Coastal Inundation and Hazard'
- apply the LSIO2 to land identified in the LCHA as being inundated by the combined effects of the 1% Average Event Probability (AEP) flood event plus 0.8 metre sea level rise
- amend the Schedule to Clause 72.03 to update the list of maps forming part of the Greater Geelong Planning Scheme (the Scheme).

The LSIO2 will apply to 1,614 coastal properties on the Bellarine Peninsula and Corio Bay at Avalon, Lara, Corio, Geelong, East Geelong, Newcomb, Moolap, Leopold, Bellarine, Portarlington, Indented Head, St Leonards, Swan Bay, Ocean Grove, Wallington, Barwon Heads, Connewarre and Breamlea.

A total of 43 submissions were received – 39 submissions objected, and 4 submissions either supported, did not object or provided comments.

Key issues raised in submissions included:

- concerns over the accuracy of the modelling in the LCHA
- whether the application of the LSIO2 is premature
- whether the flood mapping should be regularly reviewed (say, every 15 years)
- whether certain properties or areas should be included in the LSIO2, based on
 - their physical characteristics
 - the small extent of the property likely to be affected by flooding
 - other flood studies (including that which informed the Portarlington Structure Plan) do not show the area as subject to flooding or coastal inundation
- whether building height limits within the LSIO2 area should be increased to account for the need for higher floor levels due to inundation, and whether requirements relating to height and scale of buildings more generally should be relaxed for properties within the LSIO2
- impacts on the ability to develop, and the cost of developing
- impacts on property values, rates and land tax and insurance costs
- impacts on the Moolap Coastal Strategic Framework Plan and the future redevelopment of Point Henry
- whether Council should be doing more to combat coastal inundation with infrastructure.

Clause 13.01-2S (Coastal inundation and erosion) of the Planning Policy Framework requires planning authorities to plan for and manage the coastal impacts of climate change. Clause 21.05-4 (Coastal environments) requires planning authorities to respect and manage coastal processes, and Clause 21.05-5 (Climate change) requires them to plan for and adapt to the impacts of climate change.

Victorian Government policy requires all Councils to plan for a 0.8 metre sea level rise by the year 2100 (relative above 1990 levels). The LCHA was consequently prepared, and released in December 2015. It considers the combined impacts of a 0.8 metre sea level rise and a 1% AEP storm surge event.

The LCHA was prepared as part of the 'Our Coast' project. This project identified properties that will be subject to future flood events and sea level rise, and is the basis for this Amendment. The project was a Victorian Government funded initiative, and covers the area from Breamlea to Point Wilson. It expands on two previous climate change coastal research projects undertaken by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Victorian Government (Future Coasts). The 'Our Coast' assessment is therefore known as the '3rd pass' assessment.

Having considered the material referred to it, including the Victorian Climate Science Report 2019, the Panel considers that the science on climate change is well and truly settled. Climate change is happening, and its impacts are becoming more keenly felt. The 'precautionary principle' should be applied when considering the risks associated with climate change. Planning for the impacts of climate change in coastal areas achieves State planning policy and responds to the science.

After considering all written submissions and expert evidence, the Panel concludes that the Amendment is supported by, and implements, the Planning Policy Framework, and is consistent with the relevant Ministerial Directions and Practice Notes. The LSIO is the current and most appropriate planning tool available to address the risk of sea level rise and storm-tide surge. The Amendment is well founded and strategically justified, and provides net community benefit and sustainable development consistent with the requirements of Clause 71.02-3 of the Scheme. Council is to be commended for its forward looking and proactive approach in preparing the Amendment.

The Panel concludes:

- The modelling in the LCHA has been prepared on the best available information, and the Panel is satisfied as to its technical basis and accuracy. The minor discrepancies between the modelling in the LCHA and the LSIO mapping are not significant enough to affect the Amendment.
- Those properties in the Barwon River estuary and around Reedy Lake that are within the Floodway Overlay and that are identified in the LCHA as being subject to coastal inundation should be included in the LSIO2, subject to the owners and occupiers of the affected properties being notified of the proposed extension of the LSIO2 and being given the opportunity to make submissions.
- Excluding Point Lonsdale from the LSIO2 at this time is appropriate, given the waterway and drainage system at 'The Point' is not yet complete. A future LSIO2 amendment should be progressed by the Greater Geelong and Queenscliffe Councils once 'The Point' waterway is constructed, and further modelling is compiled. In the

interim, Schedule 21 to the Development Plan Overlay provides appropriate minimum floor level controls for 'The Point' development before the LSIO2 is considered for Point Lonsdale.

- There is no justification for removing the properties in Portarlington or St Leonards from the LSIO2.
- The permit exemption for coastal protection works is appropriate, subject to changing the wording to that agreed between Council and DELWP.
- No additional permit exemptions are required for buildings or works undertaken by a public authority relating to watercourse management, environmental improvements or infrastructure services.
- It is appropriate for the views of the relevant floodplain management authority to be taken into account, but this is already provided for under the referral provisions in Clause 66.03 of the Scheme and the decision guidelines in the LSIO head clause. The first dot point in Clause 5.0 of the LSIO2 should therefore be deleted.
- It is not appropriate as part of this Amendment to amend existing planning controls in other parts of the Scheme to allow height limits to be exceeded to accommodate possibly higher floor levels that may be required under the LSIO2. This could be monitored and be the subject of a future amendment if required.
- It is not necessary for the LSIO2 to include requirements relating to overflow relief gully outlets. These are appropriately dealt with as part of the building permit process.
- Consideration of specific coastal protection works projects is beyond the scope of this Amendment. The Panel notes, however, that the 'Our Coast' project is progressing coastal protection works projects.
- The LSIO2 does not prevent development in Moolap and Point Henry. Rather, it will ensure that development appropriately addresses the potential coastal inundation risks.
- Impacts on property values, insurance costs, and rates are not relevant planning considerations.

Recommendations

Based on the reasons set out in this Report, the Panel recommends that Greater Geelong Planning Scheme Amendment C394ggee be adopted as exhibited subject to the following recommendations:

- 1. Before adopting the Amendment, Council should check the accuracy of the 2007 LiDAR data used to inform the modelling in the Local Coastal Hazard Assessment (which in turn informed the mapping of the Land Subject to Inundation Overlay Schedule 2) against the 2019 LiDAR data. If discrepancies appear, Council should undertake further modelling and make any necessary adjustments to the Overlay mapping that may be required.**
- 2. Apply the Land Subject to Inundation Overlay Schedule 2 to those properties identified in the Local Coastal Hazard Assessment as being subject to coastal inundation, but that were removed from the Amendment prior to exhibition on the basis that they were covered by the Floodway Overlay. Ensure a process is put in place to notify the owners and occupiers of the affected properties, and provide them with the opportunity to**

make submissions and (if necessary) have their submissions considered by an independent panel.

3. Amend the Land Subject to Inundation Overlay Schedule 2 to:
 - a) include the following exemption in Clause 3.0:

Works that have been granted consent under the Marine and Coastal Act 2018 and are conducted by or on behalf of a Public Land Manager or Committee of Management appointed under the Crown Land (Reserves) Act 1978.
 - b) delete the first dot point in Clause 5.0.

Attachment 5 – Amendment documents and maps for adoption

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C394ggee

INSTRUCTION SHEET

The planning authority for this amendment is Greater Geelong City Council.

The Greater Geelong Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 26 attached map sheets.

Overlay Maps

1. Amend Planning Scheme Map Nos. 19, 27, 29, 50, 56, 81, 83, 86 and 88 LSIO-FO in the manner shown on the 9 attached maps marked “Greater Geelong Planning Scheme, Amendment C394”.
2. Insert new Planning Scheme Map Nos. 26, 28, 38, 40, 42, 43, 44, 45, 51, 57, 62, 63, 73, 74, 84, 85 and 87 LSIO-FO in the manner shown on the 17 attached maps marked “Greater Geelong Planning Scheme, Amendment C394”.

Planning Scheme Ordinance

The Planning Scheme Ordinance is amended as follows:

3. In **Local Planning Policy Framework** – replace Clause 21.05 with a new Clause 21.05 in the form of the attached document.
4. In **Overlays** – Clause 44.04, insert a new Schedule 2 in the form of the attached document.
5. In **Operational Provisions** – Clause 72.03, replace the Schedule with a new Schedule in the form of the attached document.

End of document

GREATER GEELONG PLANNING SCHEME

21.05 NATURAL ENVIRONMENT

C384qgee

21.05-1 Key issues and influences

C384qgee

The municipality includes a rich diversity of flora and fauna, including rare and unique species and communities, major waterways, large coastal areas and complex freshwater and marine wetlands.

Remnant vegetation across the municipality is conservatively estimated to be approximately 5% of that which existed pre European settlement.

Many of the municipality's significant natural environments are protected by international and national agreements and legislation.

Urban and rural growth has had a direct impact on the municipality's natural environments and the flora and fauna that they sustain. There is a need to protect and enhance the natural environment and provide for more sustainable development.

The extensive coastline is an important natural feature of the municipality, which is vulnerable to the impacts of urban development, climate change and natural processes.

A number of areas in the municipality are susceptible to flooding, via the flooding of waterways, stormwater runoff and coastal inundation, which have the potential to result in significant adverse economic, social and environmental impacts.

[Areas of coastal inundation and hazard have been identified in the Bellarine Peninsula – Corio Bay Local Coastal Hazard Assessment 2015 and mapped in the LSIO.](#)

A number of areas in the municipality are susceptible to wildfire hazard, including some grasslands around Lara, the foothills of the Brisbane Ranges, and parts of the Anakie township.

21.05-2 Waterways

28/01/2010
C128(Part 1)

Objectives

- To protect, maintain and enhance waterways, rivers, wetlands and groundwater.
- To protect connectivity between waterways and wetlands.
- To reduce the amount of runoff from urban development and improve the quality of stormwater runoff entering waterways, estuarine and marine waters.

Strategies

- Ensure that land use and development avoids isolating wetlands and provides for connective water flows and vegetative links.
- Ensure waterways and wetlands are not drained or adversely affected as a result of development.
- Ensure development provides for appropriate buffer setbacks and fencing to waterways and wetlands.
- Ensure identified groundwater catchments are protected from surface contamination.
- Effectively manage stormwater runoff from development.

GREATER GEELONG PLANNING SCHEME

21.05-3 Biodiversity

23/01/2010
C128(Part 1)

Objective

- To protect, maintain and enhance the biodiversity of the municipality.

Strategies

- Ensure that land use and development enhances areas of native vegetation and other habitats.
- Ensure that land use and development minimises the fragmentation of areas of native vegetation and other habitats.
- Ensure habitats of indigenous species are protected from the impacts of land use and development.
- Ensure that land use and development does not aggravate existing salinity impacts or lead to the generation of newly affected areas, particularly through rising groundwater levels.

21.05-4 Coastal environments

23/01/2010
C128(Part 1)

Objectives

- To protect, maintain and enhance the coast, estuaries and marine environment.
- To respect and manage coastal processes.

Strategies

- Focus urban coastal development within existing urban settlements.
- Prevent lineal urban sprawl along the coast.
- Avoid the loss of, and wherever possible increase, public access to the foreshore environment.
- Restrict development on primary dunes.
- Ensure the potential for existence of acid sulphate soils adjacent to coastal and wetland locations is considered.
- Limit the number of stormwater outlets to the coast.
- Setback future land use and development from coastal areas, estuaries and coastal wetlands to provide a buffer which is adequate to accommodate coastal recession and the landward migration of coastal wetland vegetation communities such as mangroves and salt marshes.

21.05-5 Climate change

C128(Part 1)

Objective

- To plan for and adapt to the impacts of climate change.
- To ensure that the community and assets are not exposed to an unacceptable level of risk associated with the coastal impacts of climate change.

GREATER GEELONG PLANNING SCHEME

Strategy

- Avoid land use and development within areas considered at risk of coastal erosion or inundation from flooding, storm surge or rising sea levels.
- Consider the coastal impacts of climate change in strategic planning and public land management.

21.05-6 Natural resource management

23/01/2010
C128(Part 1)

Objectives

- To use non-renewable resources more efficiently.
- To increase the use of renewable resources.

Strategies

- Encourage all land use and development to incorporate best practice Water Sensitive Urban Design (WSUD) principles.
- Encourage planting of low water use vegetation, particularly indigenous vegetation.
- Encourage the installation of alternative, renewable energy supply systems.
- Encourage the installation of alternative water supply systems, including the use of recycled water where appropriate.
- Encourage development to incorporate best practice energy efficiency design principles and measures.

21.05-7 Flooding

23/01/2010
C128(Part 1)

Objectives

- To protect floodplains.
- To minimise the potential for damage and risks to public safety and property from flooding.

Strategies

- Ensure that land use and development is compatible with flood prone land.
- Discourage land use and development in floodplains where flood function may be impaired.
- Recognise flood hazards associated with waterways and ensure the free passage of water whilst protecting development from flooding impacts.

GREATER GEELONG PLANNING SCHEME

21.05-8 Wildfire

23/01/2010
C128(Part 1)

Objective

- To minimise the impacts of wildfire.

Strategies

- Identify areas at risk of wildfire.
- Ensure that development in identified areas considers the impacts of wildfire.

21.05-9 Implementation

C384ggee

These strategies will be implemented by:

- Using policy and exercise of discretion

Where appropriate, requiring the preparation of Stormwater Management Plans and/or Construction Management Plans which provide for the protection of receiving waterways.

Where appropriate, require applications for marine based development, including aquaculture development, to provide an environmental assessment.

Utilise indigenous species in revegetation programs on public land, including roadsides to improve the overall biodiversity of the municipality.

Ensure urban development on the Bellarine Peninsula complies with structure plan maps as detailed in Clause 21.14.

Further Work

Prepare and implement an updated flood study for Lara.

Work with the Corangamite Catchment Management Authority and the Department of Primary Industries to implement the Salinity Management Overlay Project, which may also include the protection of primary salinity sites via the Environmental Significance Overlay.

Work with the Corangamite Catchment Management Authority and the relevant state agency to implement the Erosion Management Overlay Project.

Investigate the application of the Environmental Significance Overlay to contributory value wetlands.

Investigate the application of the Environmental Significance Overlay or Vegetation Protection Overlay to areas identified as Biodiversity Sites and/or Primary Biodiversity Conservation Zones.

Work with the Department of Environment, Land, Water and Planning to investigate the application of appropriate planning provision(s) to the coastal fringe.

Work with the Department of Environment, Land, Water and Planning to investigate the application of appropriate planning provision(s) to areas identified as containing Bellarine Yellow Gum and Coastal Moonah Woodland.

References

Bellarine Peninsula – Corio Bay Local Coastal Hazard Assessment – Inundation Report, Cardno for City of Greater Geelong, December 2015

GREATER GEELONG PLANNING SCHEME

City of Greater Geelong Environment Management Strategy 2006 - 2011, City of Greater Geelong, 2006.

Geelong Wetland Strategy, City of Greater Geelong, 2006.

Geelong Biodiversity Strategy, City of Greater Geelong, 2003.

Corio Bay Coastal Action Plan, Central Coastal Board and the City of Greater Geelong, 2005.

Corangamite Regional Catchment Strategy 2013-2019, Corangamite CMA, 2013.

City of Greater Geelong Stormwater Management Plan, City of Greater Geelong, 2002.

Central West Victoria Regional Coastal Action Plan, Western Coastal Board, 2003.

Central West Victoria Estuaries Coastal Action Plan, Western Coastal Board, 2005.

Geelong Flood Mitigation Strategy, Gutteridge Haskins & Davey Pty Ltd for City of Greater Geelong, May 1997.

Geelong Regional Floodland Study, Geelong Regional Commission, June 1979.

Hovells Creek, Lara: Flooding – December 10, 1988, prepared by Technical Services Department Shire of Corio, January 1990.

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C394ggee

SCHEDULE 2 TO CLAUSE 44.04 LAND SUBJECT TO INUNDATION OVERLAY

Shown on the planning scheme map as L SIO2.

COASTAL INUNDATION AND HAZARD

1.0 Land subject to inundation objectives to be achieved

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C394ggee

- To protect land vulnerable to coastal inundation from inappropriate development.
- To plan for projected sea level rises to ensure that the community and assets are not exposed to an unacceptable level of risk associated with the coastal impacts of climate change.
- To identify land in coastal areas that may be inundated by the combined effects of the 1% Average Event Probability (AEP) flood event plus 0.8 metre sea level rise.
- To ensure that any new development is suitably designed to ensure that it is compatible with the identified flood hazard and local drainage characteristics.

2.0 Statement of risk

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C394ggee

A number of areas in the municipality are susceptible to flooding, via the flooding of waterways, stormwater runoff and coastal inundation, which have the potential to result in significant adverse economic, social and environmental impacts. Areas of coastal inundation and hazard have been identified in the *Bellarine Peninsula - Corio Bay Local Coastal Hazard Assessment - Inundation Report*, Cardno for City of Greater Geelong (2015) which is the source of mapping in this overlay.

3.0 Permit requirement

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C394ggee

- A permit is not required to construct a building or carry out works for:
- An extension to an existing dwelling, provided the gross floor area of the extension does not exceed 20 square metres.
 - Outbuildings and works normal to an existing dwelling, including a deck or verandah that does not exceed 20 square metres, landscaping, a pergola, driveway, carport, barbeques and water tank.
 - Agricultural and farm buildings less than 100 square metres in gross floor area.
 - A building which is open on all sides including a domestic shed, animal enclosure, stockyard or agricultural shed.
 - An upper storey extension to an existing building within the existing building footprint.
 - A footpath, bicycle path, boardwalk, tennis court or sports ground provided that they are constructed at ground level.
 - An in-ground domestic swimming pool or spa and associated mechanical and fencing equipment where the excavated spoil is removed and the perimeter edging of the pool is finished at natural ground level.
 - An elevated boardwalk, provided that the new surface levels are above the applicable levels set by the relevant floodplain management authority.
 - Repairs and routine maintenance of existing fences if the fence design and materials remain the same.
 - A radio mast, telecommunications tower, antenna, power pole or light pole.
 - An outdoor advertising sign/structure.
 - Earthworks that do not change the rate of flow or the discharge point of water across a property boundary.

- Works carried out by any water authority to maintain and replace infrastructure related to sewer and water supply.
- Works that have been granted consent under *the Marine and Coastal Act 2018* and are conducted by or on behalf of a Public Land Manager or Committee of Management appointed under the *Crown Land (Reserves) Act 1978*.

4.0 Application requirements

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C394gggg

The following application requirements apply to an application for a permit under Clause 44.04, in addition to those specified in Clause 44.04 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

- A location plan drawn to scale, showing the boundaries and dimensions of the site, surrounding uses, the layout of existing and proposed buildings and works and the distance to coast or estuary.
- Elevation plans taken by or under the direction and supervision of a licensed land surveyor showing natural ground level, finished ground level and the floor levels of any existing and proposed buildings in relation to both Australian Height Datum (AHD) and the level as nominated by the relevant floodplain management authority at 2100.
- A detailed site plan with 0.5 metre contours showing the layout of existing and proposed buildings and works, watercourses, access roads, vegetation and all infrastructure that may be affected by flooding, sea level rise or coastal inundation, taken by or under the direction and supervision of a licensed land surveyor.
- An outline of actions or measures required, if any, to the siting and design of the buildings or works, or in association with the use and occupation of all aspects of the proposal in order to reduce the risk to individuals, property, infrastructure and the environment over the predicted life of the buildings or works. These actions may include the consideration of adaptation options such as planned retreat, setbacks, accommodation of changes through floor heights, site and land forming and drainage works.

5.0 Decision guidelines

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The following decision guidelines apply to an application for a permit under Clause 44.04, in addition to those specified in Clause 44.04 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- *Bellarine Peninsula - Corio Bay Local Coastal Hazard Assessment - Inundation Report*, Cardno for City of Greater Geelong (December 2015)

GREATER GEELONG PLANNING SCHEME

16/11/2018
C334386000

**SCHEDULE TO CLAUSE 72.03 WHAT DOES THIS PLANNING SCHEME
CONSIST OF?**

1.0

Maps comprising part of this planning scheme:

16/11/2018
C334386000

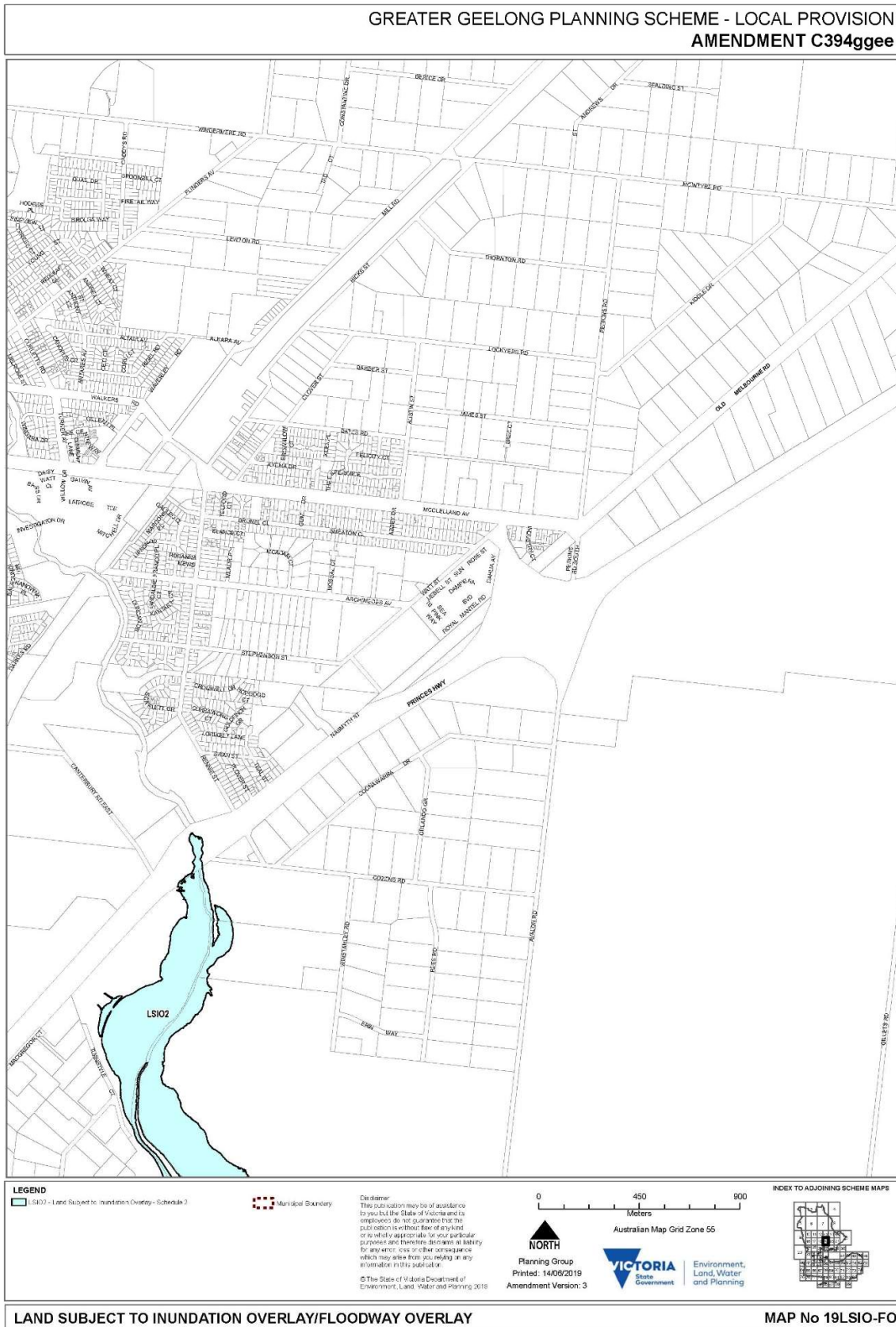
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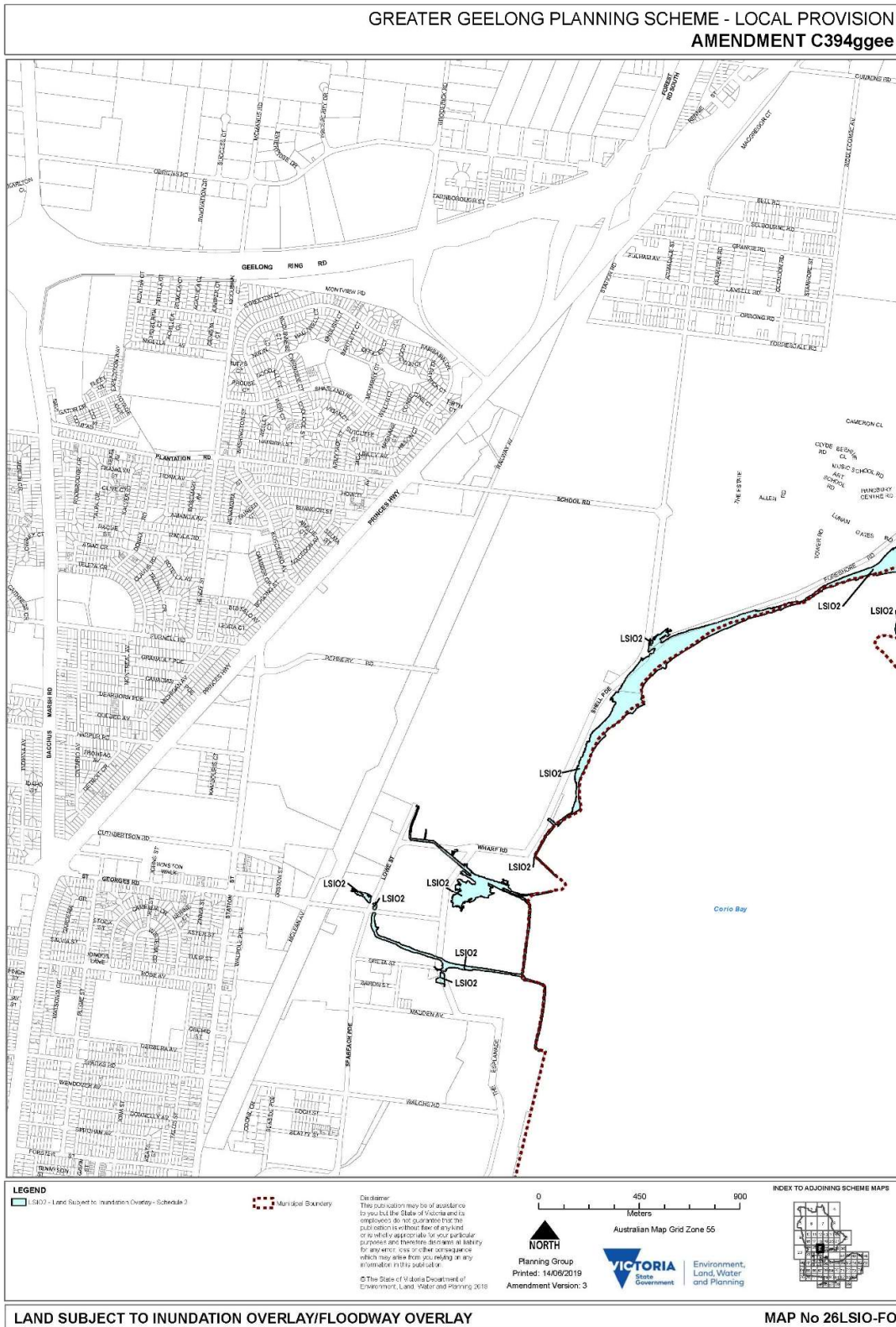
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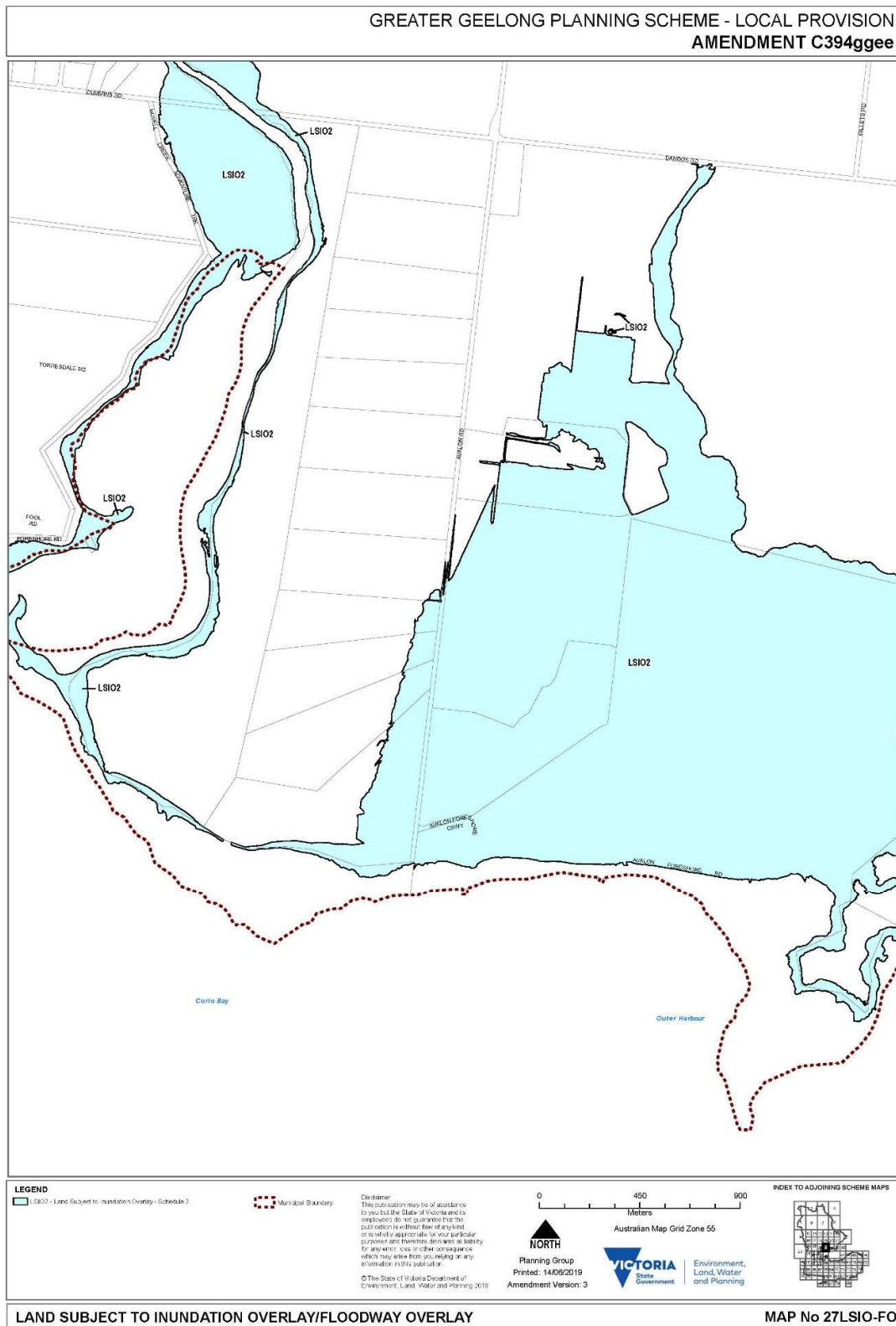
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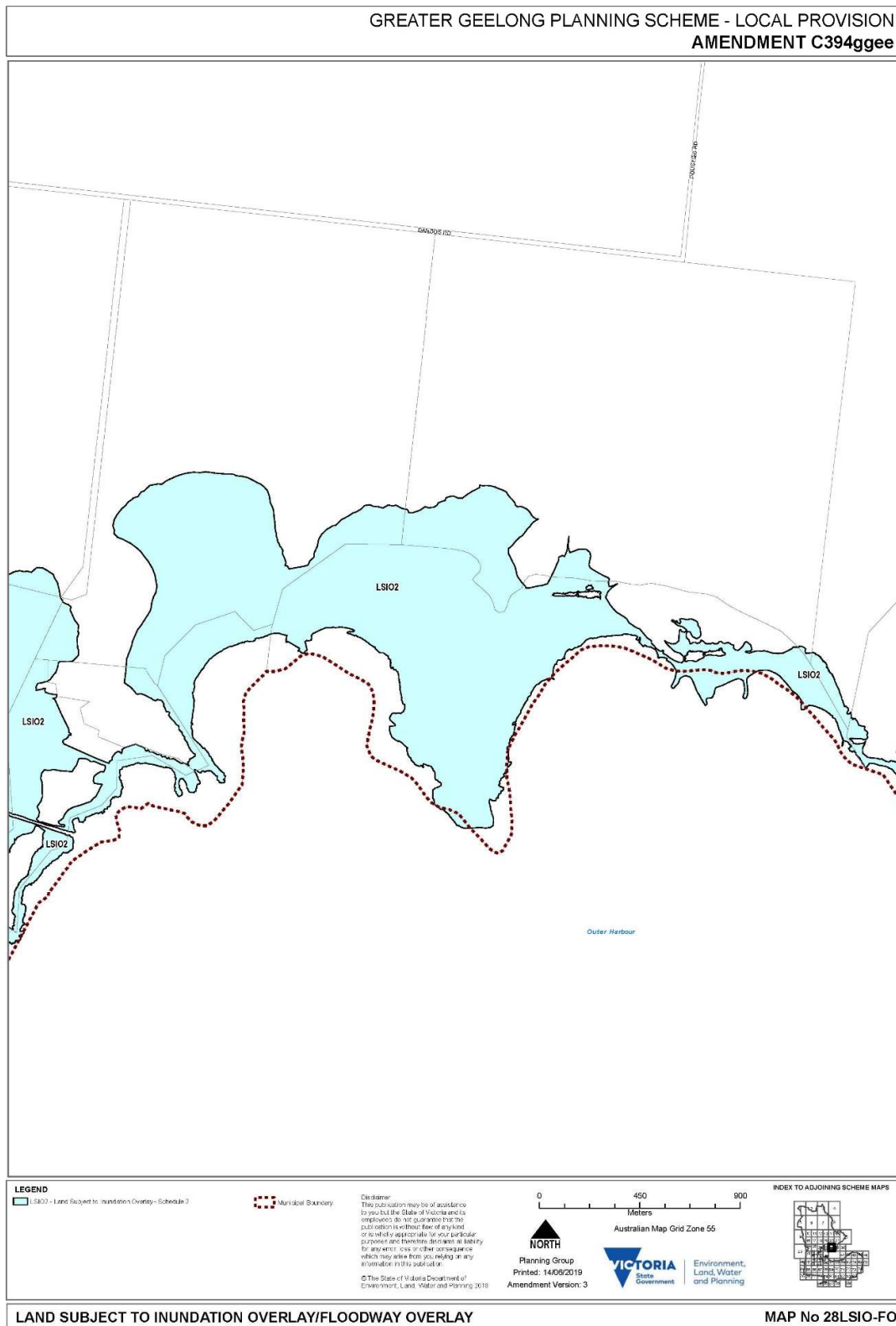
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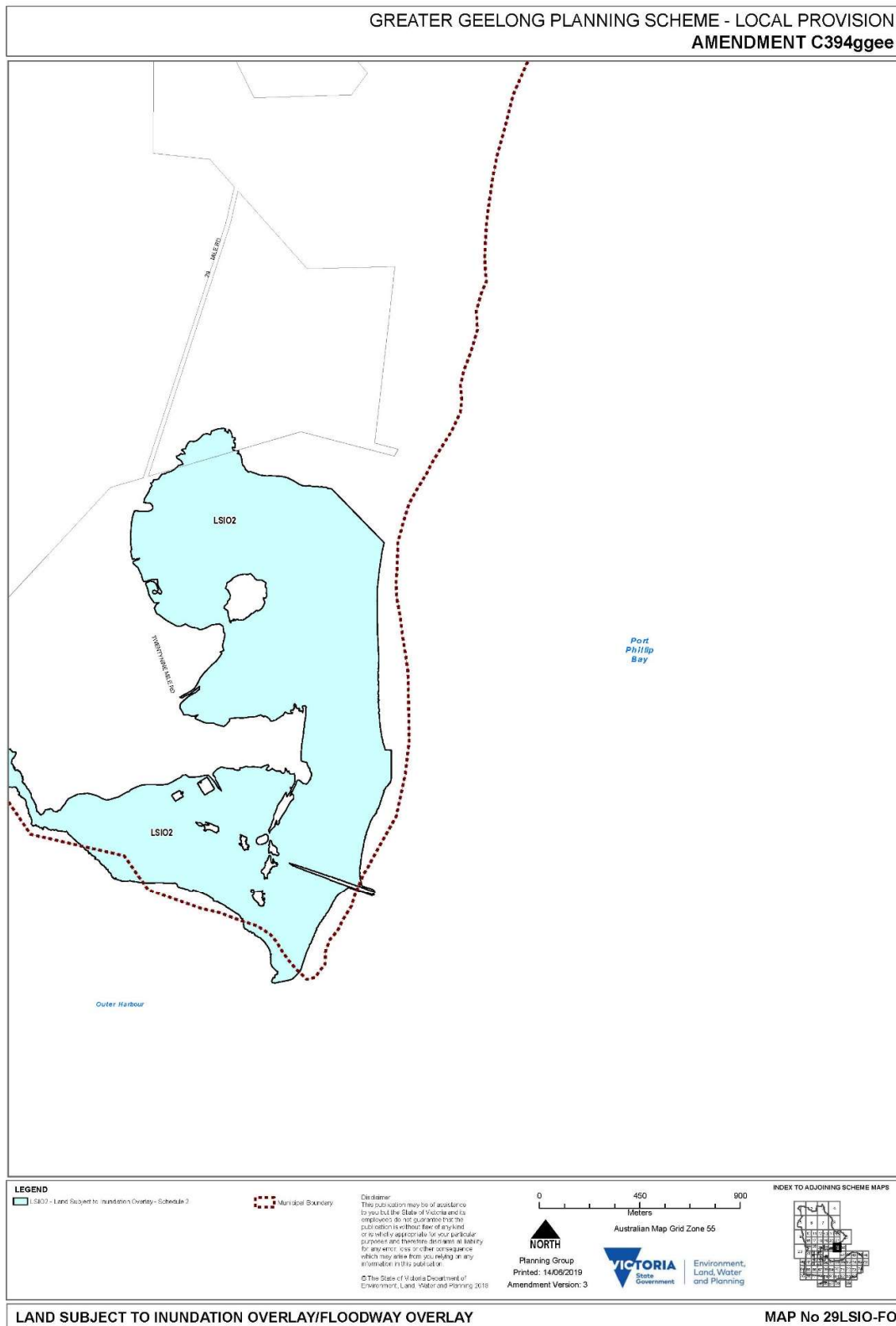
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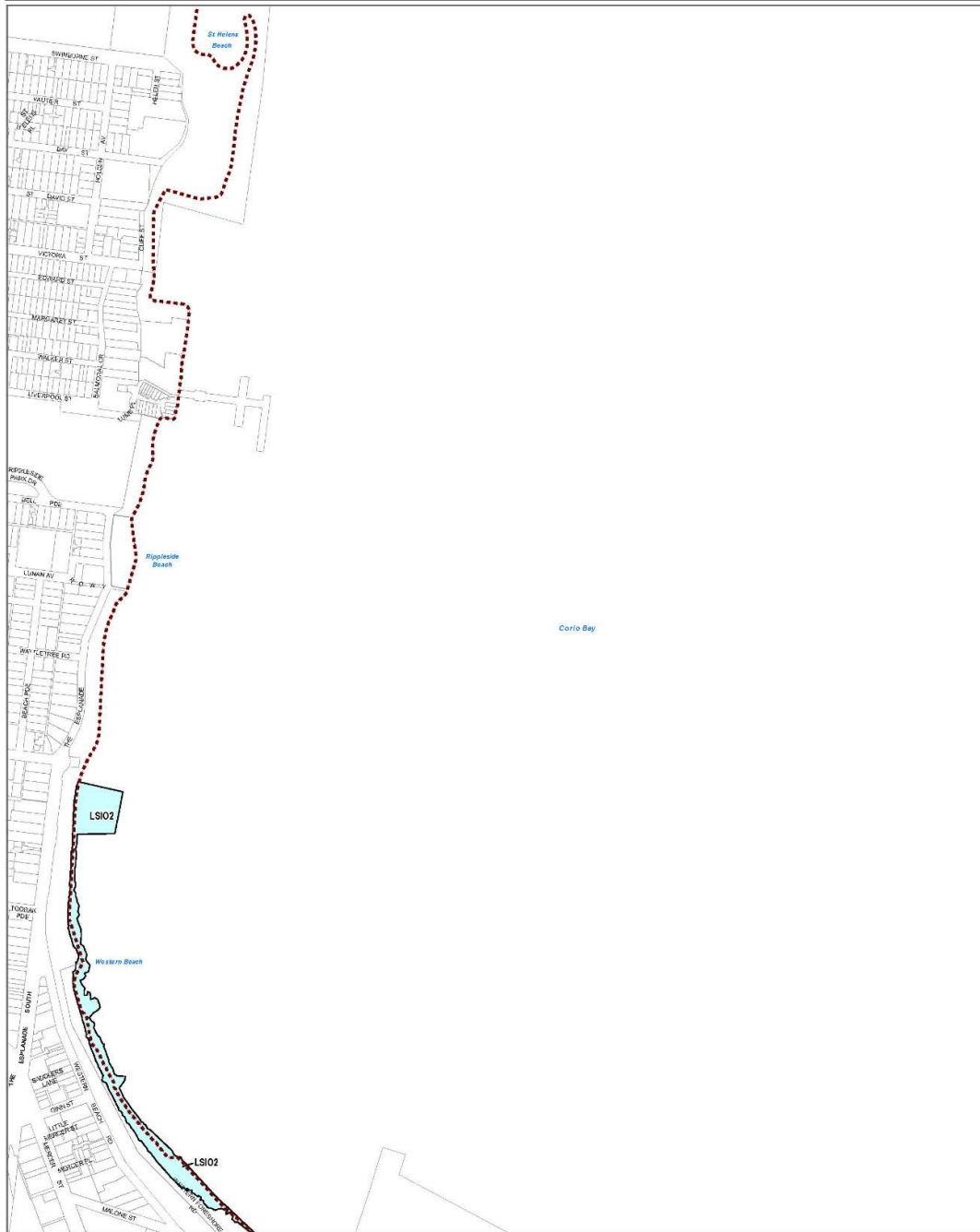








**GREATER GEELONG PLANNING SCHEME - LOCAL PROVISION
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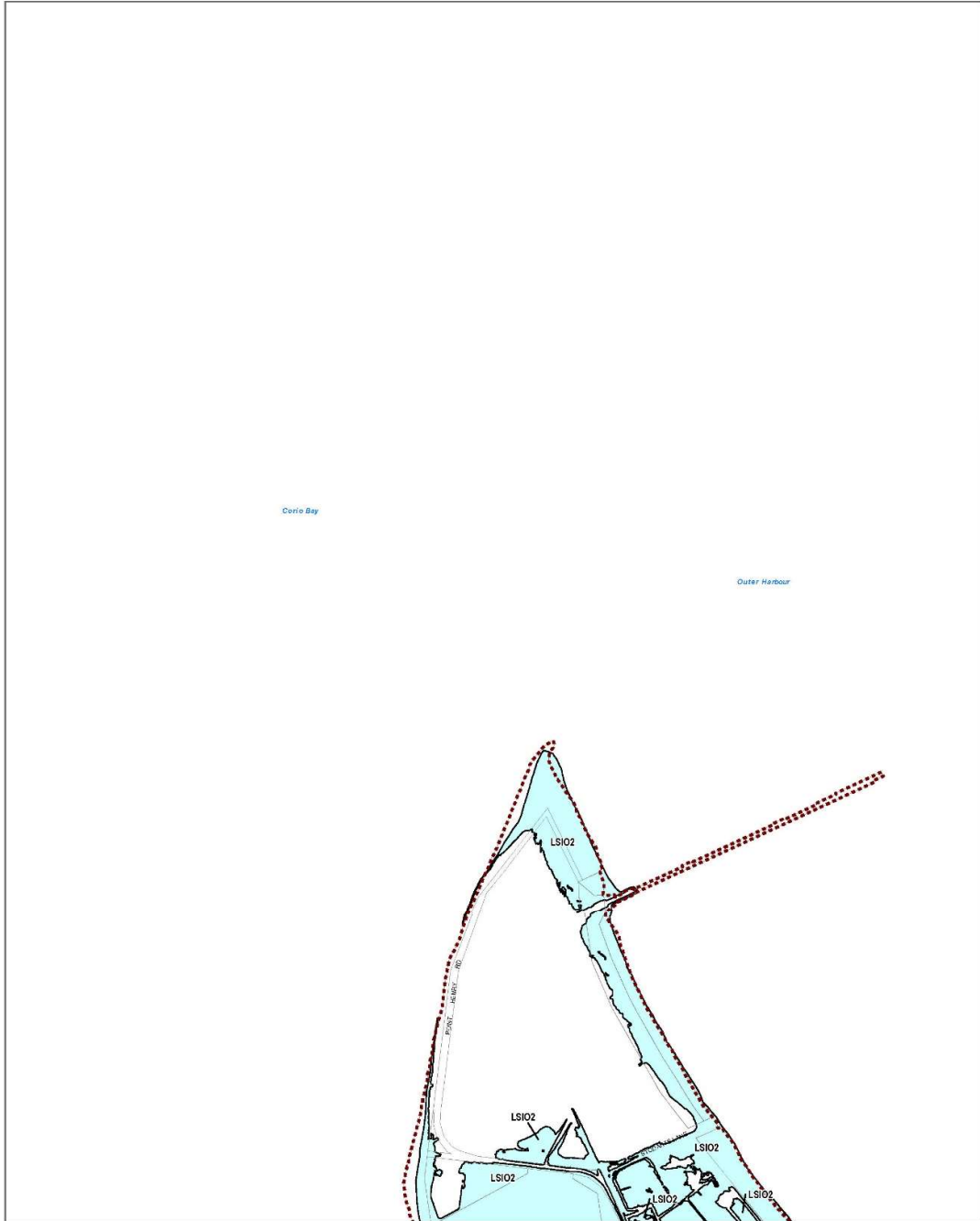
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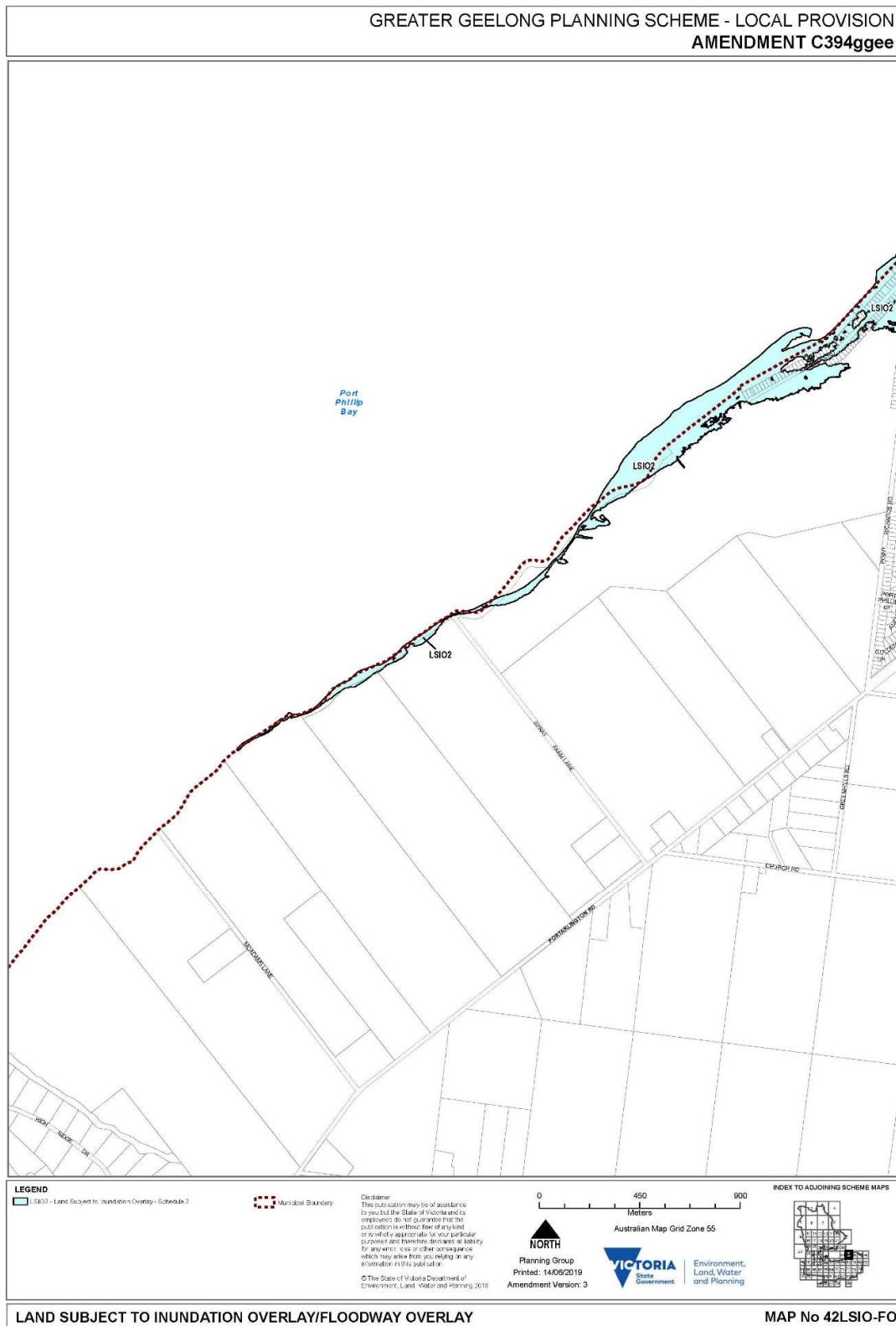
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**GREATER GEELONG PLANNING SCHEME - LOCAL PROVISION
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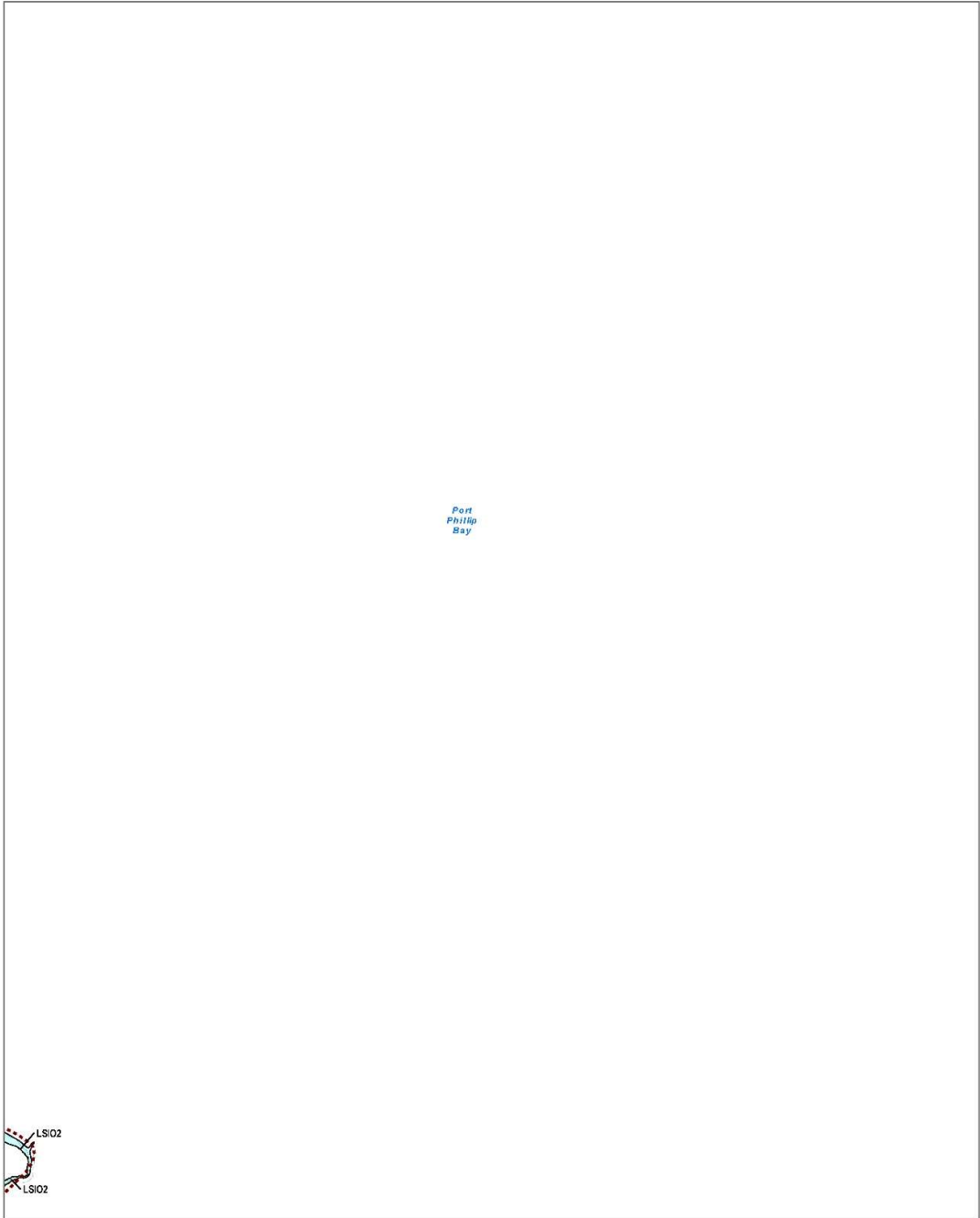
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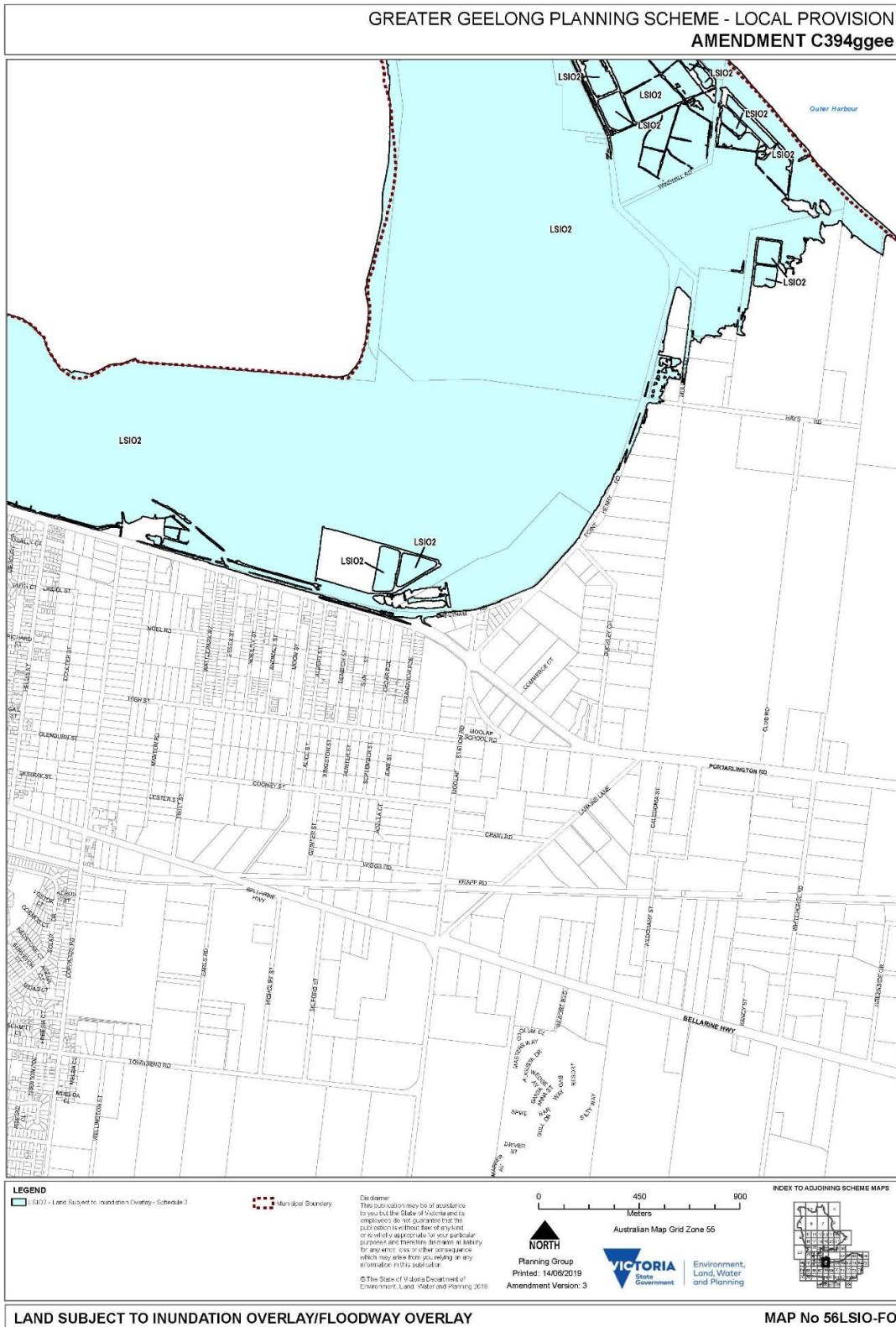


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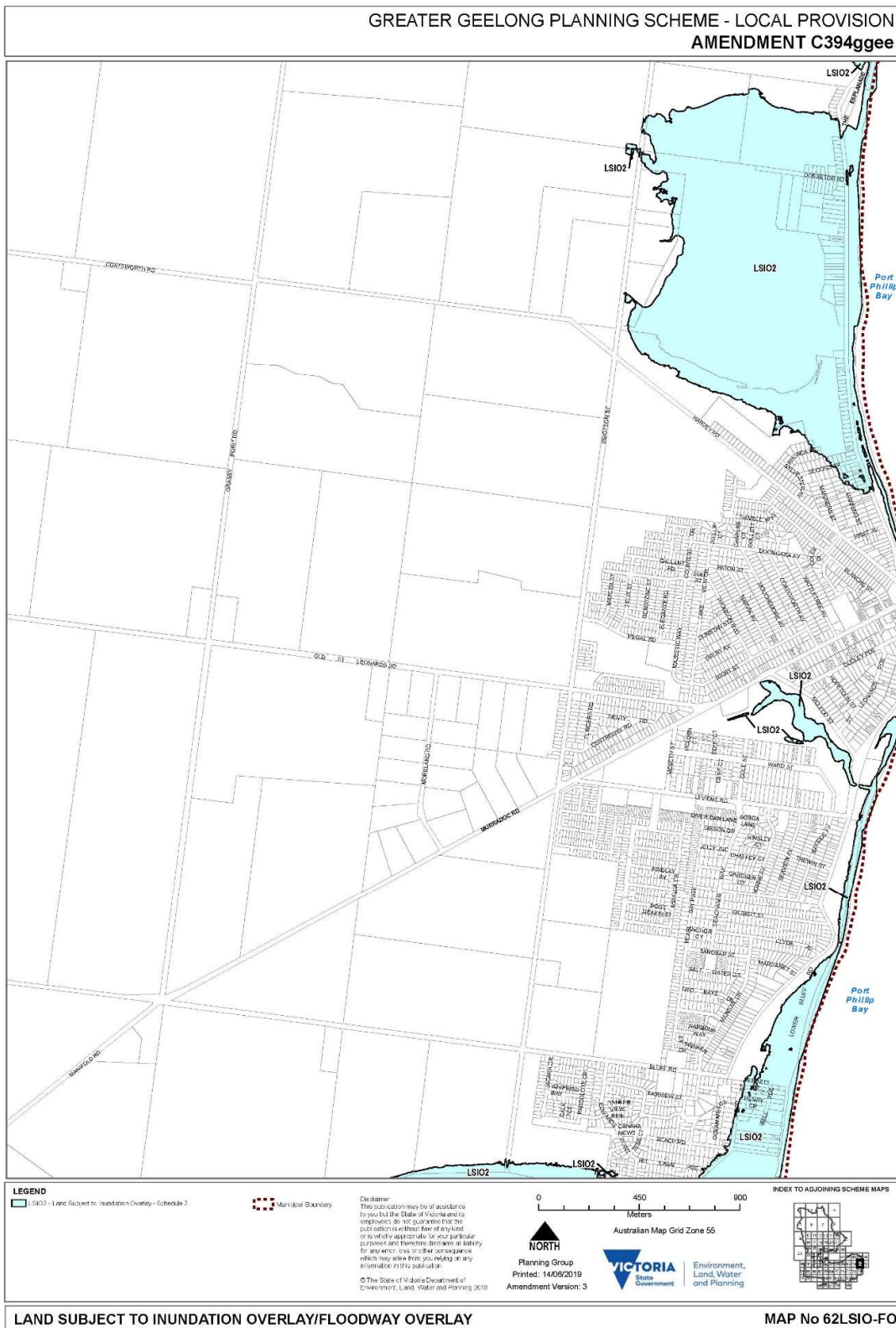
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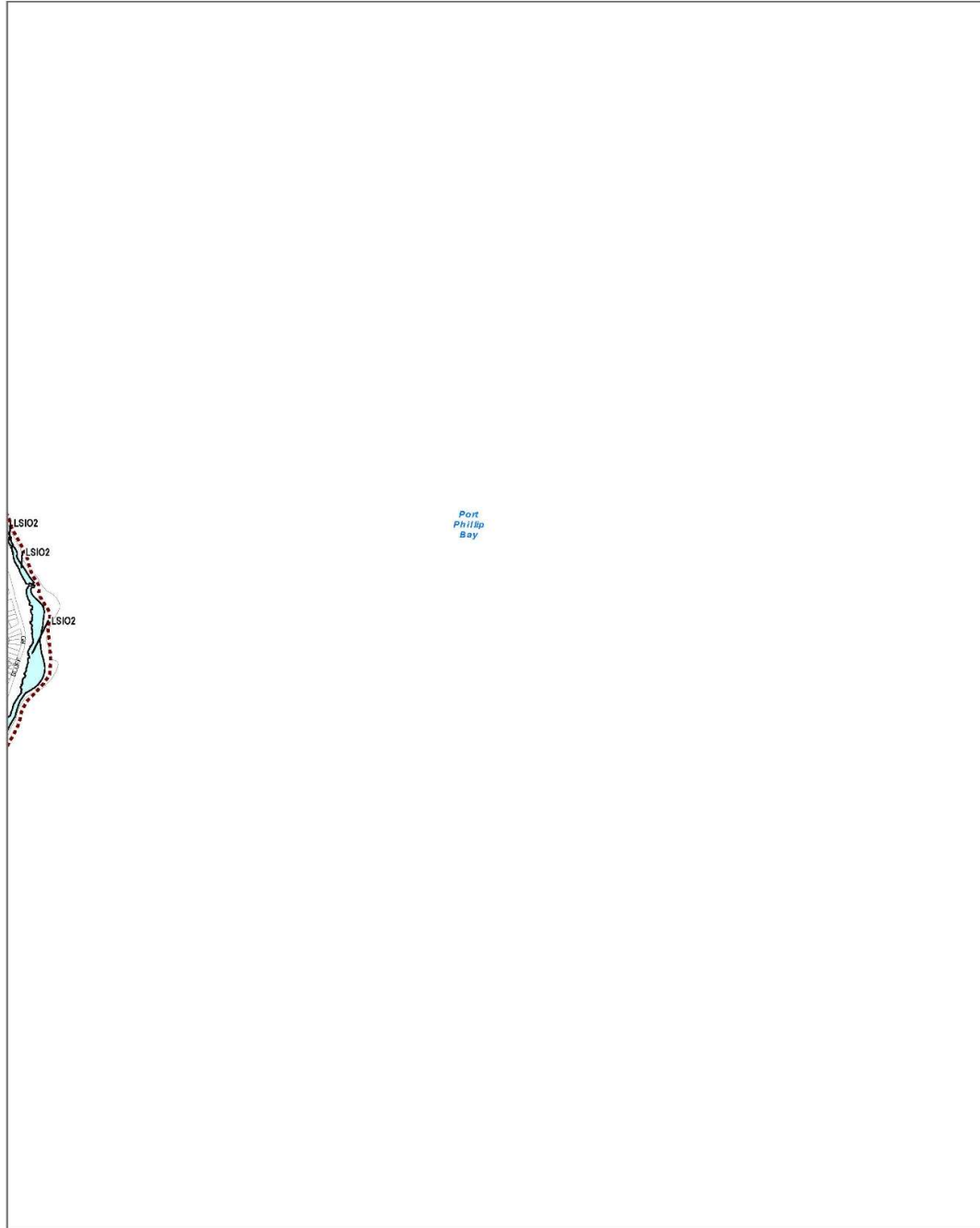








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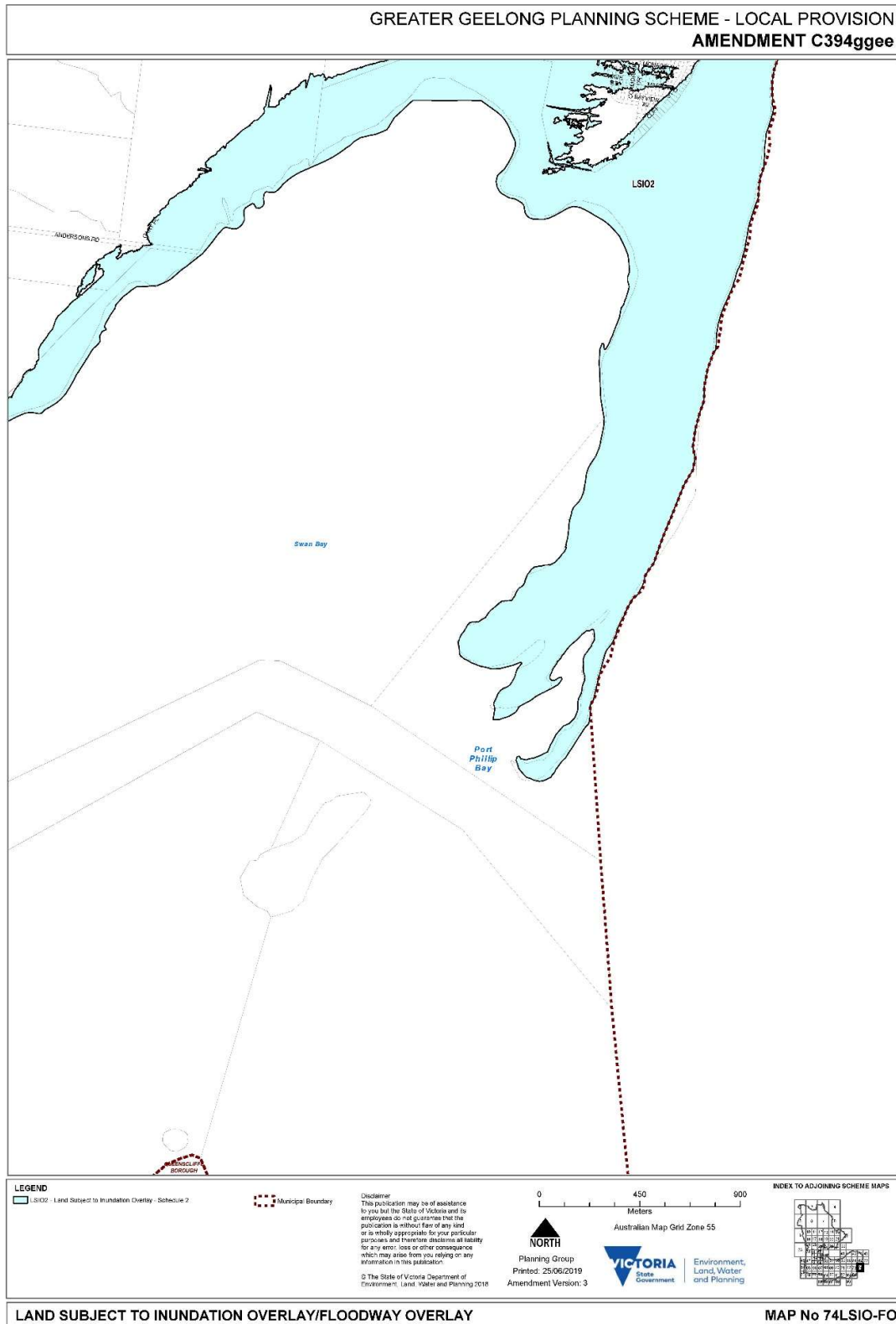
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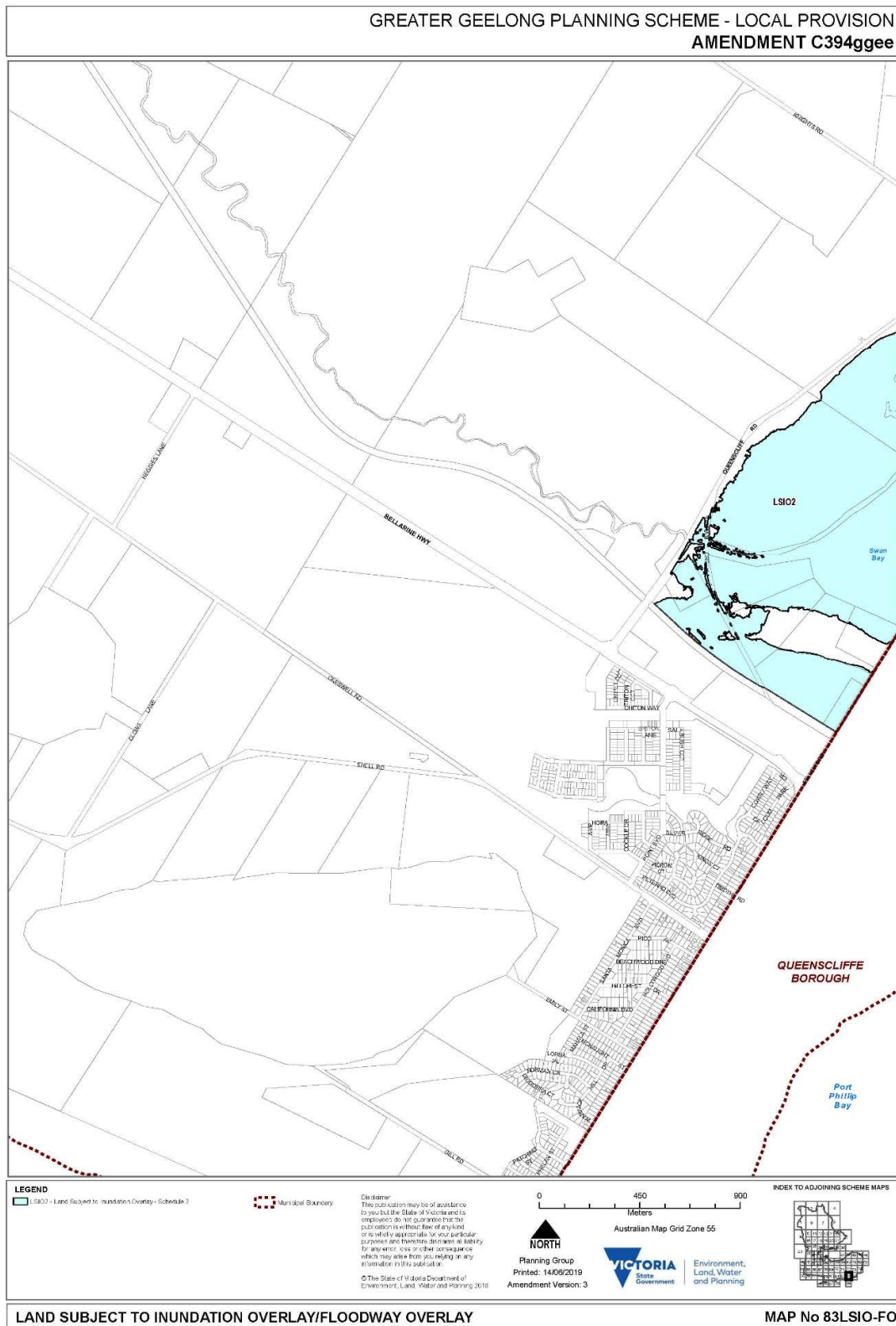
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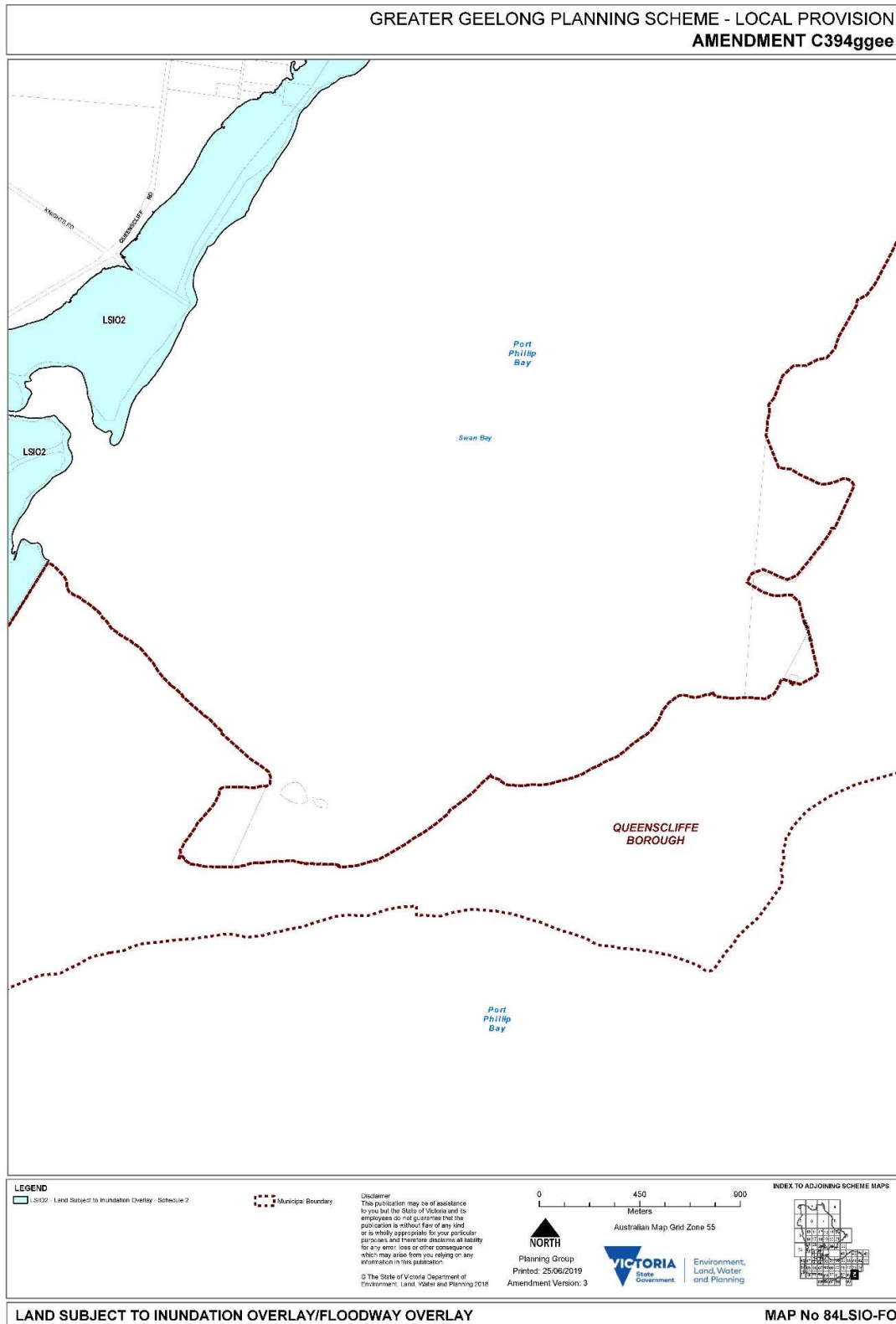
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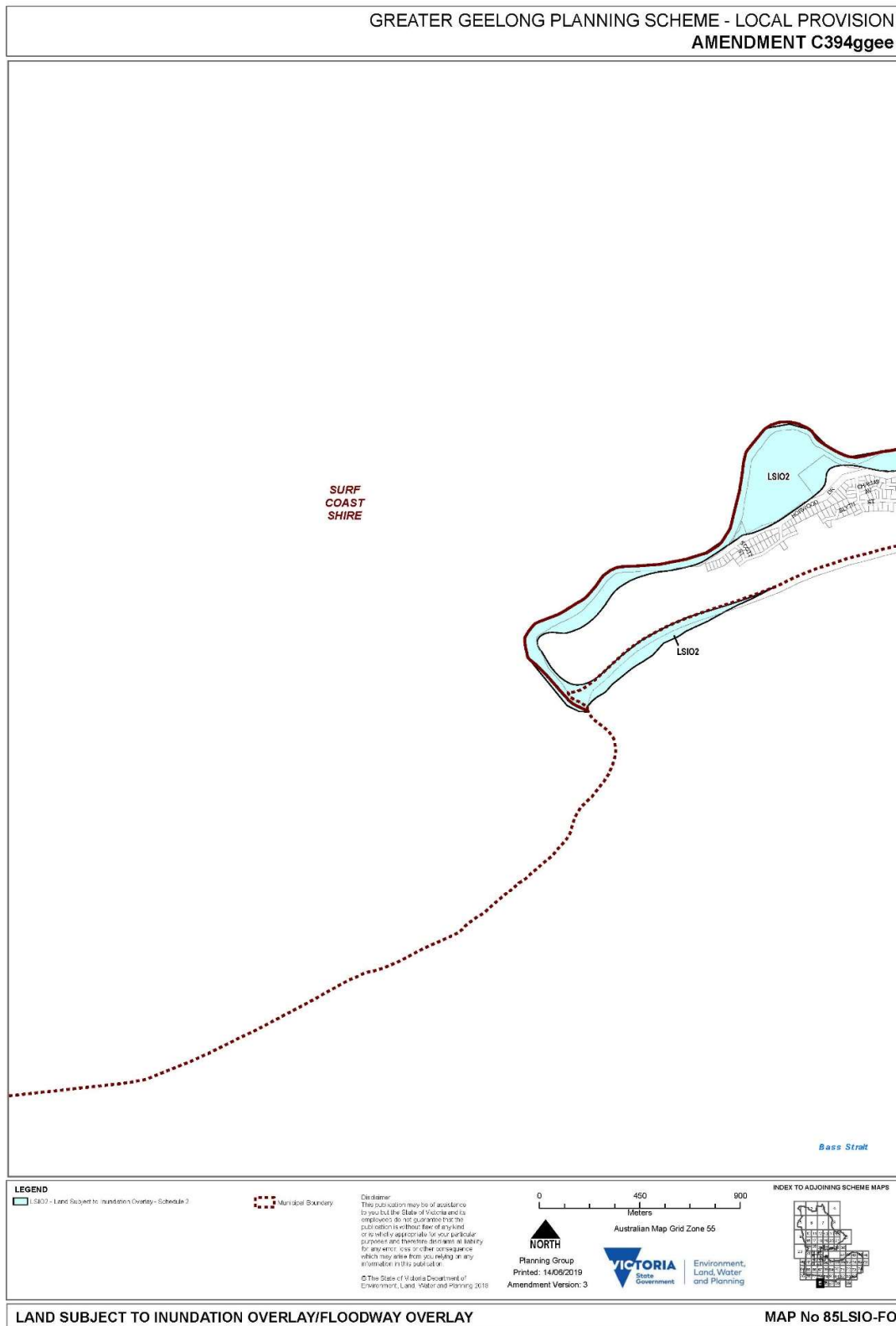


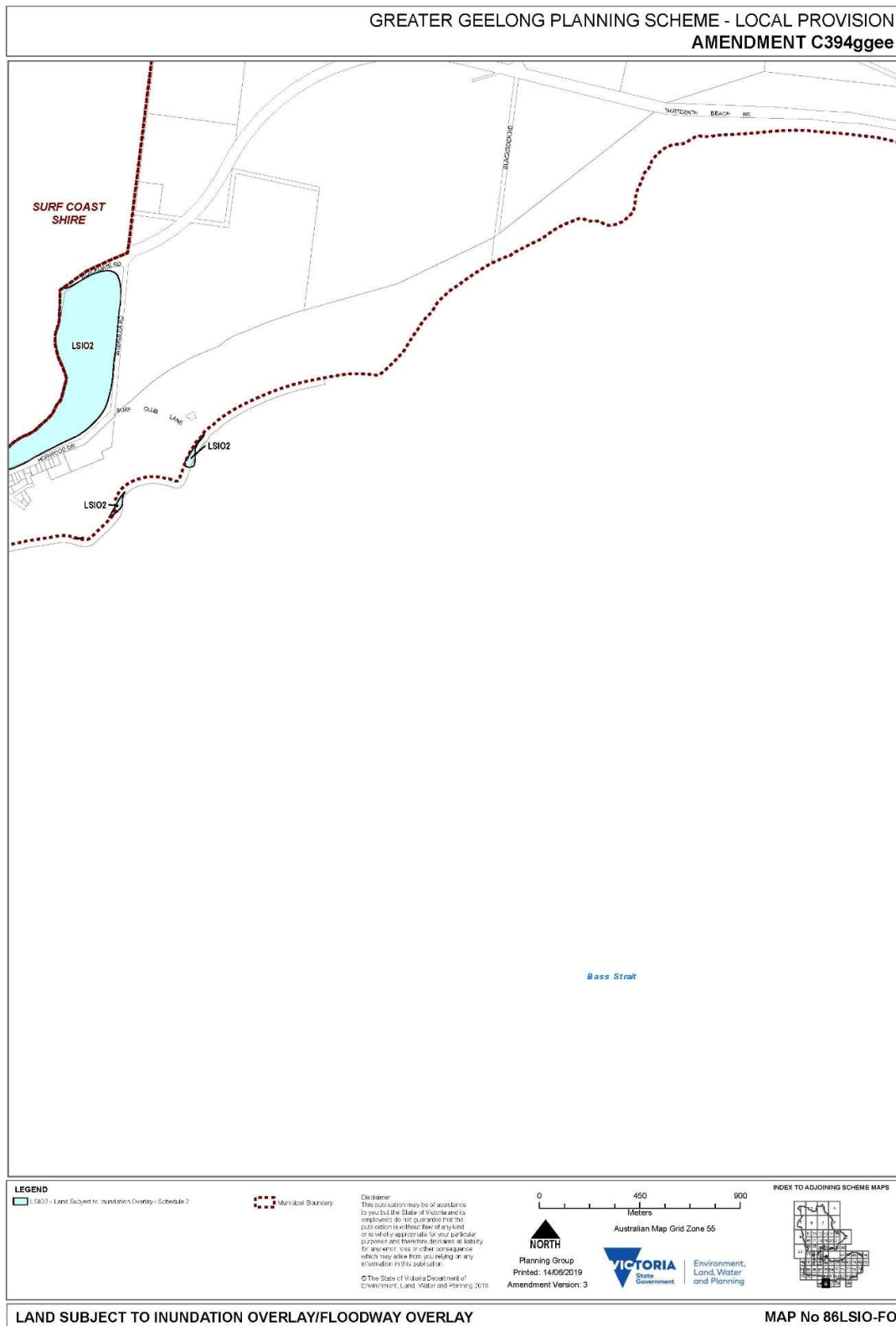


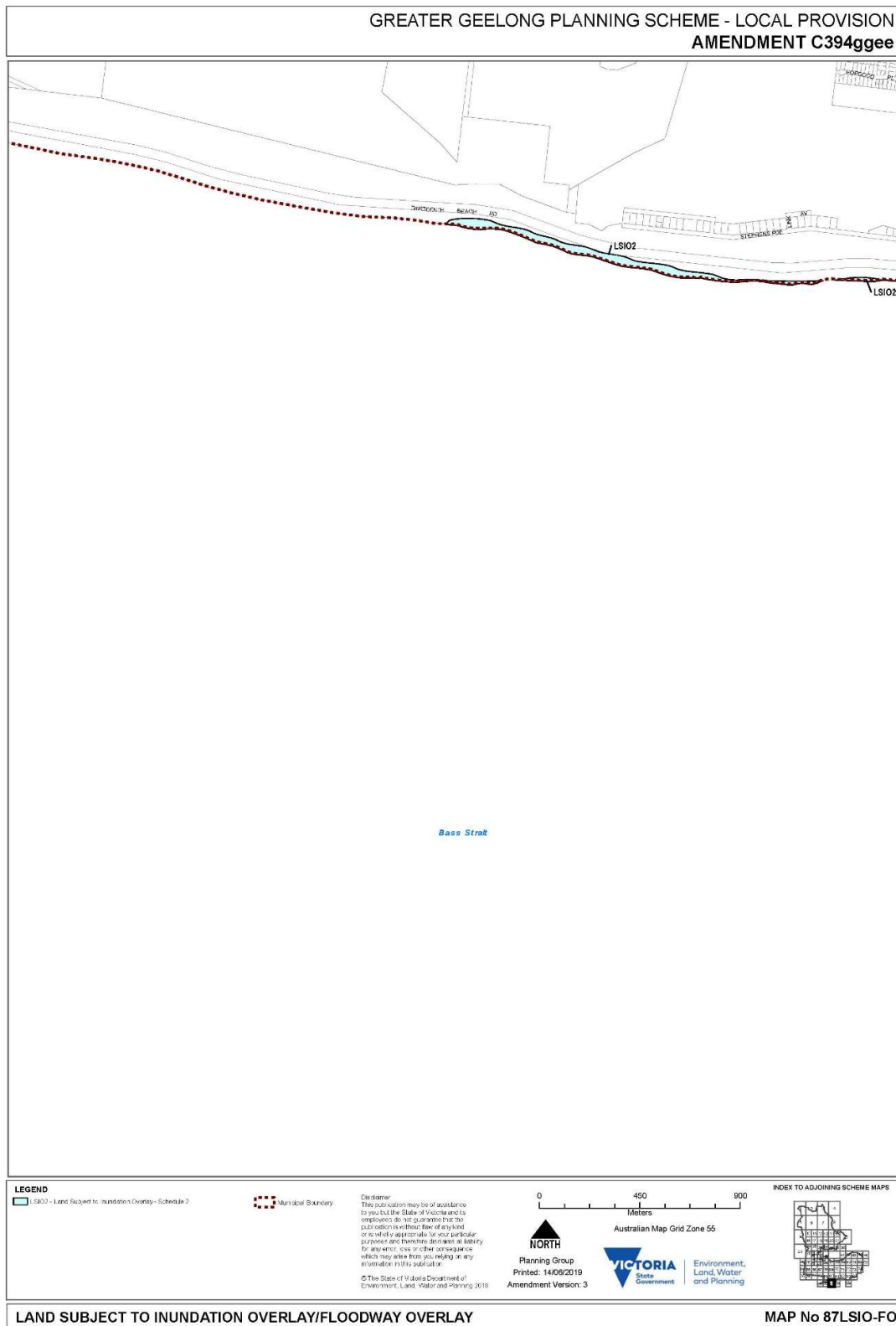




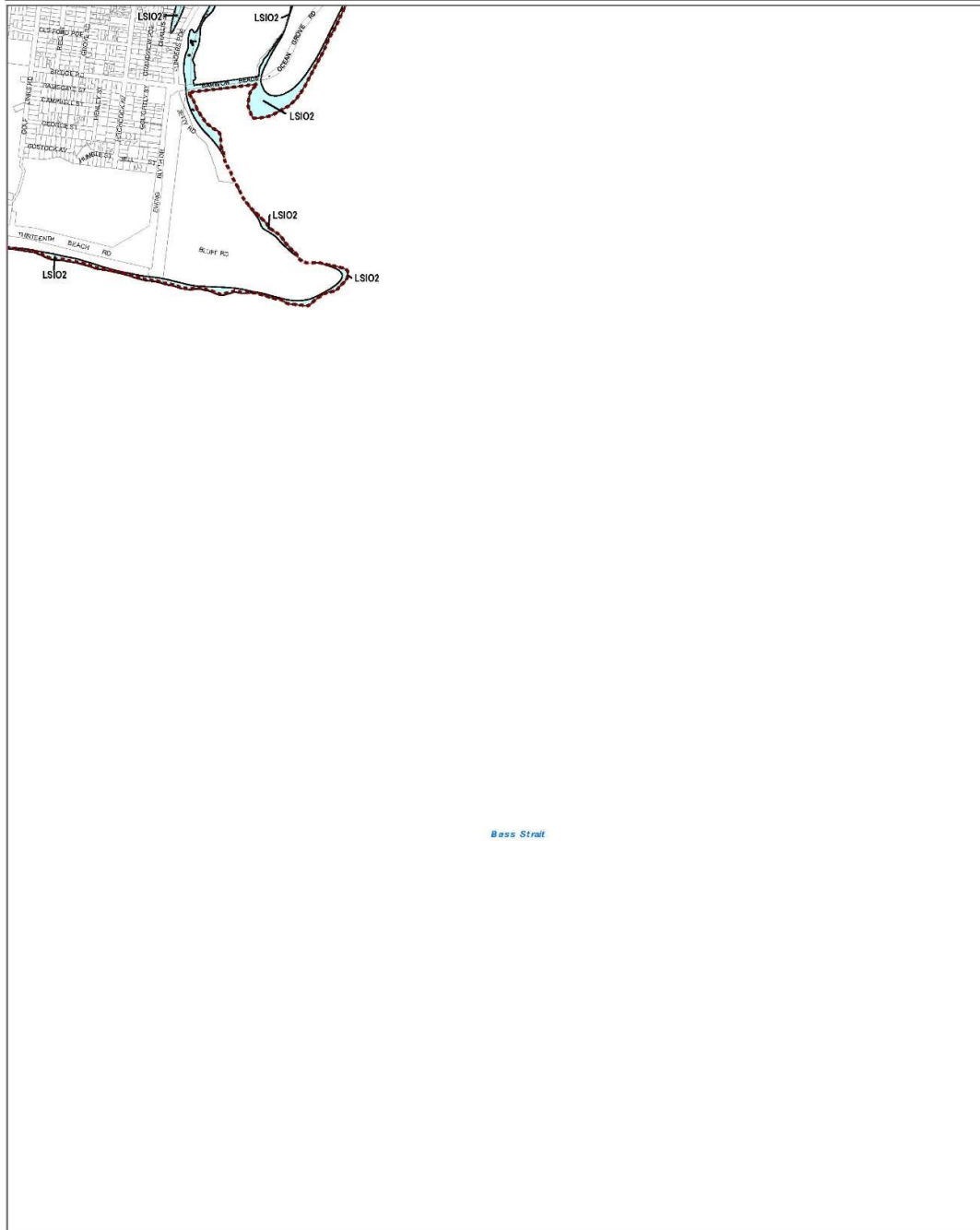








**GREATER GEELONG PLANNING SCHEME - LOCAL PROVISION
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LAND SUBJECT TO INUNDATION OVERLAY/FLOODWAY OVERLAY

MAP No 88LSIO-FO

4. FOOD ASSISTANCE BUSINESS CASE

Source: Community Life – Social Planning and Investment
Director: Robyn Stevens
Portfolio: Community Health, Wellbeing and Safety

Purpose

1. To consider the Food Assistance Business Case and potential investment into establishing a new food distribution centre at 37 Morgan Street, North Geelong.

Background

2. An independent consultancy (Social Ventures Australia) were engaged in November 2019 to prepare the Food Assistance Business Case provided as **Attachment 2**.
3. At the Council Community Focus Meeting on 10 March 2020, Council resolved the following, conditional on the outcomes of this report:
 - 3.1 To allocate \$1 million from the 2019/2020 budget towards renovation works at 37 Morgan Street, North Geelong; and
 - 3.2 Consider allocating a grant amount of up to \$150,000 per annum for five years to a third-party provider for the running costs of a food distribution centre at the aforementioned lease premises.

Key Matters

4. The key findings of the Food Assistance Business Case are:
 - 4.1 There is insufficient food storage and distribution capacity, and the current site in North Geelong is constrained, operating at full capacity and facing several immediate compliance issues;
 - 4.2 The existing governance structures and processes, including the Geelong Food Assistance Network (GFAN), support collaboration between key stakeholders. However, the collaborative relationship between GFAN and Geelong Food Relief Centre (GFRC) requires strengthening to improve communication and collaboration, and to ensure all key stakeholders have a more significant role in decision making; and
 - 4.3 There is currently limited information and ability to influence the quality and quantity of food inputs and outputs across the Geelong region, with potential to impact nutritional outcomes for customers.
5. The key recommendations of the Food Assistance Business Case are:
 - 5.1 To implement a revised governance structure that would oversee the food relief system in the Geelong region and aim to build capacity in the system that will improve communication, collaboration and collective decision making amongst all key stakeholders; and
 - 5.2 That a priority for capital investment should be for a larger and more fit for purpose distribution and storage facility, as a matter of some urgency.

6. The GFRC currently receives and stores approximately 70 per cent of the food supplied into the system. GFRC have provided an operating financial plan and preliminary capital cost analysis for redevelopment of the site at 37 Morgan Street, North Geelong (**Attachment 3**) to indicate the viability of any decision to relocate GFRC.

Cr Murnane moved, Cr Mansfield seconded -

7. That Council:

- 7.1 **Note the findings and recommendations of the Food Assistance Business Case (Attachment 2) and specifically thank all organisations and volunteers involved in the provision of food assistance to our community;**
- 7.2 **Note the financial analysis and submission of the Geelong Food Relief Centre (Attachment 3) indicating the forecast operating and capital costs related to establishment of a new food distribution and storage facility at 37 Morgan Street, North Geelong; and**
- 7.3 **Authorise the Chief Executive Officer to enter into the appropriate forms of agreement with the Geelong Food Relief Centre (GFRC) that will commence on or about 1 July 2020, and that any agreements be generally consistent with the following terms:**
 - 7.3.1 **Be a maximum term of 5 years to enable GFRC to enter into a 10 year lease (with additional 5 year option) over the property at 37 Morgan St, North Geelong for the sole purpose of operating a not for profit food relief distribution and storage centre;**
 - 7.3.2 **Provide funding of \$100,000 in the first year of the agreement and \$150,000 per annum for the following four years. Specifically, the funding agreement should ensure that:**
 - 7.3.2.1 **During the first year of the agreement, \$60,000 (plus GST) be provided for the rental, maintenance and electricity cost for 37 Morgan Street, North Geelong and \$40,000 (plus GST) toward strengthening the volunteer, philanthropic and stakeholder engagement capacity; and**
 - 7.3.2.2 **An amount of \$120,000 per annum (plus GST) be provided for rental maintenance and electricity cost for 37 Morgan Street, North Geelong and \$30,000 per annum (plus GST) toward strengthening the volunteer, philanthropic and stakeholder engagement.**
 - 7.3.3 **Provide funding of up to \$1 million for the renewal and redevelopment of the 37 Morgan Street, North Geelong site for the sole purpose of operating a not for profit food relief distribution and storage centre, subject to a quantity surveyors report being prepared and agreed between the City of Greater Geelong and GFRC;**
 - 7.3.4 **Requires the implementation of revised governance arrangements to strengthen the collaboration and decision-making role of other key stakeholders (including representatives from major food suppliers and the Geelong Food Assistance Network) via a GFRC review of its governance and operating model; and**
 - 7.3.5 **A report be provided by GFRC to Council annually on the governance, operating and financial performance of GFRC.**

Carried.

Attachment 1

Financial Implications

1. In the 2018/19 budget, Council allocated \$75,000 to undertake a feasibility study. A further budget of \$1 million was approved in the 2019/2020 for a food relief centre to strategically address food shortages in the municipality (subject to the business case).
2. Should Council adopt the recommendations in this report the capital contribution of Council will be \$1 million into the renewal of 37 Morgan Street, North Geelong. This would be a one-off payment and the expenditure tied to a capital disbursement / grant. The lease for the property will be taken by GFRC for a period of 10 years. Council's contribution is a maximum of \$750,000 at (up to) \$150,000 per annum for five years.
3. The submission of GFRC (**Attachment 3**) indicates that the contribution of council will support the organisation to be financially sustainable in the new premises at 37 Morgan Street, North Geelong.
4. Significantly, the cashflow projections of GFRC indicate a strategic intention to increase the operating surplus year on year, to strengthen GFRC's medium to longer term financial position, which is deemed prudent in an environment where uncertainty of funding and potential crisis can severely impact the organisations capacity and ability to distribute food into the system.

Community Engagement

5. Stakeholder Engagement has been undertaken throughout the various stages of the project and has included a series of four workshops with the key stakeholder group that has included the following organisations and people:
 - 5.1 Chairperson, Stakeholder Group - Keith Fagg;
 - 5.2 Geelong Councillor (Chair Community Health, Wellbeing and Safety) - Pat Murnane;
 - 5.3 Barwon Child Youth and Family - Sandy Morrison;
 - 5.4 Chair, Geelong Food Assistance Network / Senior Manager, Uniting - Des Youngusband;
 - 5.5 Regional Manager, Salvation Army - Aubrey Anderson;
 - 5.6 Deputy Chair, Geelong Food Relief Centre / St Vincent De Paul Society - John McCarthy;
 - 5.7 CEO, Geelong Community Foundation - Gail Rodgers;
 - 5.8 CEO, Give Where You Live - Bill Mithen;
 - 5.9 CEO, Give Where You Live - Cynthia Scherer;
 - 5.10 Volunteering Geelong - Helen Hunter;
 - 5.11 Ambassador, Second Bite - Andrew Balaam;
 - 5.12 Chair, Geelong Food Relief Centre - Maurice Anglin;
 - 5.13 Program Manager, Food Bank Victoria - Zac Lewis;
 - 5.14 Logistics Manager, Fare Share - Pat Lanyon; and
 - 5.15 CEO, genU - Mike McKinstry.
8. The consultants have also engaged one-on-one with 20 service organisations, including members of the Geelong Food Assistance Network (GFAN) to gather community insights and data related to the current food assistance system. Four workshops have also been delivered to identify the collective issues impacting the current approach to food assistance across the municipality.
6. The Food Assistance Stakeholder Group have collectively considered the strategic recommendations outlined in the business case (**Attachment 2**).

Social Equity Considerations

7. The right to food is a basic human right recognised by international human rights law, noting that food should be available, accessible and adequate.
8. The Social Equity principles from the draft Social Infrastructure Policy (2019) have been applied in assessing social equity. Council's Social Equity Principles identify that:
 - 11.1 'service and infrastructure design, location, communication and support arrangements will address the particular needs and obstacles faced by priority areas and groups'; and
 - 11.2 'all activities of the City will be informed by up to date demographic and geographic information on social equity in the region which identifies priority areas and groups for attention'.
9. It is estimated that the current food assistance system provides approximately 2.16 million meals per annum, however using Foodbank's estimates of people experiencing food insecurity by population, it is anticipated it should be providing approximately 2.48 million meals per annum to around 53,000 residents. This indicates a current gap in demand for food of approximately 350,000 meals per annum.
10. Geelong's increasing population of 17% since 2011, to 252,000 in 2018 has placed increased pressure on the food assistance system and with the population predicted to reach 330,000 residents by 2031, the need to develop a sustainable food assistance system is crucial. Forecasts suggest that if the current system remains unchanged there could be an estimated 1 million meals gap by 2031.
11. The implementation of the recommendations in the Food Assistance Business Case is likely to improve availability, access and adequacy of food for some of the most vulnerable in our community.

Policy/Legal/Statutory Implications

12. The recommendations of this report (if adopted by Council) will be implemented through legal instruments and agreements with third parties, including Geelong Food Relief Centre Inc. The legal instruments are designed to ensure any financial contribution is appropriately accounted for and expended in accordance with the council resolution and legislation, while also minimising financial or legal exposure and risk to Council.

Alignment to Council Plan

13. Endorsing the recommendations in the Food Assistance Business Plan aligns with several council objectives including
 - 16.1 Improved health and safety of our community;
 - 16.2 Informed social infrastructure and planning; and
 - 16.3 A more inclusive and diverse community.

Conflict of Interest

14. No Council officers, consultants or contractors who have provided advice in relation to this report are known to have a conflict of interest in regard to this matter.

Risk Assessment

15. Considering the growing extent of food insecurity and general growth for food assistance across the Greater Geelong, a lack of strategic forward planning in food assistance is a risk to the sustainability of the food assistance system and the people who rely on it.
16. There is a financial risk to Council associated with the third-party agreements however these will be managed through implementation of risk mitigation strategies and formalised agreements.
17. Further detailed business modelling and a review of the proposed design and construction costs have also been completed and tested to minimise any potential risk to GFRC, council and the broader community. The submission of GFRC indicates their financial capacity to operate the Morgan Street site.

Environmental Implications

18. There are no known environment implications associated with this report.

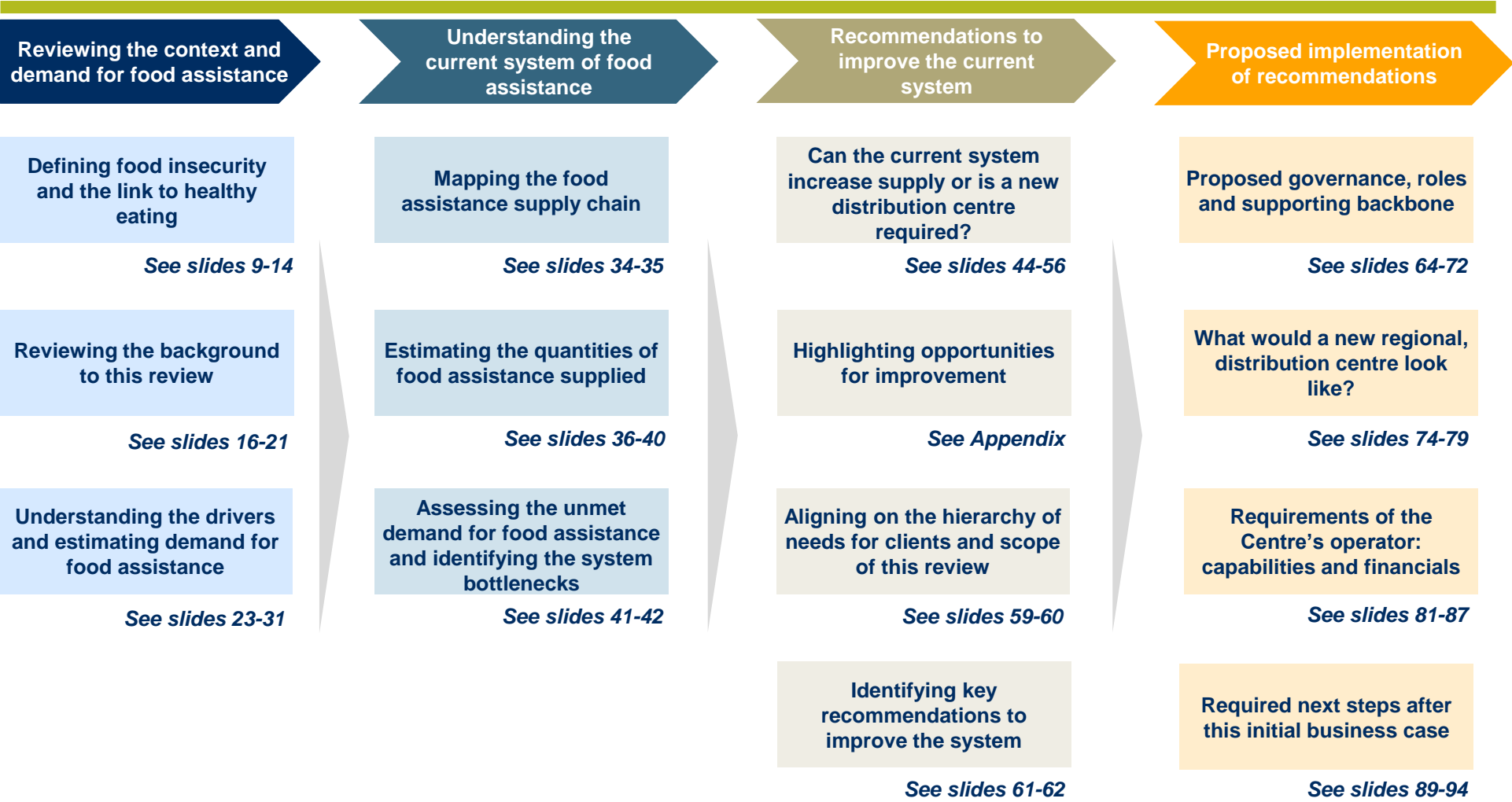


City of Greater Geelong – Food Assistance System

Business Case

May 2020

Structure of this business case and our process



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This project aims to review, and identify improvements for, the Greater Geelong region's food assistance system

The City of Greater Geelong (**CoGG**) has commissioned a report into the system of food assistance in Greater Geelong.

The scope of this work is to engage with key stakeholders to:

- Document, quantify and perform a conceptual analysis on the current food assistance service system;
- Identify, analyse and prioritise opportunities and improvements, including indicative investment and resourcing requirements;
- Drive to consensus on the preferred option for the future food assistance system in Geelong, including detail of the governance and management model, future infrastructure requirements and their costings, and an indicative yearly operating model and costing.

Social Ventures Australia Consulting (**SVA**) was appointed to lead this project.

A Stakeholder Group, including members of the Geelong Food Assistance Network (**GFAN**), was established to workshop, guide and validate the findings.

This project consists of three broad stages of work, leading to a final business case in April 2020

Dec			Jan				Feb				Mar				Apr	
09.12	16.12	23.12	30.12	06.01	13.01	20.01	27.01	03.02	10.02	17.02	24.02	02.03	09.03	16.03	23.03	30.03

Stage 1: Build and quantify current baseline

- Conduct desktop research into prior learnings within the region, current demand and potential improvements;
- 1:1 engagement with key stakeholders;
- Workshop to document and validate supply chain;
- Quantify current baseline of supply and demand.

Workshop 1
(18 Dec 2019)

*End of year
break*

Stage 2: Develop and validate improvement opportunities

- Build, refine and prioritise list of improvement opportunities;
- Ongoing 1:1 engagement with key stakeholders (as needed);
- Workshop(s) to iterate and discuss opportunities.

Workshop 2
(14 Feb 2020)

Workshop 3
(27 Mar 2020)

Stage 3: Develop business case

- Draft business case for preferred opportunity;
- Engagement (as needed) to test, high-level costing, feasibility, operating model and governance.

A Stakeholder Group was set up for input into each stage of work

Stakeholder group	Role, Organisation	Name
	Chairperson, Stakeholder Group	Keith Fagg
	Geelong Councillor	Pat Murnane
	Ambassador, Second Bite	Andrew Balaam
	Chair, Geelong Food Relief Centre	Maurice Anglin
	Program Manager, Food Bank Victoria	Zac Lewis
	Logistics Manager, Fare Share	Pat Lanyon
	CEO, genU	Mike McKinstry
	CEO, Barwon Child Youth and Family	Sandy Morrison
	Chair, Geelong Food Assistance Network / Senior Manager, Uniting	Des Youngusband
	Regional Manager, Salvation Army	Aubrey Anderson
	Deputy Chair, Geelong Food Relief Centre / St Vincent De Paul Society	John McCarthy
	CEO, Geelong Community Foundation	Gail Rodgers
	CEO, Give Where You Live	Bill Mithen
Manager, Give Where You Live	Cynthia Scherer	
CEO, Volunteering Geelong	Helen Hunter	

Project team	Role, Organisation	Name
	Manager, Social Planning & Investment, Community Life, City of Greater Geelong	Ian Hicks
	Community Planner, Social Planning & Investment, Community Life, City of Greater Geelong	Terri Osburn
	Consultant, Social Ventures Australia Consulting	Divya Roy
Executive Director, Social Ventures Australia Consulting	Malcolm Garrow	

And, with the support of the Geelong Food Assistance Network, ~20 organisations provided critical data and inputs to baseline the system

Primarily <u>Direct</u> or <u>Indirect</u> Service Organisation	Organisation Name
Direct	Bethany
Direct	CatholicCare
Direct	Christ Church
Direct	Cottage By The Sea
Indirect	FareShare
Indirect	Foodbank Victoria
Indirect	Geelong Food Relief Centre
Indirect	Give Where You Live
Direct	Haven Home Safe
Direct	Manifold Heights Baptist Church
Indirect	MatchWorks
Direct	OneCare Geelong
Direct	Salvation Army
Indirect	SecondBite
Direct	St Leonards Primary School
Direct	St Vincent de Paul Society
Direct	The Fort
Direct	The Outpost
Direct	Uniting Care
Direct	Wesley Centre Welcome Place

Note: We identified at least ~25 organisations who were part of the Geelong food assistance system whose data was not received, though many of these were local, relatively smaller, direct service organisations. Any ongoing Geelong-based data collection should look to collect this supply data regularly.

Source: Data provided by Geelong Food Assistance Network members; Interviews with key stakeholders across the food assistance system (including transporters and storage and distribution operators).

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Terminology used in this report

Food assistance (food relief)	The provision of food to people in need, including the set of instruments (in-kind food donation, vouchers, cash transfers) used to address the food needs of vulnerable people. Food assistance is also called food relief and is a key part of emergency relief
Food security	Having, at all times, physical and economic access to sufficient, safe, nutritious and appropriate food for a healthy lifestyle
Food stress	Having to spend more than 25% of disposable income on food. Food stress is an indication of increased likelihood of food insecurity
Food access	Being able to access quality food in local communities which is safe, affordable, nutritious, culturally and environmentally acceptable within walking distance or readily available by frequent and affordable public transport
Nutritious food	Food, in accordance with the dietary Guidelines for Australians, which is balanced against the body's requirements for growth, metabolism and physical activity across the life stages
Victorian Healthy Food Basket (VHFB)	Reflects the typical purchases by Victorians, based on healthy food choices, satisfying the nutritional needs for an array of family sizes and compositions. Generally aims to meet >80% of nutrient requirements and >95% of energy requirements
Direct Service Organisations	Deliver food straight to recipients through a variety of different methods
Indirect Service Organisations	The suppliers, producers and deliverers of food for the sector. Includes organisations who are responsible for the logistical transport and storage of the food, and wholesalers whose role is to source, bank and/or distribute food to direct services organisations
Food hub	A centrally located facility with a business management structure facilitating the aggregation, storage, processing and distribution of food products. May also include community-based initiatives to draw clients out of the food assistance system
Food bank	A non-profit clearing house receiving donated, unsaleable food products and channels them through to various other agencies
Food share model	Specialist food rescue and distribution warehouse which can incorporate skills training or pathways to employment opportunities
Community food centre	Centre providing emergency access to food , where people can come together to grow, cook, share and advocate for nutritious food.

Food insecurity and the spectrum of need

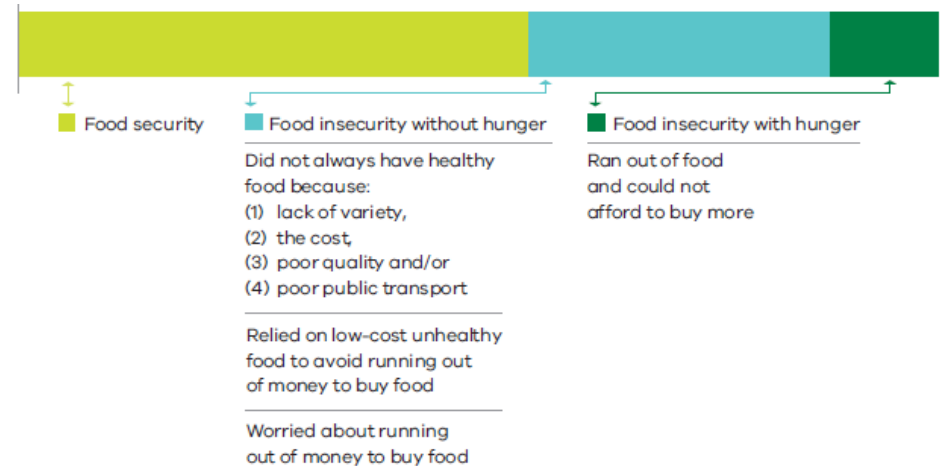
Food insecurity can be defined as “when people lack *secure access to sufficient amounts of safe and nutritious food for normal growth and development and an active and healthy life*”¹

There is no universally-agreed definition of food insecurity, as the experience of food insecurity occurs along a continuum (see *right*).²

Its most severe form is when a person “**goes *without food*”** otherwise known as **food insecurity with hunger**

Less severe forms include “**worrying about *having enough food*”** or using coping strategies such as “**reducing the size of meals to avoid *going without food*”**

The food insecurity continuum²



1. Food and Agriculture Organization of the United Nations, 'Food Security and Nutrition for All', (2019), <http://www.fao.org/food-security-and-nutrition-for-all/> 2. Kleve, S., Booth, S., Davidson, E. and Palermo, C. (2018C). Walking the Food Security Tightrope: exploring the experiences of low-to-middle Income Melbourne Households. International Journal of Environmental Research and Public Health, Vol. 15, No. 10; Victorian Agency for Health Information 2017, "Challenges to healthy eating – food insecurity in Victoria: findings from the 2014 Victorian Population HealthSurvey", State of Victoria, Melbourne, page 1.

As there is no agreed definition of “food insecurity” this leads to several measures of the size of this issue

Narrow measure of single cause/effect

- There is a lack of consistency in the measure of food insecurity in Australia, which academics report results in a wide range in prevalence and likely underreporting by government-initiated surveys.¹
- Traditional measures often assess the existence of food insecurity by asking a single question, “*in the last 12 months was there any time you have run out of food and not been able to purchase more?*”²
 - The ABS uses this measure in the Australian Health Survey and VicHealth in the Victorian Population Health Survey (VPHS)³
- This question leads to an estimated rate of prevalence of food insecurity in Australia as ~5% (Victoria ~9%).
- However, this measures **only one cause/effect** of food insecurity, and generally **underreports** food insecurity.⁴
- Foodbank Australia (2019) found that 1 in 5 Australians (21%) experienced food insecurity within a 12 month period, but this still relied on a single question measure, though finding that a greater level of insecurity.⁵

Full measure, multi-question surveys

- Research shows that the single question analysis measures food deprivation due to financial constraints, which only encompasses the most severe form of food insecurity. A multi-question survey approach is necessary to assess food insecurity across the continuum.⁶
- Victorian Agency for Health Information (VAHI), in reviewing VPHS, found only food insecurity ‘with hunger’ measured at **4%**, but food insecurity broadly was **37%** - a total of **~41%** of Victorians.⁷
- A multi-variate analysis of Australian adults aged 18-84 found that **36%** of respondents were of Low to Very Low food security status⁸
 - **~16%** of respondents had ‘Very Low’ food security status with further **~20%** of respondents as ‘Low’
- Deakin University research (2019) systematically reviewed of 57 publications to evaluate the measures of food insecurity in Australia⁹
 - Due to the multi-dimensional nature of food insecurity, multi-item tools (including the Household Food Security Survey Module (HFSSM)) were better able to determine severity and prevalence of food insecurity. However, the HFSSM still does not apply to broader dimensions of food security and would need to be tailored to an Australian context.

1. McKay, F. (2019). Measuring and Understanding Food Insecurity in Australia: A Systematic Review, International Journal of Environmental Research and Public Health, Vol. 16, pg 2. 2. Burns, C. (2004). A Review of the Literature Describing the Link between Poverty, Food Insecurity and Obesity with Specific Reference to Australia. VicHealth, Melbourne, 1. 3. Australian Bureau of Statistics, (2015). ‘Australian health survey: nutrition state and territory results, 2011-12’, Canberra: Australian Bureau of Statistics. ; Victorian Agency for Health Information, (2017), ‘Challenges to healthy eating – food insecurity in Victoria: findings from the 2014 Victorian Population Health Survey’, Melbourne: State of Victoria, pg 3. 4. McKay, F. (2019). Measuring and Understanding Food Insecurity in Australia: A Systematic Review, pg2. 5. Foodbank Australia, Hunger Report 2019 (2019). 6. Butcher, L (2018). Utilising a multi-item questionnaire to assess household food security in Australia, Health Promotion Journal of Australia. Vol 30. Issue 1, pgs 10.. 7. Victorian Agency for Health Information 2017, Challenges to healthy eating – food insecurity in Victoria’, pg3. 8. Butcher, L (2018). Utilising a multi-item questionnaire to assess household food security in Australia, pg 11. 9. . McKay, F. (2019). Measuring and Understanding Food Insecurity in Australia: A Systematic Review, pg21

This business case will progress with using Foodbank's estimate of 21%, in attempt to find an appropriate mid-range and benefit from its measure of needs

Measures of food insecurity are vary greatly depending on whether all experiences across the spectrum are captured.

Given the range of measures, and that recent research provides that multi-item surveys are important to measure food insecurity across the spectrum, we have progressed with using Foodbank's estimates of 21% for the purposes of this business case as a mid-range.

Foodbank also provided measures of sub-cohorts of varying needs, including those who miss an entire day of food, vs those who reduce their meals to make food go further. This allows us to perform high level assessments of the sub-cohorts of need and meals required to meet this need.

Note: we appreciate that this could also underestimate the need in Geelong as it was *not based* on a multi-item questionnaire assessing the spectrum of insecurity.

Note: A recommendation from this business case is the implementation of a multi-item, survey in Greater Geelong to measure the full spectrum of food insecurity at the local level

Food insecurity and insufficient amounts of “nutritious food”

As noted previously, traditional, narrow measures of food insecurity do not take into account the much larger percentage of Australians who must resort to consuming unhealthy, low-cost and low-nutritional value food to avoid going hungry.

The 2017-18 National Health Survey found that households in lower socioeconomic areas spent a greater proportion of their income (**18%**) on food and non-alcoholic drinks than higher socioeconomic areas (**15%**).¹

Australians in lower socioeconomic areas were also less likely to meet their fruit and vegetable intake, compared to higher socioeconomic areas.²

For Greater Geelong, in the 4th quintile of the SEIFA Index of Relative Socio-economic Disadvantage, **less than 50% of adults** consume the required intake of fruit and ~92% consume less than the required intake of vegetables (see table below).

Percentage of adults with inadequate fruit and vegetable intake (2017-18)³

SEIFA IRSD ³	Inadequate fruit intake (%)	Inadequate vegetable intake (%)
1	52.6	94.3
2	50.9	92.5
3	50.1	93
4	47.6	91.9
5	45.9	91.6

Greater Geelong
(LGA)

1. Australian Bureau of Statistics, “Microdata: National Health Survey 2017-18” (2019), Canberra: Commonwealth Government, ABS cat. no. 4324.0.55.001. 2. Australian Institute of Health and Welfare, “Poor Diet” (2018) from: <https://www.aihw.gov.au/reports/food-nutrition/poor-diet/contents/poor-diet-in-adults>; 3. Australian Bureau of Statistics, (2019). ‘Microdata: National Health Survey 2017-18’.

The Victorian Healthy Food Basket provides one option to measure access to nutritious food, and was conducted in Geelong in 2012



The Victorian Healthy Food Basket¹
(for a single adult male)

The Victorian Healthy Food Basket¹

The definition of food insecurity is not simply “food scarcity” or “hunger”, but extends to issues in accessing a “healthy and balanced diet”.

The Victorian Healthy Food Basket (VHFB) is used as a tool to assess **what a healthy diet contains** and its **affordability** across Victoria.

- The basket has been developed for four different family types: (a) two adults and two children, (b) a single mother and two children, (c) a single adult male, and (d) a single elderly female
- Therefore, the VHFB recognises that people’s dietary needs will change over time

The VHFB seeks to meet ~90% of the recommended nutritional intake for Victorians.

The VHFB and Greater Geelong

Research from the Royal Australian College of General Practitioners in 2015 confirmed that Australian families dependent on welfare would have to spend **~40% of their income** to purchase a nutritious diet, compared with 20% for the average Australian family.²

In 2012, as part of the City of Greater Geelong’s ‘Food Security ‘Food for Thought’ Assessment’ the VHFB was applied in Geelong supermarkets:

- Average price of VHFB for a **Geelong family of 4** was **\$466.43**, which constituted **~34%** of income for a welfare-dependent family
- Average price of VHFB for a **single Male in Geelong** was **\$150.51**, equivalent to **~31%** of welfare-dependent income

Greater Geelong VHFB market survey 2012³

Family Type (typical)	Average Basket Price (% income)	2012 Centrelink Payment / Fortnight
Family of Four	\$466.43 (34.37%)	\$1357.18
Single parent family	\$316.30 (29.92%)	\$1057.02
Elderly Woman	\$111.81 (16.8%)	\$695.30
Single Male	\$150.51 (30.74)	\$489.70

1. Palermo C, Wilson A. Development of a healthy food basket for Victoria. Australian and New Zealand Journal of Public Health. 2007;31:360-3 2. Lindberg, R, (2015), Food Insecurity in Australia: Implications for General Practice, The Royal Australian College of General practitioners, Vol. 44, no. 11, pgs 859-862. 3. Stirrat, A. (2012), Food Security – Building the Local Picture: A Needs Assessment Report, Geelong: City of Greater Geelong, pg 10. 4. *Ibid.*

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Section summary: Though we have looked at this issue previously, a lack of alignment and agreement on ongoing funding was a barrier to implementation

Food insecurity has been a significant issue for Greater Geelong

- National and state-wide statistics confirm that food insecurity is a concern within the region
- Local organisations and council have come together to review the food assistance system previously

Three overarching recommendations are evident from the findings of previous reviews:

1. Undertake regular, ongoing data collection of supply and demand within the food assistance system
2. Develop and support community-based initiatives, in particular those which integrate other support services, build social inclusion and facilitate skills sharing
3. Investigate the feasibility of a regional centre to improve the effectiveness and efficiency of resource coordination, food storage and distribution

However, there were key barriers to effectively implementing these findings

- Lack of collective agreement between all key players within the system
- Difficulty in finding the right location for any future distribution centre
- Ongoing funding model being unclear, despite initial start-up capital available

Food insecurity is a significant and growing issue across Australia

Australia



In 2019, 1 in 5 (~21%) Australians **ran out of food** and unable to afford more

Number of people seeking food assistance has **increased by 22%** since 2018

1 in 3 Australians experiencing food insecurity, have gone without food to pay **rent or mortgage**

2 in 5 Australians experiencing food insecurity live on **low income or pension**

Victoria



2 in 5 Victorians were worried about **running out of money** to buy food

10 in 25 Victorians could **not easily access** nutritious food

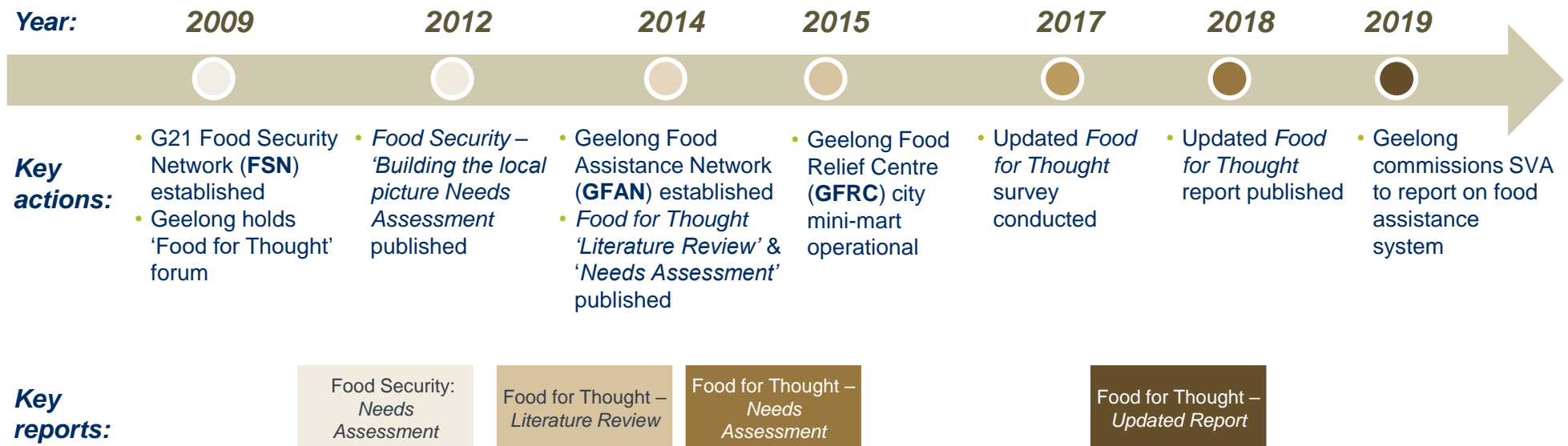
1 in 8 parents had to **rely on cheap, unhealthy food** to feed their children

There have been several projects to review the Geelong food assistance system over the past ten years

Over 70 organisations are working to provide effective food assistance within Greater Geelong.

- The G21 alliance established a Food Security Network in 2009, to review the issue as a region;
- Shortly thereafter, the Geelong Food Assistance Network was established to provide a forum for sharing of ideas and concerns in the system on a quarterly basis.

Several research projects and needs assessments have been conducted to provide a baseline for the system and identify improvements. Below are just a few of the formal collaborations and published reports. This project seeks to build on this prior work and leverage the collective knowledge from the many food assistance organisations working in the region.



With several key findings and recommendations for the system

Food Security Local Picture - Needs Assessment (2012)

As part of the G21 Regional Alliance addressing food security, CoGG undertook a Needs Assessment to build the local picture of the food assistance system

Key recommendations:

1. Utilise '4 Environments for Health' Framework¹ to address determinants of food security;
2. Support and resource grassroots local food security initiatives;
3. Plan a 'food secure' community, including within transport and urban development;
4. Regularly collect food security data;
5. Build an effective social enterprise program to address food insecurity.



1. Refers to the Department of Human Services framework for municipal public health planning, incorporating 'social, economic, natural and built environments and their impact on health and wellbeing, 'Environments for Health – Municipal Health Planning framework', Dept of Human Services (2011).

Food for Thought – Literature Review (2013)

Key recommendations / factors for success:

1. Regularly collected data on supply and demand to inform and iterate solutions;
2. Business-minded supply chain logistics;
3. Opportunities for sustainable funding
4. Improved technology, community links and communication strategies linking supply and demand (increase in efficiency);
5. A well-run Food Hub provides food access services, business and educational opportunities – and should be co-owned for all food assistance services.



Food for Thought – Needs Assessment (2014)

Conducted a survey of agencies and distributors within the system.

Key recommendations:

1. Pursue a community-based assistance model
2. Undertake ongoing data collection to build on local evidence base
3. Undertake a feasibility study and develop a business plan for a shared centralised warehouse model, with integrated community services, and shared resourcing.



Food for Thought – Updated Report (2018)

Key findings and recommendations:

1. The increase in need since 2014 – demonstrates importance of regular data collection;
2. Ongoing funding and sustainability are driving more crisis-driven (emergency) responses;
3. Capacity to store food within the end-to-end supply and distribution chain remains an issue - along with shortages of quality food.



Three themes were frequently mentioned across the reports

Food Security Local
Picture
Needs Assessment
(2012)

Food for Thought –
Literature Review
(2013)

Food for Thought –
Needs Assessment
(2014)

Food for Thought –
Updated Report
(2018)



1. Undertake regular, ongoing data collection of supply and demand within the food assistance system.



2. Develop and support community-based initiatives, in particular those which integrate other support services, build social inclusion and facilitate skills sharing.



3. Investigate the feasibility of a regional centre to improve the effectiveness and efficiency of resource coordination, food storage and distribution.¹

1. This could include, amongst many other things, a community-hub providing a variety of food relief methods along with services to address the drivers of food insecurity, a collectively-owned and shared warehouse to increase food storage capacity within Greater Geelong, a larger Food relief mini-mart, etc.

What are the learnings from last time?

1. Lack of **collective agreement** between all key players within the system
 - Important to agree on the operating model of the centre including what entity is best placed to run the centre
 - Need to align on who holds the funds for the centre and will be ultimately accountable for ongoing funding
 - Governance structure must take into account all the skillsets required, which possibly no single organisation may have
2. Difficulty in finding the **right location** for any future distribution centre
 - Must consider future stages of the centre, including community development / inclusion models
 - Functionality must also consider any revenue generating streams/social enterprise opportunities
3. Ongoing **funding model unclear**, although initial start-up money was available
 - Capital funding is not enough! We must consider the ongoing operating revenue and how to develop a model that is self-sustainable

Source: Interviews with key stakeholders from CoGG involved in the development of the prior Food for Thought reports.

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Section summary: Measuring the full extent of demand for food assistance is difficult, we estimate current demand at **2.5M** meals, growing to **3.2M** by **2031**

Greater Geelong is likely to have significant numbers of people experiencing disadvantage, and thereby food insecurity

- The population of Greater Geelong has been growing at 17% since 2011, and is forecast to reach almost 400,000 by 2041
- Several postcodes within the region are also in the lowest quintiles of relative socio-economic disadvantage
- There are key drivers of disadvantage that lead to food insecurity and statistics show Geelong likely has large numbers of people experiencing these drivers, especially given the highly disadvantaged areas within the region

There is no current, universal method for monitoring food insecurity and food assistance

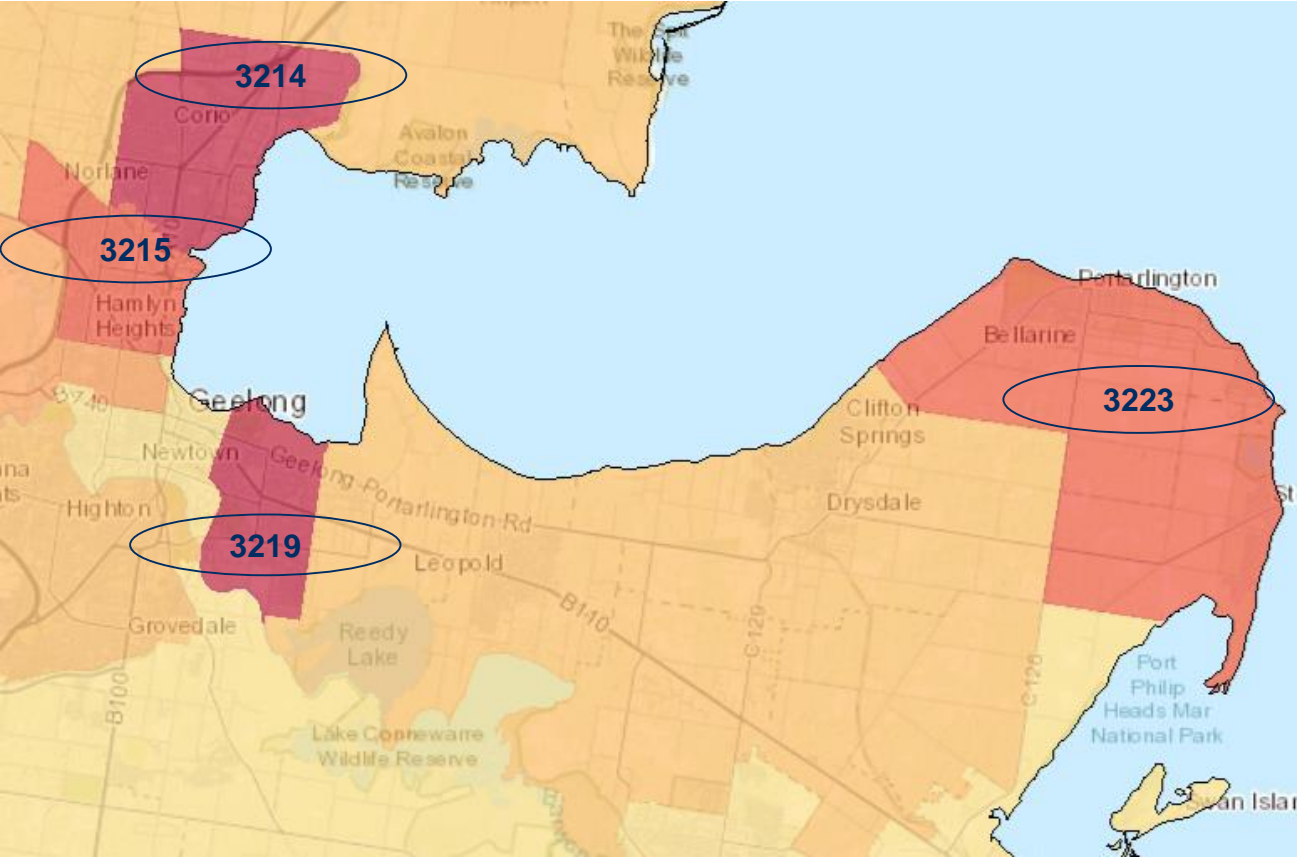
- Provision of food assistance is often as a symptom of other drivers of disadvantage and is not measured universally or tracked centrally across the organisations in the Geelong food assistance system

We estimate demand could be ~2.5 million meals and could grow to 3.2 million by 2031

- We applied Foodbank's measure of people experiencing food insecurity (21%) to the Geelong population, arriving at ~53,000 people requiring food assistance in a 12 month period.
- The most chronic sub-cohort of those people experiencing food insecurity (53,000) are those missing an entire day's meals per week – at 30%.
- This is equal to ~16,000 people per year, and at 3 meals per day, a demand for ~2.5 million meals for this sub-cohort at least.
- With estimated population growth, Geelong's food assistance system will need at least ~3.2 million meals by 2031 for this cohort.

Unfortunately, areas of Greater Geelong rank in the bottom quintile of relative socio-economic disadvantage in Australia

SEIFA at the postal area level within the region of Greater Geelong



Postcode	SEIFA IRSD quintile	Resident population
3214	1	23,964
3219	1	19,715
3215	2	20,616
3223	2	7,397



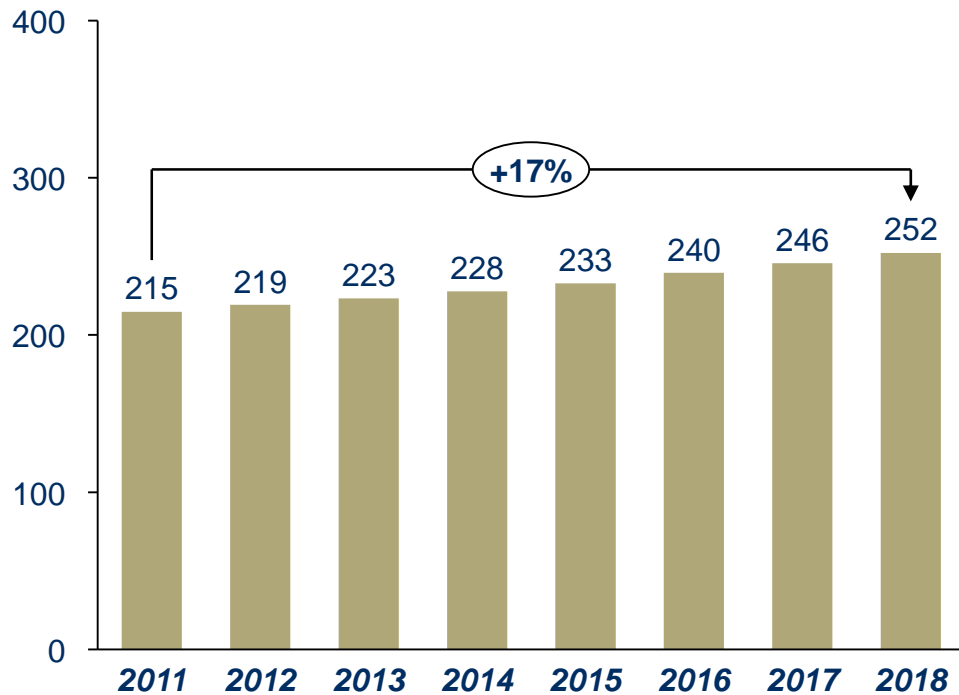
Source: Greater Geelong postal areas, Index of Relative Socio-economic Disadvantage (IRSD) SEIFA scores, ABS (2019).

Further, Greater Geelong has experienced a population growth of ~17% since 2011, and is estimated to grow to almost ~400,000 by 2041

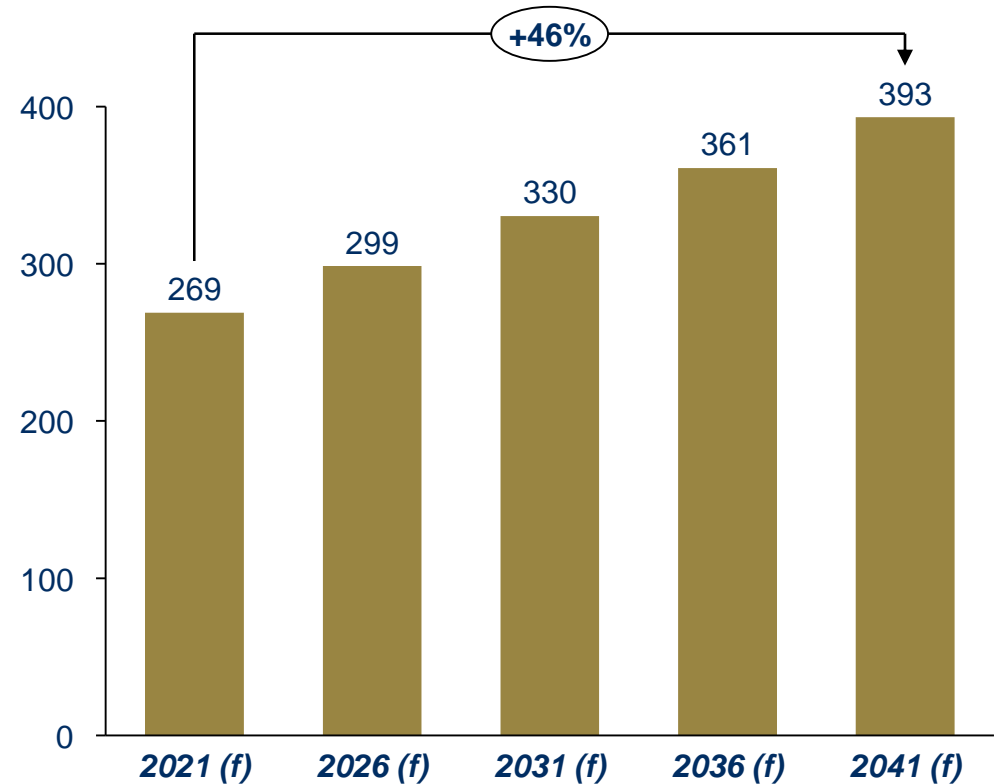
Geelong's population has grown by 17% historically

Greater Geelong's population is estimated to be ~400,000 in 20 years

Historic population of Greater Geelong LGA since 2011 ('000s)¹



Forecast population of Greater Geelong LGA to 2041 ('000s)²



1. Australian Bureau of Statistics (2019). "Population and Household Data". 2. iD the population experts, (2019) "Population and household forecasts, 2016 to 2041" from: <https://home.id.com.au>.

There are several drivers of food insecurity and it is important to recognise the systemic causes holding insecurity in place

Reasons for leading to food insecurity

1. Low income

- Low income is the **strongest determinant of food insecurity** and covers a significant number of all the below categories
- Adults in receipt of Newstart are particularly vulnerable

2. Unemployed for a period

- 73% of men and 67% of women, experiencing food insecurity, have been unable to find a job for an extended period

3. Single Parent Households

- 49% of women and 28% of men, experiencing food insecurity, are likely to raise children on their own for an extended period

4. Domestic Violence

- Over 40% of food insecure Australians have experienced domestic violence
- 53% of women and 32% of men, experiencing food insecurity, are likely to have experienced domestic violence in some form

5. Rental or mortgage stress

- Individuals at risk of homelessness, experiencing mortgage or rental stress are likely to experience food insecurity
- 34% of food insecure Australians have gone without food to pay their rent or mortgage

Sources: WACOSS, Foodbank 2019

Note: Similar drivers of food assistance were identified in 2012, within the 'Food Security – Building the Local Picture, A Needs Assessment Report', City of Greater Geelong (2012).

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Based on the biggest drivers of food insecurity, Greater Geelong has significant numbers of people likely to need food assistance

	% of food insecure Australians ¹	Greater Geelong estimated numbers
--	---	-----------------------------------

1. Low income

See cohorts below

7,344 Newstart recipients²

2. Unemployed for a period

70%

5.3% unemployment rate (vs. 4.7% Vic-wide)³

3. Single Parent Households

47%

11.2% of total families (vs. 9.6% Vic-wide)³

4. Domestic Violence

42%

1,368 Family incidents per 100,000 population (vs. 1,253 Vic-wide)⁴

5. Rental or mortgage stress

34%

Rental stress

10.70% of total rented households (vs. 8.5% Vic-wide)³

Mortgage stress

5.90% of mortgaged households (vs. 6.6% Vic-wide)³

NB: Cohorts are not mutually exclusive

1. Foodbank Australia, 'Hunger Report', (2019). 2. Newstart allowance is \$282/week (\$40 per day) including the energy supplement, and 40% of Newstart recipients receive additional \$69/week in rent assistance; Australian Council of Social Services (2019); Australian Bureau of Statistics, 'DSS Payments Data June-2019', (2019). 3. ABS Census data, 'Data by Region – Family and Community' (2016). 4. Victoria Police, 'L17 Risk Assessment Data Tables 2014-19', (2019).

It was difficult for us to identify the number of ‘distinct clients’ in Geelong

- It has been difficult to identify ‘distinct clients’ who require food assistance.
 - This is because many organisations do not record provision of food assistance within a distinct database as this is often provided as a symptom of other underlying drivers of disadvantage (*e.g. provision of food assistance by domestic violence support agencies*)
 - Where some organisations have recorded client data (*e.g. Give Where You Live Food vouchers*) this is still not performed across the system to all provisions of food assistance (food parcels, supermarket vouchers, prepared meals etc.)
- Confirming ‘distinct clients’ is also difficult due to aforementioned differing measures of food insecurity (see **Section 2**). Based on Greater Geelong’s population of **~252,000**:¹
 - More narrow measures (~5%) provide an estimate of **~13,000** residents needing food assistance in a 12-month period²
 - Using the multi-item questionnaire measure (~36%) provides an estimate of **~91,000** residents needing food assistance in a 12-month period³
 - Applying Foodbank Victoria’s estimate of (~21%) equates to **~53,000** residents needing food assistance in a 12-month period⁴
- As noted previously, we will apply Foodbank Victoria’s estimate as a mid-range,⁵ and also due to its provision of the measure of sub-cohorts of people who experience varying degrees of needs

1. Australian Bureau of Statistics, ‘Data by Region 2013-2018 at Local Government Areas’, (2018). 2. Victorian Agency for Health Information 2017, Challenges to healthy eating – food insecurity in Victoria: findings from the 2014 Victorian Population Health Survey, State of Victoria, Melbourne. 3. Butcher, L (2018). Utilising a multi-item questionnaire to assess household food security in Australia, Health Promotion Journal of Australia. Vol 30. Issue 1, pgs 9-17 4. Foodbank Victoria ‘Foodbank Hunger Report’ (2019). 5. Note: as previously mentioned, we recognise this could underestimate the full number of people experiencing food insecurity and therefore recommend a multi-item questionnaire be conducted in Greater Geelong to fully measure the need.

However, DSOs report clients have varying degrees of food assistance need and frequency

- DSOs do report seeing varying degrees of food assistance need and frequency. Food insecurity can be:
 - **Temporary:** and occur on a few instances per year; or
 - **Chronic:** as people often battle structural causes that hold their food insecurity in place.
- Therefore it is important to distinguish between:¹
 - a) The **number of people** likely to need food assistance in the region, and
 - b) The **number of meals** required of the food assistance system.
- This distinction was also made by Give Where You Live in prior Food for Thought Reports, due to the data issues with trying to count the number of distinct clients²
- So it is important to distinguish between:
 - a) The **number of people** likely to need food assistance in the region, and
 - b) The **number of meals** required of the food assistance system.

Based on national averages, Geelong residents may currently require **~2.5 million meals** per year, though given levels of disadvantage this could be more

- Foodbank’s 2019 ‘Hunger Report’ identifies different cohorts of people who need food assistance, including:¹
 - People who **can’t eat for an entire day each week** (30% of food insecure people)
 - People who **reduce their meals, so their food goes further each week** (50% of food insecure people)
 - People who **skip one meal each week** (55% of food insecure people)
- These categories are not mutually exclusive, and the same person may fall into multiple categories.
- If we take the number of people **experiencing chronic food insecurity with hunger**, who can’t eat for an entire day each week, the estimated minimum number of meals required from the food assistance system is **~2.5 million meals per year**
- This estimate could be higher as it doesn’t count people within other demand categories above²

Total Geelong persons likely to need food assistance:			52,966 people ³
<i>Cohort of food assistance need and frequency</i>	<i>% total</i>	<i>Est. # in Geelong</i>	<i>Est # meals / year</i>
Not eat for an entire day / week (missing 3 meals each week)	30%	15,890	2,478,789

1. Foodbank Victoria ‘Foodbank Hunger Report’ (2019). 2. Note, this business case has identified a range of measures for food insecurity as noted previously. We have selected Foodbank’s measure at 21% as a midpoint between the different measures. We recognise this could be underestimating the full number of people experiencing food insecurity and therefore recommend a multi-item questionnaire be conducted in Greater Geelong to fully measure the need. In assessing the required meals of the system, the different sub-cohorts of need identified by Foodbank were not mutually exclusive. Therefore we have taken the most chronic needs cohort (requiring an entire day’s 3 meals at least once per week) as the estimate for required meals. Again, we appreciate this may underestimate the demand for meals, and the aforementioned questionnaire should seek to verify this number. 3. Australian Bureau of Statistics, ‘Data by Region 2013-2018 at Local Government Areas’, (2018).

Moreover, the number of food insecure residents and meals required is expected to rise with Geelong’s population growth, to **over 3.2 million meals in 2031**

Estimated resident population	2018	2021	2026	2031
Greater Geelong region ¹	252,217	268,984	298,716	330,428

Estimated persons experiencing food insecurity				
Total no. in a 12-month period	52,966	56,487	62,730	69,390
Total no. not eating for an entire day / week	15,890	16,946	18,819	20,817

Estimated meals required to address food insecurity				
Total no. not eating for an entire day / week	2,478,789	2,643,575	2,935,781	3,247,446

1. Australian Bureau of Statistics, 'Data by Region 2013-2018 at Local Government Areas', (2018); id. Forecasts 'Population and household forecasts, 2016 to 2041' (2019), from: <https://home.id.com.au>

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Section summary: At a high-level, the current food assistance system provides an **estimated ~2.16M meals - ~320,000 short** of estimated demand

A key element of this business case, was to describe and baseline the current food assistance system

- The system can be split up into the traditional food supply phases of: Supply, Transport, Storage and Distribution, and Provision to clients.
 - Food moves through each of these stages before being ultimately provided to clients requiring food assistance
 - There is a concurrent 'general food supply' system, as clients are provided retail supermarket vouchers to purchase food
- There are three, large transporters into the Greater Geelong system – Foodbank, FareShare and SecondBite.
- However, the Greater Geelong community is responsible for supplying ~60% of food assistance, demonstrating how strong the community-mindset is within the region.

The biggest storage and distribution centre is the Geelong Food Relief Centre

- GFRC receives and distributes ~70% of all the food within the food assistance system
- SecondBite, and the MatchWorks initiative at Beckley Park, are responsible for a further ~15%

With very low wastage, we estimate the system is providing ~2.16 million meals, ~0.32 million short of estimated demand

- Both Direct and Indirect Service Organisations reported very little, to no, wastage as organisations go to great efforts to utilise excess product
 - The biggest reason for wastage was poor quality product or specific products far in excess of what is needed
 - A significant portion of this wastage is managed and recorded by GFRC as the major storage centre at ~6%
- Reports from DSOs note that inadequacy of food supply and limited proteins and fresh produce mean that many of the meals supplied may not constitute a healthy, balanced, nutritional intake
- If the current system remains unchanged, there could be an estimated ~1 million meals gap to demand by 2031

The high-level food assistance supply chain from primary production to clients

Primary production across Australia & importation of goods



Distributed to States (e.g. Victoria)



Processing and packaging



Transportation and logistics



Collection & distribution to direct service providers



Collected by, delivered to, or cooked for, clients



NB: Indicative only

We have mapped an abridged version of this supply chain for the Greater Geelong region



- Food is primarily sourced from commercial retailers and local community
- Most fresh produce are sourced from supermarkets based in Melbourne or in the Geelong region
- Local retailers and businesses¹ offer significant donations of excess food especially bread and dairy
- However, the Geelong community is one of the largest single sources of food entering the system²

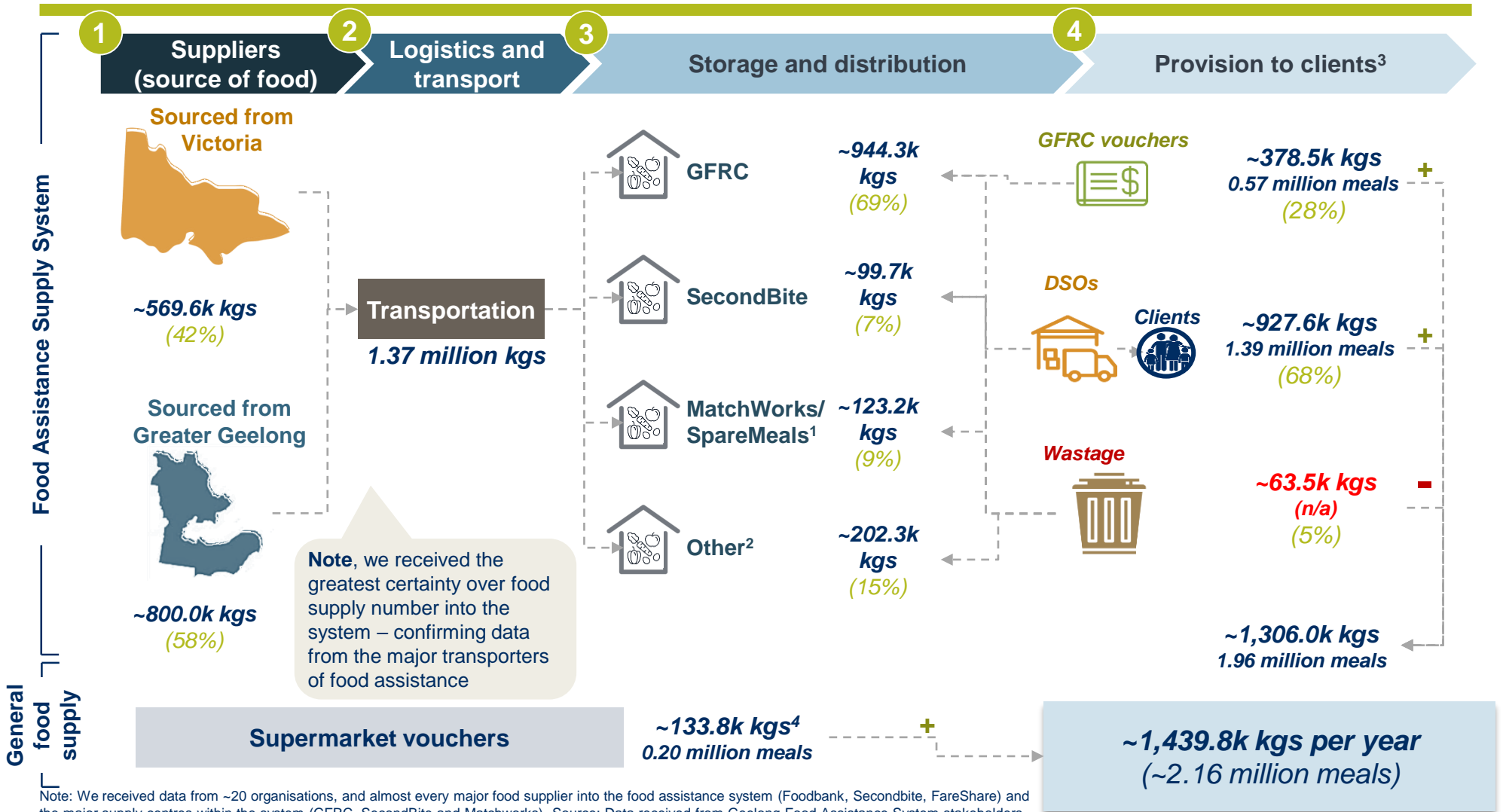
- Several organisations own and operate trucks to transport food from Melbourne and across Geelong to storage and distribution centres³
- Service delivery organisations may own a small number of vans, often driven by volunteers, to collect and distribute food
- Finally, the local community themselves transport donated food, through community appeals etc.

- Most food supplied to the system is stored in, and distributed from, one distribution centre
- Over 40 organisations will pick up bulk amounts of food from this centre
- Many organisations have modest pantries to allow storage of food. However, these are not large enough to smooth their supply of products over time

- Most food is provided to clients by:
 - Vouchers to the GFRC mini-marts;
 - Food parcels or an open pantry of products
 - Prepared meals for immediate consumption
- Several organisations also provide supermarket vouchers to allow clients to purchase specific food

1. For example, SPC Shepparton makes significant donations of packaged food, and Marrgoneet Correctional Centre includes a modest farm producing a range of fresh fruit and vegetables which are donated to Geelong. 2. This includes local community initiatives such as the Norlane Community Garden where fresh fruit, herbs and vegetables are grown by the community, specific community appeals for donations e.g. GWYL Christmas appeal and the GFRC Toucan Appeal. 3. This is largely performed by SecondBite, FoodBank and FareShare, along with the local community.

After hearing from ~20 organisations across the system, we have been able to generate the below snapshot of the Food Assistance System in 2019



Note: We received data from ~20 organisations, and almost every major food supplier into the food assistance system (Foodbank, Secondbite, FareShare) and the major supply centres within the system (GFRC, SecondBite and Matchworks). Source: Data received from Geelong Food Assistance System stakeholders. 1. These supply numbers were confirmed by SecondBite as *in addition to* the ~100k kgs SecondBite also picks up and delivers through their relationships with supermarkets and other retailers in the region. 2. Due to limited responses from Direct Service Organisations, these numbers were unable to be broken down into specific distribution organisations. 3. We have used a meals to kg conversion of 1.5 meals / kg. 4. We have used a \$200k was spent on supermarket vouchers, which DSOs reported at 1 meal per \$1 spent at a supermarket, then converted to kgs of food.

NOTE: Numbers may be greater, as we received data (of various degrees of certainty) from only 20 organisations, and not all DSOs were included.
NOTE2: Above is based on kgs, using 1.5meals/kg conversion rate

Suppliers (source of food): Almost 60% of the system's 1.37 million kgs of food is sourced from within the region from



Sourced from Victoria



~569.6k kgs
(42%)

- The primary wholesalers of food include Coles, Woolworths, ALDI, and many others
- Approximately ~500k kgs of food is sourced from these retailers from outside the Geelong region (generally from Melbourne)¹

Sourced from Greater Geelong



~800.0k kgs
(58%)

- A further ~240k kgs of food is sourced from local supermarkets including Coles, Woolworths and ALDI
- Other local retailers, such as IGA, bakeries, Corrections VIC and SPC factories make up a further ~290k²
- The remaining ~270 is donated from the local community (either via explicit food appeals or general giving) or could be purchased at market rates³

**Greater Geelong
Food Assistance System**

~1.37 million kgs

1. SecondBite, FareShare and Foobank are the major service organisations with relationships with these retailers to mass collect their donated products and distribute via their relationships with other DSOs. 2. Also known as the Farm Gate program delivering produce to GFRC 3. These include community donation appeals such as the Toucan Appeal (~4,000kgs) Food for Fines (~2,205kgs) and community donations to GFAN network members (over 104,000kgs).

Logistics and transport: The food assistance system relies on large Indirect Service Organisations and local community to move food

Examples of key players






and many others...

- SecondBite, FareShare and Foodbank operate transport lines moving food to Geelong's local storage and distribution centres and DSOs

- Appeals are explicit calls for food provided by community¹
- Included in 'Other' are ad hoc community donations - particularly important as they are often provided directly to DSOs (e.g. Christ Church, Manifold Heights, Salvos)

- Finally, many DSOs will own and operate their own van, often driven by volunteers to perform pickups and deliveries of food relief from the source.
- DSOs estimate the average yearly cash cost of running these vans from \$3,000 - \$10,000²

Transportation

Transported by (2019)	Broader Vic (kgs)	Greater Geelong (kgs)	Total kgs (2019)
SecondBite 	223	78	301
Foodbank 	250	0	250
Community appeal	0	215	215
FareShare 	34	48	82
Corrections Victoria	0	77	77
Other	63	382	445
Total (%)	570 (42%)	800 (58%)	1,370

1. These include the Toucan Appeal, Food for Fines and Christmas food appeals. 2. Range depends on quality of the van and whether additional maintenance and repairs are required, the insurance premiums required for a volunteer driver. Organisations with relatively new vans experienced lower cash costs (e.g. \$3,000). However GFRC with a fleet of 3 vans (2 refrigerated) used regularly, experience motor vehicle expenses of ~\$30,000 / year.

Storage and distribution: The majority of food (~70%) is stored for distribution at Geelong Food Relief Centre

Greater Geelong Food Assistance System

Examples of key players

Local community
and many others...

- Both GFRC and Second Bite note they are **at capacity**.
- Neither sites can accept more kgs than present.

- This initiative with MatchWorks is in addition to the ~100k kgs of food which SecondBite also collects and distributes from local retailers

- This refers to all the DSOs with smaller pantries, freezers, store rooms or other storage for food

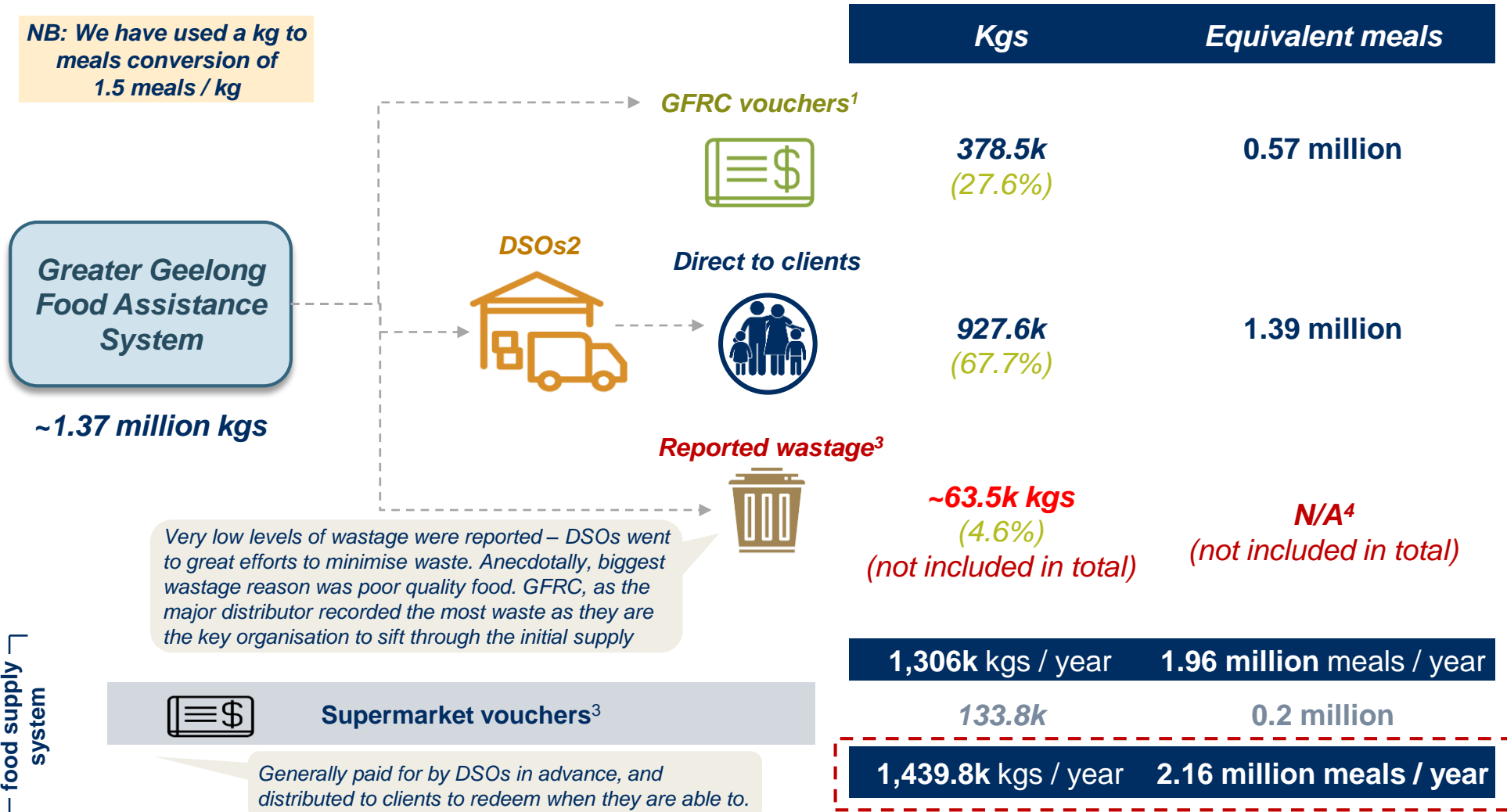
	Kgs (2019)
Geelong Food Relief Centre ¹	~944.3k (69%)
SecondBite (Beckley Park) ²	~99.7k (7%)
MatchWorks / SpareMeals ³	~123.2k (9%)
Other ⁴	~202.3k (15%)

1.37 million kgs

1. GFRC runs the largest bulk distribution centre within the region, providing food in bulk to over 40 organisations. 2. SecondBite volunteers help collect food from a variety of local businesses, and then job seekers help sort, cook and prepare hampers to be distributed to 27 agencies around Geelong and in person at Corio's Beckley Park. 3. Spare Meals Geelong, SecondBite, and the Geelong Harness Racing Club partnered with MatchWorks to provide people with fresh fruit and vegetables, bread, grocery items and food hampers. This is a Matchworks work for the dole initiative, enabling more food to be stored and distributed in Geelong 4. Other includes all agencies, churches, non-profits and other charities who store food within their own pantries or cool rooms.

Provision to clients: The system reports low rates of wastage, with most food provided via food parcels or through GFRC vouchers

NB: We have used a kg to meals conversion of 1.5 meals / kg



1. 2. Supermarket vouchers and their equivalent meals have been separated out of the food supply system as this falls within the retail food supply system. However, a significant number DSOs purchase supermarket vouchers (redeemable at retail rates) for clients. This results in ~\$200k spent on supermarkets for 200k equivalent meals. 3. Survey to Geelong Food Assistance System received responses from ~20 organisations, to account for ~30% of food supplied into the system. We assumed that all remaining food was distributed to clients, and not discarded as waste.

Compared to estimated demand, there is current unmet demand which will continue to grow, and even existing supply can be of poor quality

	Current supply (2019 est.)	Current demand (2019 est.)	Future demand (2031 est.)
Equivalent meals per year	~2.16 million	~2.48 million	~3.25 million
Shortfall:		~0.32 million meals	1.09 million meals

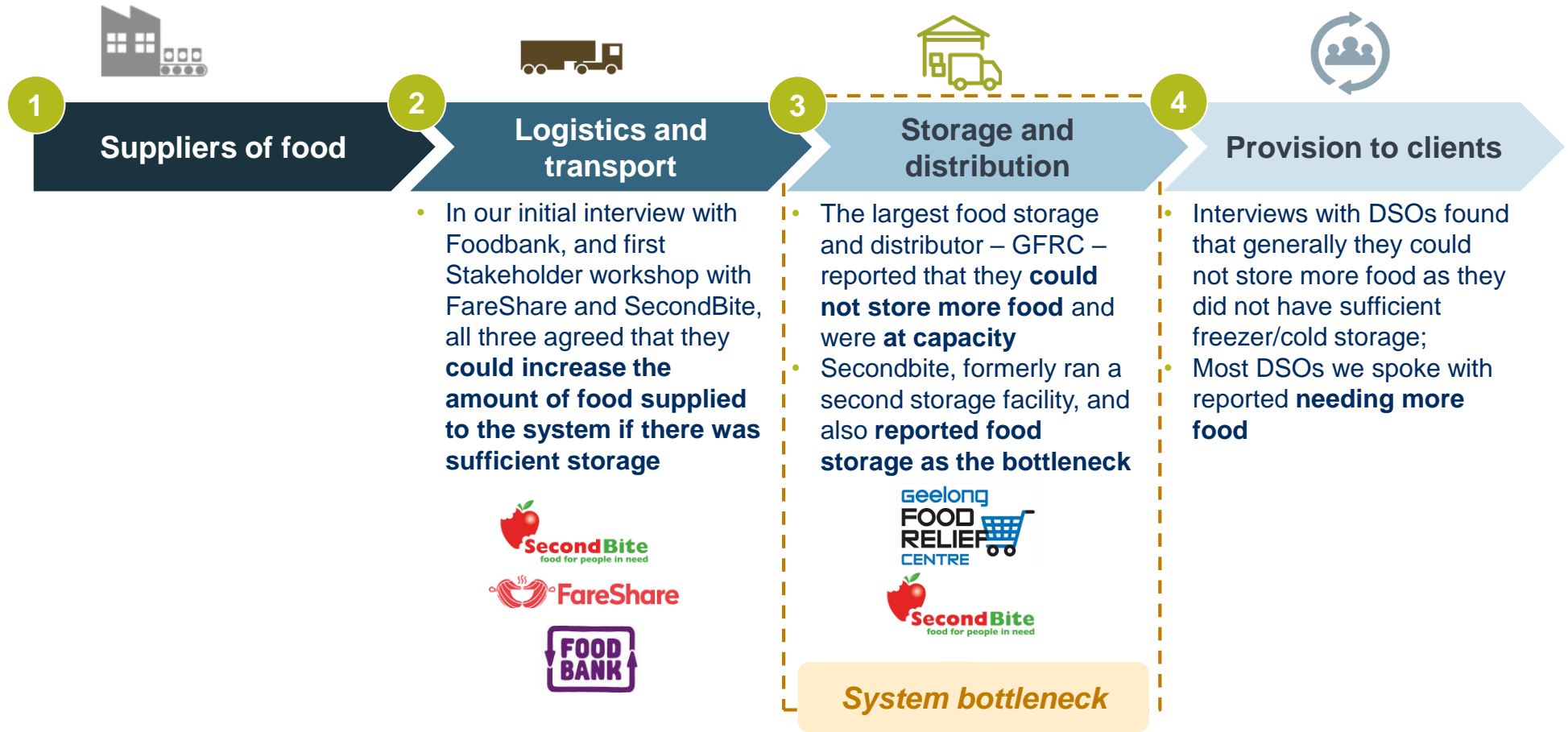
Based on stakeholder feedback:

- A notable amount of current food supply is in the form of more affordable, bulk **carbohydrates (e.g. pasta, rice, bread)**
- Proteins (including dairy and meat), fresh fruit and vegetables are more difficult for DSO's to acquire

NB: Again, It is difficult to assess the overall food basket being consumed by each person in need, and many clients are forced to seek assistance from multiple sources

Our consultations with the system's food transporters and storage operators, found that storage and distribution is the system's bottleneck

Given this shortfall, we asked key representatives of organisations whether they could increase the food supplied into the system. We found that storage and distribution is the bottleneck within the system.



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Section summary: We assessed whether the existing system's storage and distribution could increase in food supply - but found it is largely at capacity

We have identified that in order to increase the food assistance supplied to meet demand, we must overcome the bottleneck at storage and distribution

GFRC has grown to store and distribute ~70% of the food into the system

- GFRC operates a bulk distribution centre along with a mini-mart in its North Geelong site. It has a second mini-mart in the CBD.
 - The bulk distribution centre receives and moves food to DSOs via its North Geelong warehouse;
 - Its two mini-marts operate to provide a 'normalised shopping experience' for food assistance clients with a GFRC food voucher, obtained from DSOs
- GFRC's has grown its total food quantities by 175% since FY16, despite an income increase of only 28%

GFRC has a unique revenue model, largely based on mini-mart voucher sales to DSOs

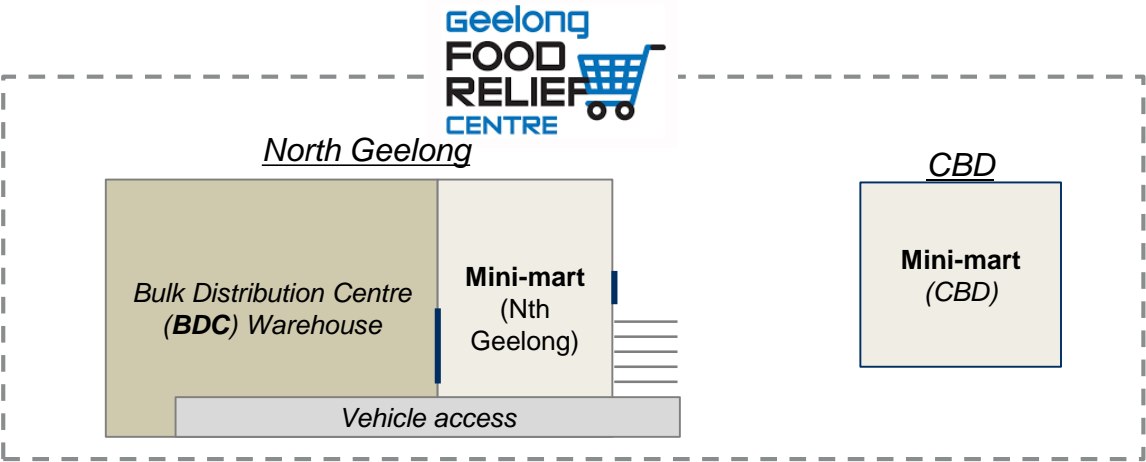
- Mini-mart voucher sales account for ~70% of GFRC's total income, whilst the subscriptions for use of their bulk distribution warehouse are minimal
 - By example, in 2019, the mini-marts generated **\$0.91/kg** distributed to clients versus the BDC warehouse which generated **\$0.01/kg** distributed to DSOs.

However, the current warehouse at North Geelong is at capacity and not OHS compliant

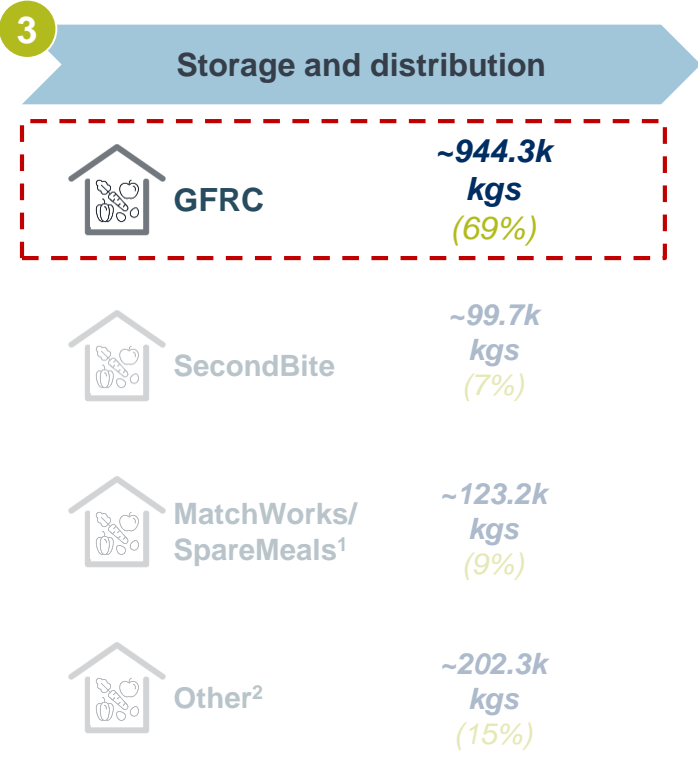
- The site operates via only one access road and one loading dock – which are currently at usage capacity
- The warehouse site is not OHS compliant due to lack of parking, issues with warehouse temperature control and no security.
- The operations are primarily volunteer-based with only ~2 full time equivalents on payroll.

GFRC stores and distributes ~70% of all food in the food assistance system, operating a bulk distribution warehouse in its North Geelong site

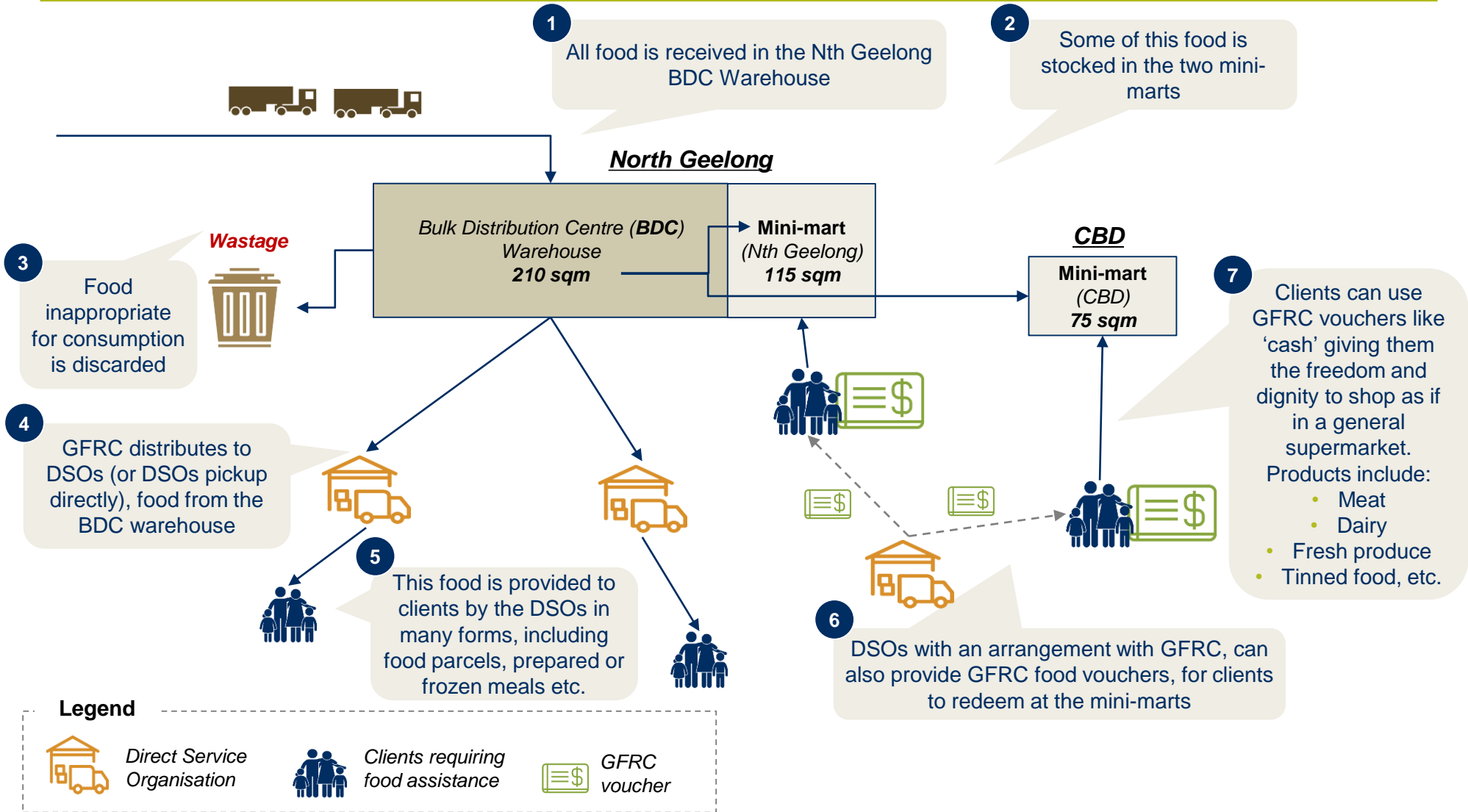
- Established in 1990, the Geelong Food Relief Centre (**GFRC**) has been providing food assistance to the Greater Geelong region for the past 30 years
- GFRC stores and distributes **~70%** of the total food in the food assistance system
- GFRC runs:
 - I. A Bulk Distribution Centre warehouse (**BDC warehouse**), in Nth Geelong providing food to other DSOs and its mini-marts
 - II. A larger **mini-mart** in Nth Geelong where customers can redeem GFRC food vouchers for food products
 - III. A smaller **mini-mart** in CBD



Source: Interviews with GFRC stakeholders



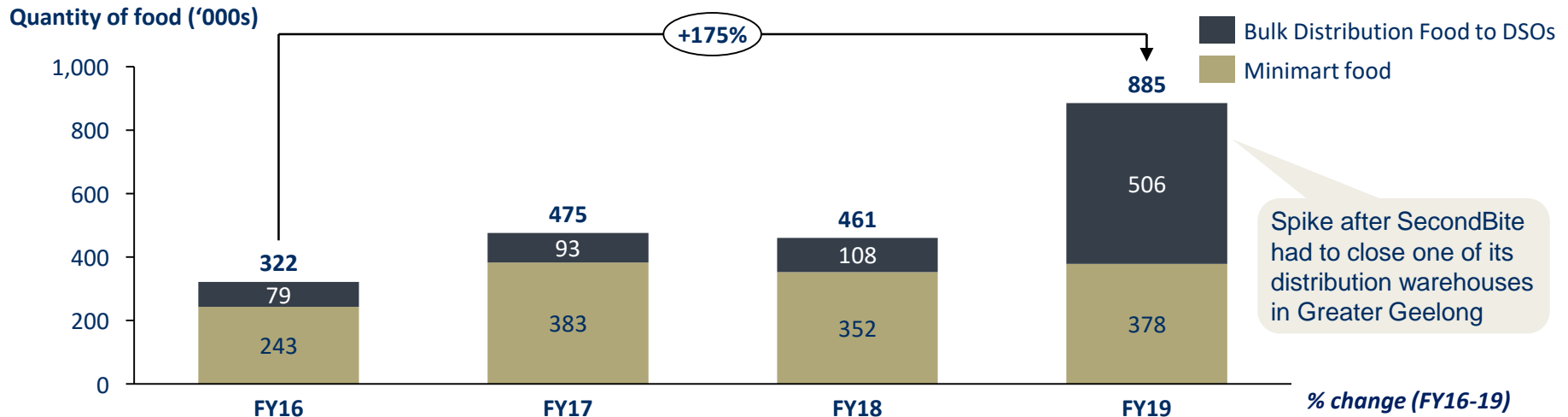
Operational flow of GFRC



Source: Interviews with GFRC stakeholders

GFRC's BDC warehouse receives 70% of the system's food, after growing by ~175% in four years, still remaining in the 210m² space

- Prior to 2018, the majority of product moved through GFRC to stock its mini-marts.
- Since the closing of a SecondBite distribution centre, GFRC accepted responsibility of receiving the bulk of food assistance.
- GFRC now operates the largest bulk distribution centre in the region, receiving and storing approximately **70% of all food** for the system within its BDC Warehouse
- The quantity moving through the BDC warehouse for bulk distribution to DSOs increased by ~543%, with total quantity increasing by **175%**. All whilst continuing to operate out of the **same 210m² space** in North Geelong.



	FY16	FY17	FY18	FY19	% change (FY16-19)
Total bulk food (kgs)	78,750	92,784	108,422	506,377	543%
Total income (\$)	\$212,708	\$254,093	\$249,383	\$271,292	28%
Total building area (m ²)	210 sqm				0%

Source: Annual Reports (2015/16 – 2018/19), Geelong Food Relief Centre, from: <https://geelongfoodrelief.org/about-us/>; Forecast P&L 2019/20, Geelong Food Relief Centre, Interviews with GFRC CEO.

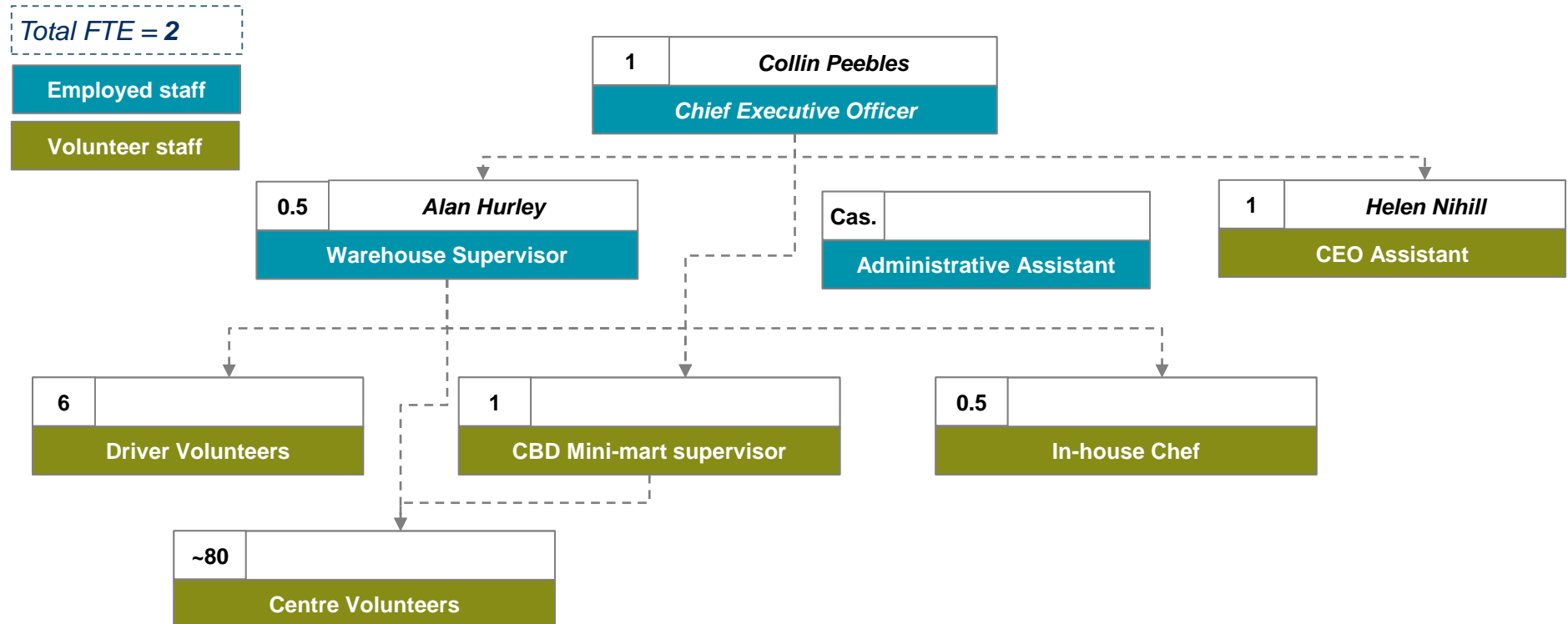
The following images provided by GFRC demonstrate the volume of food being moved into the BDC warehouse



Source: GFRC CEO 1 April 2020.

The present GFRC staffing model is almost completely volunteer-based, with only 3 employed staff to manage operations and funding

- The GFRC staffing model is very lean, with only 3 employed staff at a total of ~2 FTEs (full time equivalents)
- The organisation relies heavily on a pool of ~90 volunteers:
 - All 6 drivers volunteer their time and often ride in pairs ('Driver/jockey') to assist with pickups and deliveries;
 - There is a volunteer store supervisor at the CBD mini-mart to oversee operations (as no employed staff are based there);
 - An in-house chef volunteers to perform in-store cooking demonstrations once per week for the community.



Source: Interviews with GFRC CEO, CEO assistant and Chair; GFRC Annual Report 2019

GFRC's warehouse operates 30 hours / week, managing deliveries incoming and outgoing

- GFRC's BDC warehouse operates 5 days for 6 hours per day = **30 operating hours / week**
- In running the warehouse, there are 3 broad groups of activities that must be completed (and staffed for) each day:
 - A. Cleaning** – a full OHS clean is required daily to ensure safe handling of food;
 - B. Deliveries incoming** – these range from semi-trailer food deliveries from Melbourne, to GFRC van pickups from local partners, to partners dropping off their donated foods at the warehouse
 - C. Deliveries outgoing** – these also range from GFRC's vans delivering (to schools or smaller DSOs), to DSOs picking up food at the BDC warehouse
- **Note:** There are other activities, such as supporting the North Geelong mini-mart, dealing with emergencies, or particularly busy or slower days, however we have used these 3 broad categories for the purposes of modelling the warehouse's throughput.

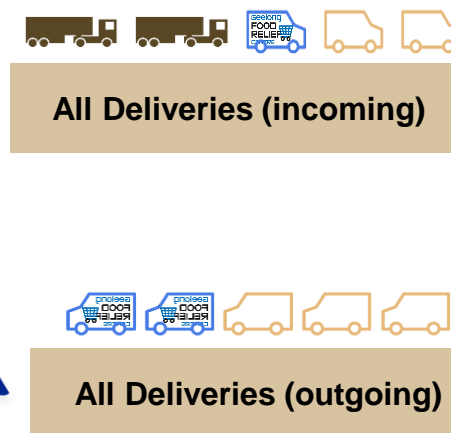
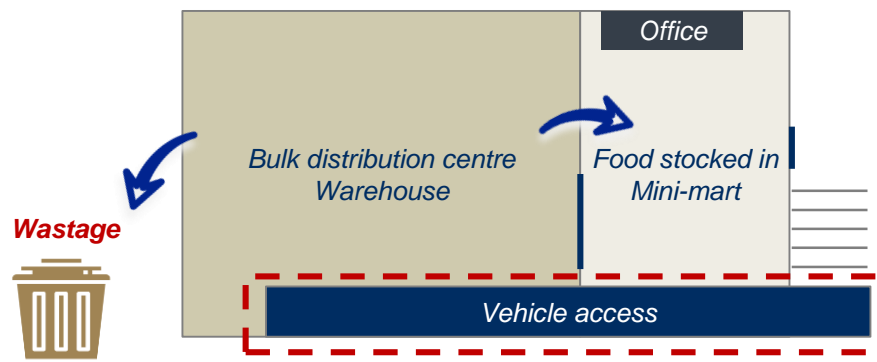
Activity	Time taken in hours
A. Cleaning	
<i>Start / end of day clean</i>	0.5 (30 minutes)
B. Deliveries (incoming)	
<i>Semi-trailer deliveries</i>	0.5 (30 minutes)
<i>GFRC van pickup</i>	0.3 (18 minutes)
<i>Partners donations drop-off</i>	0.3 (18 minutes)
C. Deliveries (outgoing)	
<i>GFRC van delivery</i>	0.3 (18 minutes)
<i>DSO pickups</i>	0.3 (18 minutes)

All of GFRC's deliveries and pickups enter/exit through one vehicle access road and are loaded/unloaded in one loading dock

- All deliveries, from semi-trailers to partner van drop-offs, must enter and exit via one access road;
- This not only limits the number and size of deliveries and pickups, but is also a significant OHS issue
 - GFRC reports already experiencing accidents at its North Geelong site due to these space constraints
- GFRC also owns 3 of its own vans which need access and parking at the warehouse
- Further, the need to clear the vehicle access road quickly limits GFRC's ability to assess incoming food deliveries or perform other picking and packing



	Semi-trailer	GFRC van	Partner / DSO van
GFRC unload time	0.5 hrs	0.3 hrs	0.3 hrs
Volume (m³)¹	42	3.5	3.5
Avg utilised²	50%		
Kgs / m³³		~146 kgs / m ³	
Avg capacity (kgs)	3,059 kgs	255 kgs	255 kgs

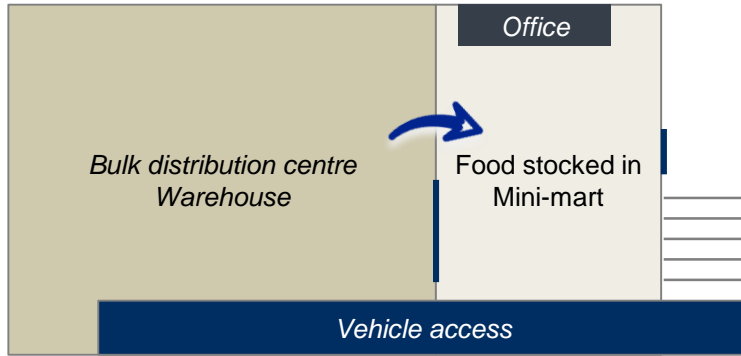


Source: Interviews with Geelong Food Relief Centre stakeholders; 1. Van volume based on Deakin University. "Mobile Food unit assessment" (2019), notes Approx. 3.5 tons for Renault Mastervan for refrigerated food deliveries. Semi-trailer volume from Harders Logistics, "Container specifications" (2018), from: <https://www.harders.com.au/logistics-tools/container-specifications/>. 2. Semi-trailers from Foodbank/Fareshare perform multiple drop-offs so assumed 50% of load is for GFRC on average. Vans involve breaking of bulk distribution to smaller quantities and limited time available to load and unload, assumed average van is 50% packed for DSO delivery/pickups. 3. Average storage space between blended foods, edible oil in cans and fully packed 40ft container of food products, Food Security & Nutrition Network, "Warehouse storage capacity for commodities", from: https://www.fsnnetwork.org/sites/default/files/7.3.1.1_warehouse_storage_capacity_for_commodities.pdf

On an average week, GFRC receives ~19,000kgs of incoming food, and distributes ~10,000kgs of food out of its BDC

Note: Numbers are averaged over an entire year of 50 weeks of the BDC warehouse being open.




In 2019, the warehouse received ~944k kgs of food, which was used as the basis for this throughput modelling. Outgoing kgs to DSOs reported as 506k kgs



Wastage³







Incoming deliveries (average kgs / week)

	 Semi-trailers	 GFRC van	 DSO van	Total
<i>Avg deliveries / day</i>	(weekly)	3	7	10
<i>Avg deliveries / week¹</i>	2	15	35	52
<i>Avg kgs / week²</i>	6,119	3,824	8,943	18,886

Note: Outgoing kgs estimate may be conservative as some GFRC vans will be required to distribute to CBD mini-mart

Outgoing deliveries (average kgs / week)

	 Wastage ³	 Mini-marts ⁴	 GFRC van	 DSO van	Total
<i>Avg deliveries / day</i>	-	-	2	6	8
<i>Avg deliveries / week</i>	-	-	10	30	40
<i>Avg kgs / week</i>	1,188	7,570	2,550	7,578	10,128

Source: Interviews with GFRC CEO and Chair. Numbers are averaged over a full 50 weeks, as any particular week may be higher or lower in total quantities (or number of deliveries) 1. GFRC receives ~2 semi-trailers of food every Wednesday; On average receives ~10-20 deliveries/pickups from GFRC owned vans or DSO / partner vans each day. We have assumed total of 18 on an average day (including the 2 semi-trailer deliveries). 2. Using average kgs/delivery given 50% utilisation of each vehicle (see previous slide). 3. As noted previously, wastage at GFRC is driven by poor quality food and storage limitations at the warehouse. In 2019, ~59k kgs was discarded as inappropriate for human consumption – equivalent to only 6% wastage. 4. Some of the product received into the warehouse is moved internally to stock the mini-marts. However some product will be moved to the CBD mini-mart.

However, with only one access road to GFRC's warehouse and only one dock, there is no capacity for additional deliveries, or therefore, growth

NB: Assumes GFRC open 50 weeks / year

Activity ¹	Time taken (hours / day)	Number / day (number of times of each activity / day)	Number / week (number of times of each activity / week)	Time / week (hours / week)	Incoming (2019) (kgs into BDC)	Outgoing (2019) (kgs out of BDC)
A. Cleaning						
Start / end of day clean	0.5	1	5	2.5	-	-
B. Deliveries (incoming)						
Semi-trailer delivery ²	0.5		2	1	6,119	
GFRC van pickup ³	0.3	3.0	15.0	4.5	3,824	
Partner donations drop-off	0.3	7.0	35.1	10.5	8,943	
C. Deliveries (outgoing)						
Wastage ⁴	-	-				1,188
Mini-mart (both) usage ⁵	-	-				7,570
GFRC van delivery ⁶	0.3	2.0	10.0	3.0		2,550
DSO pickups ⁷	0.3	5.9	29.7	8.9		7,578
Total per week				30⁸	18,886	18,886
Total per year				1,522	944,288	944,288

Time constraint – all 30 hours each week of the access road and dock are accounted for

- With only one entrance and exit out of the BDC, there is no more time for additional deliveries/pickups
- This also prevents GFRC volunteers from performing other value-add activities, such as:
 - Picking and packing healthy food boxes for DSOs
 - Assess whether to refuse incoming food for quality/excess product

1. As noted previously, there are additional activities which are also undertaken, such as supporting the mini-marts and office tasks, however we have used these 3 broad categories of activities for modelling the throughput of the warehouse. 2. On average 2x semi-trailers of food are delivered each Wednesday weekly inc. from Foodbank and FareShare. 3. Pickups of donated products from partners performed generally each morning by a driver/jockey pair using the GFRC vans. 4. & 5. See previous slide. 6. Deliveries include to Schools for their breakfast/lunch programs. 7. Majority of DSOs arrange their own pickup from the warehouse, either daily or multiple times per week. 8. Including cleaning, the vehicle access road and loading dock are accounted for each hour every week.

Total quantities:

- Mini-mart (both) usage equates to ~378.5k kgs / year;
- GFRC van deliveries and DSO pickups equates to ~506.4k

Further, despite the quantity of food stored in its warehouse increasing by ~175%, GFRC's income has only increased by 28% over the same four years

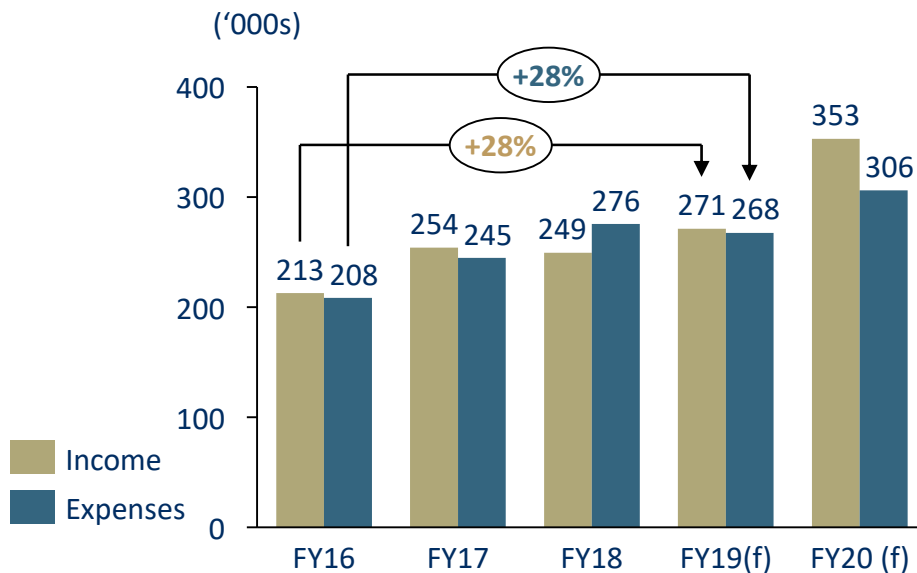
GFRC has managed to remain P&L-neutral...

- GFRC has almost consistently maintained a neutral operating margin, despite food quantities growing over time;
- Further, their income has grown at a notably higher rate than expenses, evidencing that the GFRC cost base is relatively low

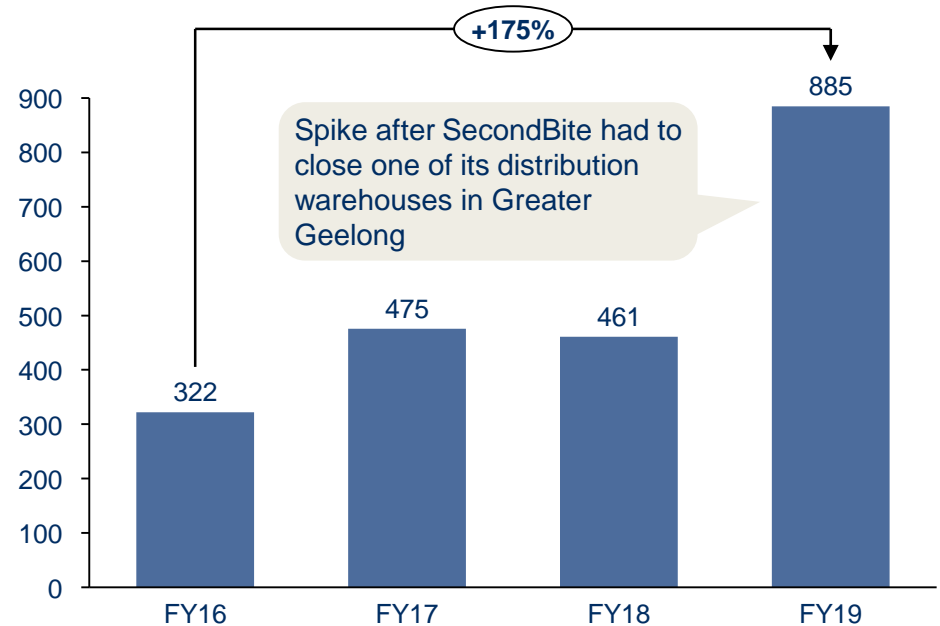
Despite overall food quantities increasing

- Overall, since FY16, the total quantity of food GFRC has received has grown by 175%
- The biggest spike was after SecondBite closed its distribution centre in the region, making GFRC the biggest centre

GFRC Profit & Loss FY16 – FY20 (forecast)¹



GFRC total quantity of food stored and distributed²



1. Annual Reports (2015/16 – 2018/19), Geelong Food Relief Centre, from: <https://geelongfoodrelief.org/about-us/>; Forecast P&L 2019/20, Geelong Food Relief Centre, GFRC CEO. 2. *Ibid.*

GFRC's P&L is heavily reliant on income from Food Voucher Sales, with Grants and Donations largely making up the remainder

GFRC's biggest income stream is voucher sales

- GFRC's biggest income stream is from 'Food Vouchers Sales' – accounting for **~70% of total income**
 - These are from GFRC charging DSOs for the value of vouchers provided to their clients to use at mini-marts
- On the other hand, Membership Subscriptions from DSOs for use of the BDC warehouse range from \$5,000-7,000 yearly¹
- On a \$revenue/kg basis:
 - Mini-mart generates **\$0.91/kg** distributed to clients;
 - BDC warehouse generates **\$0.01/kg** distributed to DSOs²
- The large remainder is made up of 'Grants and Donations'

Income category	2019
Food Voucher Sales	\$343,872
Grants and Donations	\$114,859
Other Income	\$15,873
Net total income	\$474,604

And biggest expense category is Admin and Salary

- Biggest expenditure item is 'Admin and Salary' expenses
 - With 3 paid employees, total Admin and Salary amounted to 50% of total expenses in 2019
- Second largest expense is 'Rent and Building'
 - Rent for the two sites accounts for ~\$44,000, with rates and repairs in addition
- Operating three vehicles in its fleet, motor vehicle expenses account for almost 10% of total expenditure.

Expense category	2019
Cost of Goods Sold	(\$203,312)
Admin & Salary expenses	(\$132,496)
Depreciation	(\$30,743)
Motor Vehicle expenses	(\$21,954)
Rent and Building expenses	(\$82,361)
Net total expenses	(\$470,886)
Operating profit/loss	+ \$3,738

Source: Annual Reports (2015/16 – 2018/19), Geelong Food Relief Centre, from: <https://geelongfoodrelief.org/about-us/>; Forecast P&L 2019/20, Geelong Food Relief Centre, GFRC CEO. 1. It must be noted that GFRC have repeated their willingness to provide the bulk distribution service at very low cost. However this business case recommends this subscription cost be re-evaluated. 2. Assuming ~\$7,000 received in membership subscriptions

The centre is at capacity - experiencing several constraints and OHS issues constraining its ability to perform other activities such as picking/packing

Current constraints / issues:

1. **Restricted to one vehicle access road**

- This limits the number and size of deliveries which can be received, preventing the ability to smooth supply long-term
- Increases the risk of accidents and prolongs the time that food is waiting to be unloaded and stored

2. **Only one loading and unloading space, restricting volunteers from performing other activities**

- Volunteers must use every hour of the day for receiving, loading and unloading vehicles;
- GFRC unable to perform additional value-add function of picking and packing healthy food parcels for distribution, providing a wider, more balanced range of food in ready-to-distribute boxes
- Limits GFRC's ability to take the time to assess incoming deliveries for quality and need

3. **Insufficient storage space at current site**

- Due to limited space, sometimes food deliveries will be stored in the carpark
- Restrains GFRC from accepting multiple large deliveries of products, to smooth food supply over time;
- Limited cold and frozen storage means less proteins and dairy are able to be stored
- If one large delivery is received this prevents additional donations being accepted

4. **Occupational Health and Safety (OHS) issues across the site**

- Ambient temperature in warehouse is too hot (no temperature control)
 - Food distribution warehouses, must be able to regulate temperature to ensure safe food storage
 - There are several hot days during the year when the BDC must shut down as it is too hot for volunteers
- Insufficient staff and client parking, restricting access to the mini-mart, and access for volunteers. This includes a lack of sufficient disabled parking, free client parking or parking for DSOs

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Section summary: Based on the review's scope and opportunities for improving the quantity and quality of food assistance, we arrived at 2 recommendations

The most primary focus of the system is addressing and reducing the drivers of disadvantage

- Recall, these drivers of disadvantage are the reason Geelong residents must seek food assistance
- This review focusses on the food assistance supply chain, and how to increase the output (amount of food assistance provided) and quality of food provided. We propose a number of additional data collection initiatives to support the system as it seeks to address the drivers of food assistance demand.

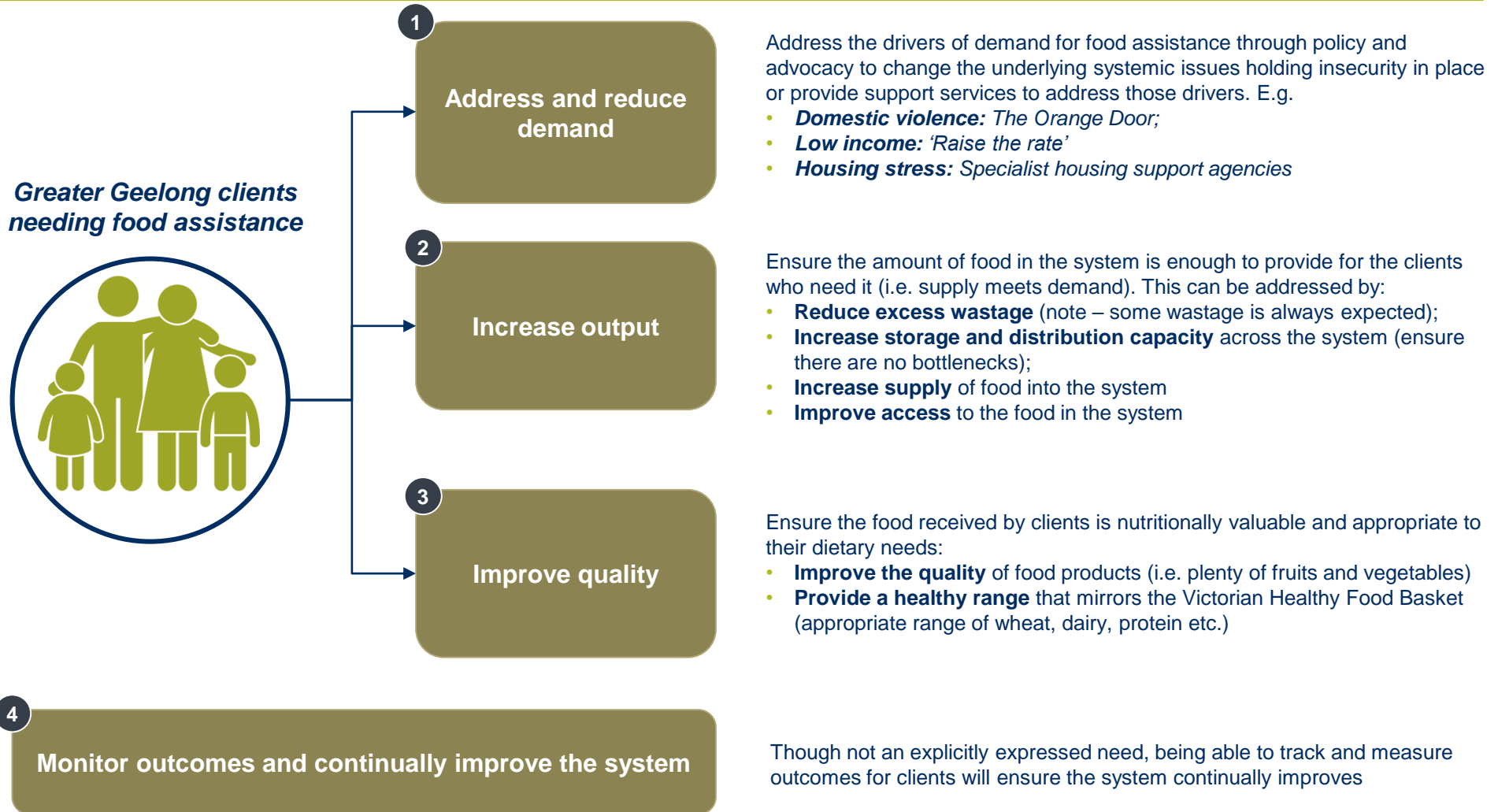
The scope of this review is to assess how to increase the output and quality of food provided by the system

- We found that there is a bottleneck in the system, within its storage and distribution capacity, and its largest operator – GFRC – is already at capacity
- Through consultations with direct service organisations, we have identified a number of areas to be improved. These include:
 - DSOs want to focus their efforts on supporting clients and addressing their drivers of disadvantage - not managing logistics of sourcing and storing food
 - System is supplier-driven, with DSOs dependent on suppliers and distributors with little avenue for upwards feedback
 - DSOs are not provided sufficient information about available food, and it is difficult to provide balanced healthy range
 - DSOs do not have commercial-scale storage functions to smooth supply, and largest storage centre is at capacity

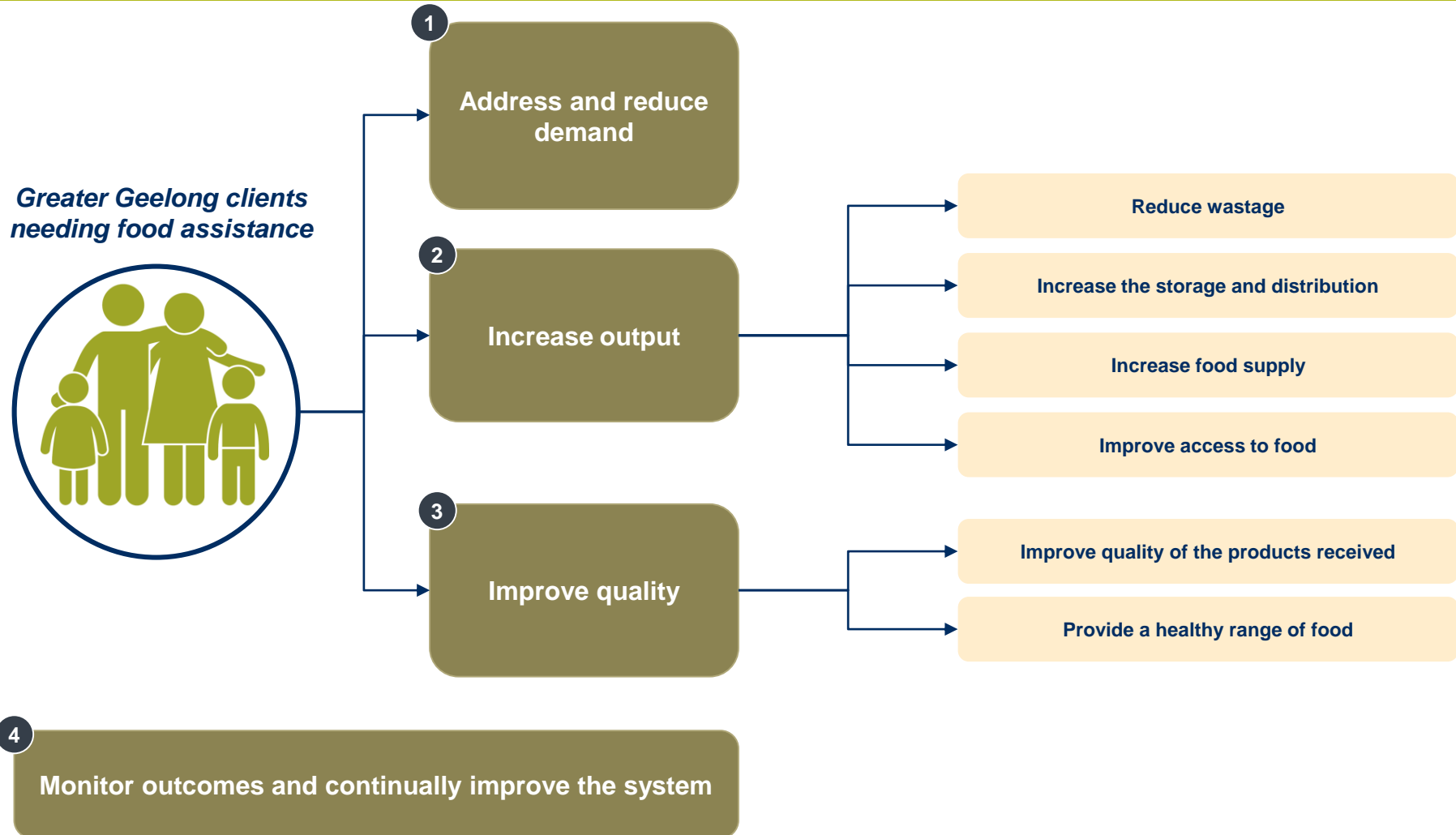
Based on the key opportunities for improvement to the output and quality of food in the system, we recommend moving to a commercial-scale, regional food distribution centre alongside improved data on availability and quality of food

- **Recommendation 1:** The regional food distribution centre would exist to take on the sourcing, storing, sorting and distribution functions on behalf of the system, taking on the role of sourcing healthy, balanced ranges of food and enabling the smoothing of food supply for the whole system. The centre will be responsible for taking on and responding to feedback from DSOs and upwards managing the supply of food to respond to these needs.
- **Recommendation 2:** Concurrently, the system should undertake a number of initiatives to improve the data and information available and better respond to the needs of clients.

For those clients who need to access food assistance, there is a hierarchy of needs, starting with addressing the drivers of demand for assistance



The scope of this project will focus on addressing (2) and (3) – to increase the system's output and improve the quality of food



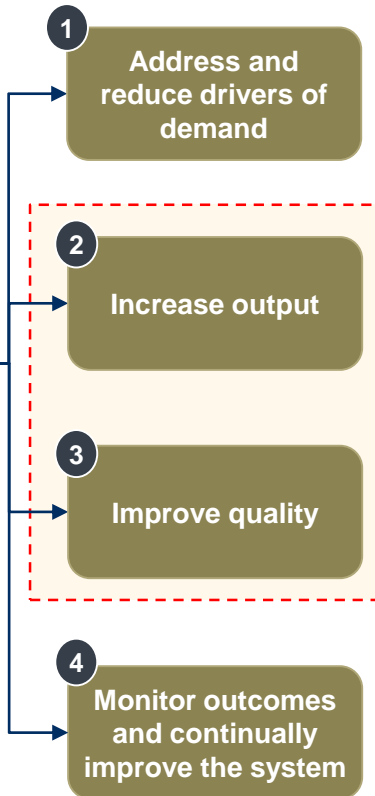
Pulling together the findings from our assessment of the current system, we can identify 2 key opportunities for improving the system's output and quality

Identifying the hierarchy of needs for clients needing food assistance

Identifying opportunities to improve system's output & quality

Key recommendations to address areas for improvement

Greater Geelong clients needing food assistance



2 Increase output

- Storage and distribution is at capacity
- Wastage is low and primarily linked to poor quality food
- DSOs want to focus efforts on transforming clients' lives - not managing logistics of food
- Most DSO's do not have funding or resources for food storage & distribution
- Biggest distribution centre is GFRC, but it has outgrown its current space
- Estimates indicate there is unmet demand, which will continue to grow

3 Improve quality

- System is supply-driven and dependent on what products suppliers make available
- There is no clear avenue for DSOs to provide upwards feedback
- DSOs purchase food at market rates or provide supermarket vouchers in attempt to offer clients a healthy range
- Lack of advanced data and sufficient storage leads to inability to smooth supply



1. A consolidated, regional, storage and distribution facility within Geelong to:

- Centralise the sourcing, storing and distribution operations to increase the efficiency of the system
- Address current and future unmet demand
- Allow for smoothing of food supply, which enables storage of a better, balanced healthy range of food



2. Better upstream and downstream data on available and required food with advanced notice of products and quality

- To enable organisations to plan for space and provision of food
- Improved data will also support the continued improvement of the system

See Appendix for detailed opportunity identification

SVA Consulting

However there are three key areas for consideration: the governance, operating model and funding for these initiatives

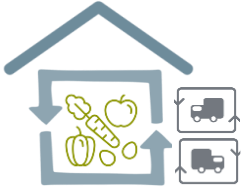
Greater Geelong clients
needing food assistance



Increase
output

Improve
quality

Opportunities for improvement



1. A consolidated, regional, storage and distribution facility within Geelong to:

- Centralise the sourcing, storing and distribution operations to increase the efficiency of the system¹
- Address current and future unmet demand
- Allow for smoothing of food supply, which enables storage of a better, balanced healthy range of food



2. Better upstream and downstream data on available and required food with advanced notice of products and quality

- To enable organisations to plan for space and provision of food
- Improved data will also support the continued improvement of the system

Key issues for consideration

Governance – who is best placed to:

- **Run and operate any new centre?** *E.g. A new organisation, a partnership between several DSOs*
- **Provide wraparound support and governance?**
- **Manage this data flow with suppliers and sources?**

Funding – though there is unmet demand, there is limited funding for a centre or data collection?

- **Capital**
- **Operating** – the current system relies heavily on DSOs program funding (for services addressing drivers of disadvantage) to acquire food and/or vouchers

Operating model – what are the requirements of any new opportunity in terms of:

- **Site requirements**
- **Staffing needs**

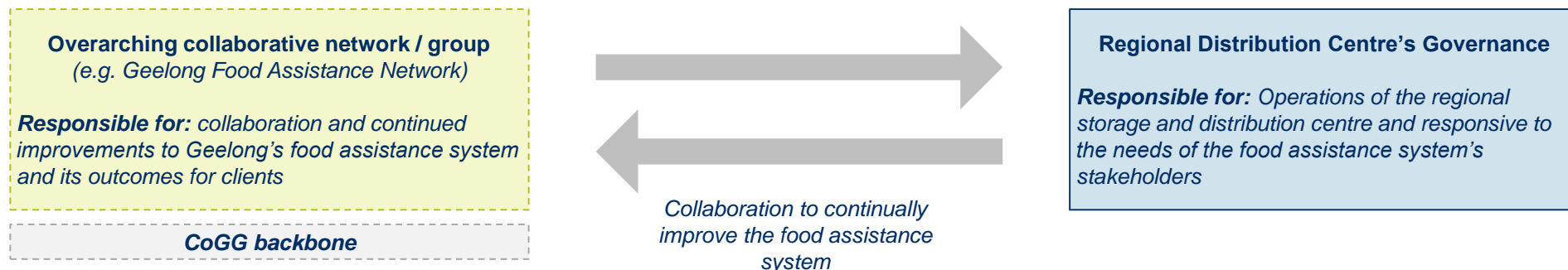
1. Note, this is a similar finding to the Western Australian Council of Social Service (WACOSS) 'WA Food Relief Framework Report 2019' (2019), page 8, providing "There are major gaps in transport logistics and infrastructure between food retail, food rescue and food relief organisations".

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Section summary: The system has governance to support collaboration between stakeholders – we suggest strengthening these with a Council backbone

- The Stakeholder Group agreed on overarching principles to guide future initiatives
 - Future investments and improvements to the system must be **community-driven**, continually responding to feedback from service organisations and food assistance clients to optimise the system
 - The operation of any central distribution centre must be accountable to the food assistance system's needs, as communicated via direct service organisations
- To ensure these principles are met, the Stakeholder Group agreed two aspects of governance:
 1. An **overarching network / 'collaborative' group** (*this may be GFAN*) to provide the system with a forum to engage on, collaborate, and progress with, initiatives to improve the broader system
 2. An **existing organisation**, with the necessary operational, relationship management and client-focussed capabilities, be leveraged to manage the regional distribution centre (*this may be GFRC*)
 - The organisation who takes on this role would be responsive to the needs of the food assistance system's stakeholders and may have representation from stakeholder groups/customers it serves
 - This organisation will maintain its own legal entity, with its governance (Managing Committee) accountable for its operations

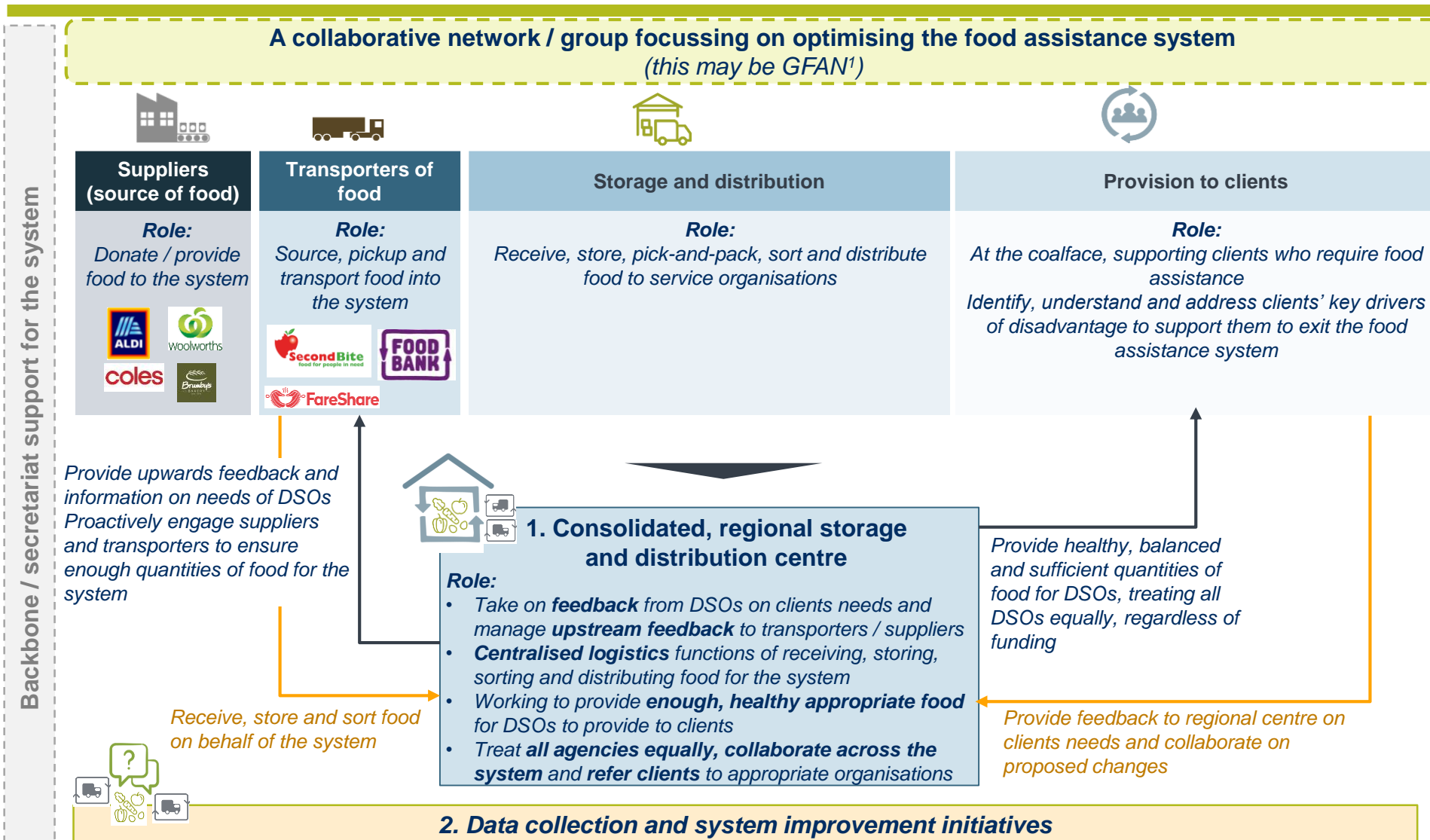


The Geelong Food Assistance Stakeholder Group identified several core principles to guide future initiatives, which should be incorporated

Future collaboration and improvements to the system must be:

1. Greater Geelong **community-based** and **community-driven**
 - Residents of Greater Geelong are driven, generous and actively protect all those within their community
 - This is evident from the significant amount of food being donated and distributed by local community appeals and ad hoc donations
2. **Responsive** to the system's needs, **proactively take on client feedback** and work collaboratively with the system's governance group to continually improve the system's outcomes
3. Provide **quality, nutritious food**, not simply low-value, carbohydrates
 - A key aspect of food security is having access to quality, healthy food. Providing mostly pasta, rice or other mostly-carbohydrate based food does not meet the needs of a healthy food basket.
 - Improving food quality can drive better health outcomes and save longer term costs to the system
4. Appreciate that **demand is growing** and needs are diverse
 - High level estimates provide that by 2031, approximately 3 million meals will be required
5. Genuinely **value** and incorporate, the significant amount of **volunteer labour, donated goods and donated services** required
 - Most of the roles within the food assistance systems are run by volunteers, including drivers
 - Over 95% of the staff within the largest distribution centres are volunteers
6. Communicate the **significant value created, for little investment**
 - Approximately 2 million meals are provided to clients by the system, based on mostly donated services and products
 - At \$1-\$10 per meal, this is \$2-\$20 million worth of value generated, for very little financial investment

Based on these principles, we recommend the following roles, collaborating around the new regional distribution centre and system improvement initiatives



1. See Section 7: Supporting governance structures for possible options for the collaborative network support to the system.

We recommend a light touch, governance structure to facilitate local, cross-sector collaboration – this is likely to be the existing GFAN (if agreed)

Greater Geelong’s collective impact approach to collaboration:

- The various participants in the Geelong Food Assistance system have a proud history of collaborating to support each other and their vulnerable clients experiencing food insecurity, despite this being an inherently complex social issue. This collaboration can be enhanced by taking a light-touch “collective impact” approach.
- Collective impact is the commitment of a group of cross-sector actors towards a common agenda for solving a complex social issues in their local community.¹
- Some of the elements of this approach could be useful to guide Geelong’s food assistance collaboration:
 - Aligning on a clear **common agenda** for addressing food insecurity, and ensure all actors are aligned on how to continually improve the system whilst serving the needs of clients
 - Progressing with **data collection and monitoring** initiatives, to create a **shared measurement** of current baseline and future success
 - Using a “light touch” governance structure to create a collaboration forum to improve the system

A light-touch, cross-sector Collaboration Group:

- In the following pages we describe in more detail this “light touch”, collective impact approach. It will involve cross-sector organisations to collaborate to address the issue of food insecurity.
- We suggest that membership of this group include:
 - Organisations from across the food assistance supply chain;
 - Community representatives with local lived experience;
 - Industry and government representatives from outside the current supply chain;
- We recommend CoGG act as the light-touch backbone, to convene the Collaboration Group, provide an authorising environment, coordinate data collection and monitoring.
- For the avoidance of doubt, this Collaboration Group is not creating a new organisation with a legal entity and a governance structure – it is about a voluntary, but structured approach to collaborate

Note: We recognise that GFAN currently undertakes much of the functions of this Collaboration Group – therefore it would be highly reasonable for GFAN to take on this role

Elements of Collective Impact²



1. Kania, J, Kramer, M (2011). “Collective Impact”, *Stanford Social Innovation Review*, Winter, pg. 36. 2. United Way, “Collective Impact”, from: <https://unitedway.com.au/learning/collective-impact-3>.

The Geelong Food Assistance System has a range of participants who may be important to include within the Collaboration Group

Geelong Food Assistance Ecosystem

State-based Food Transporters

- Foodbank*
- SecondBite*
- FareShare*

Storage and Distribution Operators

- Geelong Food Relief Centre*
- Second Bite*

Commercial partners

- Woolworths
- Coles
- SPC and others...

Food Assistance Direct Service Organisations

- Uniting Care*
- Salvation Army*
- St Vincent De Paul Society*
- Barwon Child, Youth & Family*
- Haven Home Safe
- CatholicCare
- OneCare Geelong
- The F0rt
- The Outpost
- Geelong-based schools (lunch and breakfast offerings)

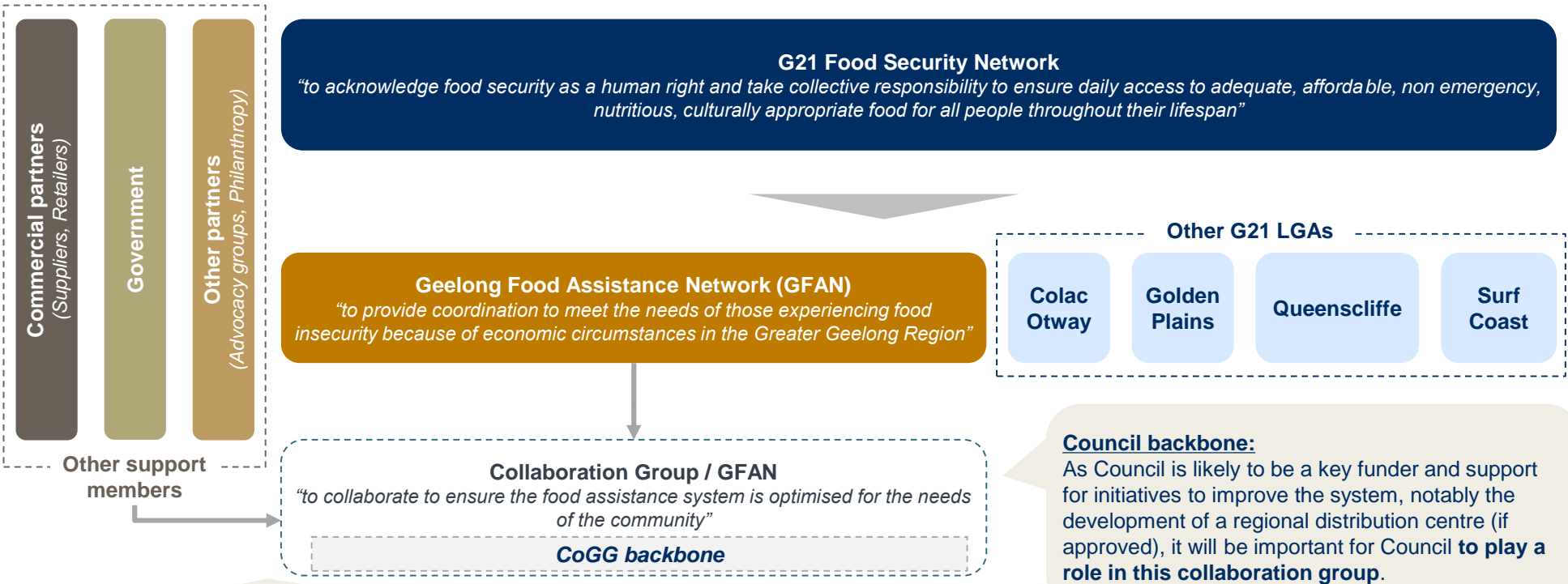
Other Supports & Funders

- Give Where You Live*
- Geelong Community Foundation*
- Volunteering Geelong*
- Geelong Connected Communities
- Kiwanis Club
- City of Greater Geelong Council
- Commercial retailers and suppliers

Note: There are at least an additional ~30 organisations involved in food assistance in Geelong, including Churches and community initiatives

*Organisations that are part of the Geelong Food Assistance Stakeholder Group, convened for the purposes of supporting this business case development.

GFAN already focusses on **system improvement** and **collaboration** but could include a Council backbone to further support its actions



Membership:
 The members of this **Collaboration Group** are subject to further discussion and alignment amongst relevant food assistance stakeholders.
 There could be two options for membership:

1. A subset of members of GFAN along with external GFAN members such as industry and suppliers
2. The entire GFAN group undertakes the role of this Collaboration Group (though not all organisations within GFAN may have the capacity and resourcing to undertake the roles required of this group)

Note: We recognise that GFAN currently undertakes much of the functions of this Collaboration Group – therefore it would be highly reasonable for GFAN to take on this role

This group would ensure the food assistance system is optimised and all organisations and investments are serving the best needs of the community

Objective

- To provide a forum for participants in the Geelong food assistance system to collaborate to ensure the system is optimised and best serving the needs of those experiencing food insecurity

Core Members

- Major food assistance providers, funders and others (may expand the Stakeholder Group for this project¹)

Associate Members

- Other Geelong food assistance stakeholders eg Haven Home Safe, ALDIs, Kiwanis Club

Operating Rhythm

- Meeting Chair is selected by the Core Members or can be provided by the Secretariat
- Quarterly meeting with the Core Members with the following standing agenda
 1. Operations:
 - Overview of volume of demand and food supply in previous quarter
 - Qualitative observations from Core group
 2. System Improvement Initiatives (each item led by whoever has the lead on the initiative)
 - Update on establishment of new Distribution Centre (assuming this recommendation is adopted)
 - Update on other improvement initiatives (e.g. Victorian Healthy Food Basket mapping, food supply mapping)
 - Identification of additional improvement opportunities and who will lead them (e.g. transport and food access mapping)
 3. Other potential agenda items eg Advocacy initiatives

Secretariat / Backbone

- City of Greater Geelong is best placed to provide secretariat / backbone resource. Tasks include convening the group, arranging and minuting meetings, providing resources to support Group's actions
- **NB: This role within Council could be secretariat across multiple Council departmental areas (e.g. homelessness, substance abuse and family violence) as these are all drivers of food insecurity**

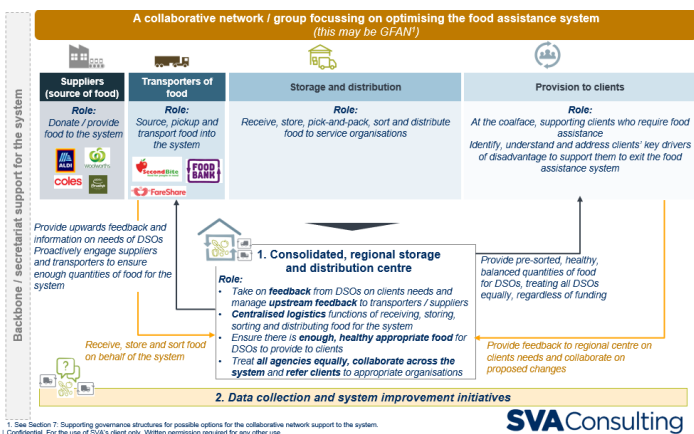
1. See Section 1 for the members of the Stakeholder Group for this project.

With Council taking on the role of backbone/secretariat, Council could support, fund and collect necessary data on system initiatives

Council acts as backbone support

And whilst also monitoring success of improvement initiatives

Recall from Section 6...



Responsibilities including:

- Convening, holding and minuting meetings for the collaboration groups / GFAN;
- Agreeing on data collection and key indicators to measure success of new initiatives with the collaboration group
- Providing and managing funding for initiatives where appropriate
 - *E.g. possible funding for the new distribution centre and supporting activities*

Backbone / secretariat support for the system

to be provided by



There are several further ways in which Council can support the food assistance system and broader ecosystem

Recommendations for local council in food security

- VicHealth made 10 recommendations on the ways in which local government could act on food security. These include:¹
 - Allocating responsibility for the food security agenda
 - Building the local picture to establish an evidence base
 - Incorporate food security into policy and planning
 - Using regulatory and fiscal powers to drive change;
 - Support residents to eat healthy
 - Advocate on food security
- The Heart Foundation has been working with local councils in Tasmania to develop community profiles for each council area and recommendations on the role of council.² These include:
 - Understand the challenges and opportunities influencing residents access to healthy food
 - Support local emergency relief and social enterprises providing affordable, healthy and culturally appropriate food
- Finally, the Western Australian Council of Social Services Food Relief Framework report calls out the important role of WA councils in:³
 - Coordinating community services and food relief;
 - Support inter-agency networks to minimise system gaps and duplications;
 - Improve sustainability of local initiatives through subsidised leases and joined-up service arrangements

Potential value-add roles for Council

We understand Council is currently revising its Food Security policies.⁴ We suggest reviewing the role Council could potentially play in undertaking the following activities, all which would directly support the initiatives of this business case.



1. VicHealth, (2010). "Food for all - Ten ways local government can act on food security", Victorian Government, from: <https://www.vichealth.vic.gov.au/programs-and-projects/food-for-all> 2. Heart Foundation (2016). "Tasmania's Healthy Food Access project", from: <https://www.heartfoundation.org.au/programs/tasmanias-healthy-food-access-project> 3. Western Australian Council of Social Services (2019). "WA Food Relief Framework Report", from: <https://wacoss.org.au/news/first-food-relief-framework-report-identifies-solutions-food-insecurity/> 4. Interviews with Council staff members Amanda Stirrat, and Chantal Chauvet-Allen on forthcoming policies.

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Section summary: The new centre must be designed to manage future demand, a volunteer workforce and undertake certain activities to support the system

A new regional distribution centre would operate to support the system's food supply needs

- Based on the Stakeholder Group's core principles, the new distribution centre would:
 - Collaborate with the governance group to continually improve the end-to-end food assistance system;
 - Be responsive to feedback from direct service organisations and food assistance clients;
 - Seek to continually improve and increase the amount of quality, nutritious food available for the system;
 - Appreciate that demand is growing and diverse
- We suggest that the centre's operator, the collaborative group (or GFAN), and Council backbone agree on the core mission and activities of the centre

We propose that the centre be appropriately designed to safely manage 85% of the future 2031 estimated demand

- It is likely that a regional storage and distribution centre in this system will be required to manage ~85% of the system's food supply.
- This may amount to ~1.84M kgs of food to be stored and distributed
- There are additional site requirements to ensure avoidance of the current OHS issues at GFRC's North Geelong storage site
- The new centre must develop a clear strategy on how to attract, retain and maintain their volunteer workforce

Other supporting initiatives to be run out of the centre should be investigated in their own right

- The primary objective of the new centre is to ensure it is able to provide safe, sufficient quantities of nutritious food for the benefit of the food assistance system.
- Other supporting initiatives will require business model assessments in their own right, to ensure they do not detract from the operations of the centre

There are certain core activities which a new regional food distribution centre would seek to agree to perform

We suggest the distribution centre's agreed operator, the collaboration group (or GFAN) and the CoGG Council backbone collectively agree on the vision, mission and key activities to be performed by the new distribution centre. We have provided an example below, which should be further tested with the agreed operator.

Mission of the new, regional distribution centre:

To operate Greater Geelong's regional storage and distribution centre for the benefit of Greater Geelong residents experiencing food insecurity to be able to access and receive sufficient quantities of safe, nutritious food.

Key activities of the new, regional distribution centre:

- 1. Managing the **region's bulk distribution of food** by receiving, storing, and, where possible, sorting and distributing food to Direct Service Organisations who require food assistance for their clients;*
- 2. Being responsive to feedback from other food assistance system stakeholders and where required, **improving the operations of the regional centre**;*
- 3. **Maintaining strong relationships** with their customers (Direct Service Organisations and clients using the centre)*
- 4. Monitoring and coordinating **upstream supply and downstream demand data** to ensure Direct Service Organisations and clients receive the food products and quantities they require;*
- 5. Enhancing the bulk distribution of food with **supportive functions** including picking and packing of healthy food boxes/palletes to be distributed to Direct Service Organisations.*

We suggest the future site and operator agree to accommodate ~85% of future demand, estimated at 1.84 million kgs / year by 2031

It is important for the future distribution centre to be deemed appropriate to handle **~85% of the future food storage and distribution needs** of the food assistance system:

- At present GFRC stores and distributes **70%** of the current system's food. There could be a future situation where SecondBite looks to consolidate their food supply into the region into GFRC.¹ This would result in an **additional ~15%** of the food supply.
- This results in **85%** of the total food assistance system's supply being managed by one operator - GFRC

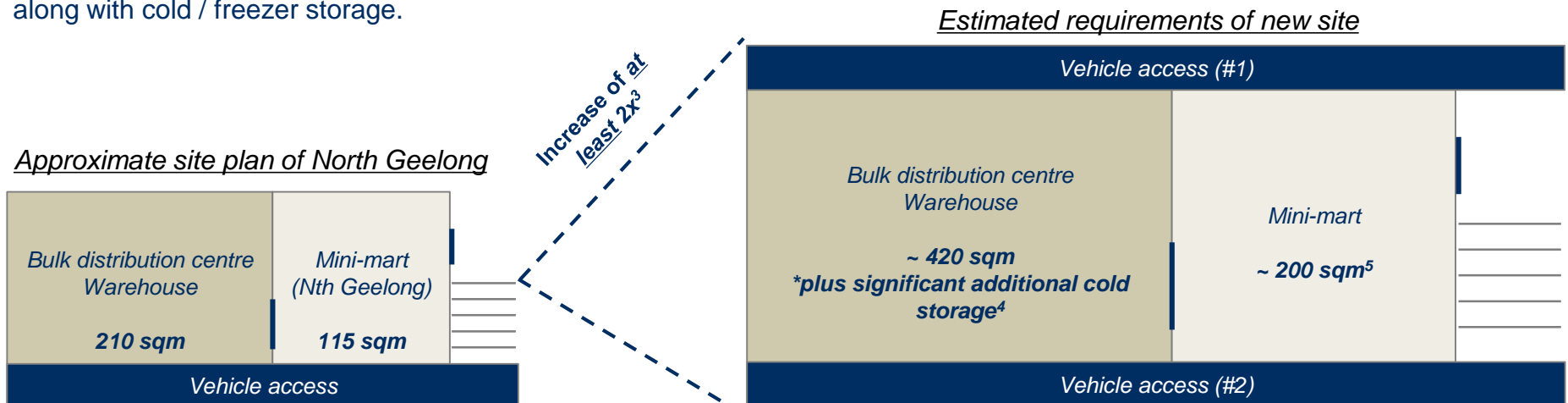
Recall, our estimate of demand into 2031 was ~3.25 million meals. 85% of this total would need to account for 2.76 million meals

- At 1.5 meals / kg, the new centre should accommodate up to **1.84 million kgs**

This is **approximately double** the current quantity moving through North Geelong.

- However the current situation is not OHS approved, so an additional buffer should be allowed for²
- Further the new site requires exponentially more cold and freezer storage to enable the centre to smooth supply.

Note: An architectural and engineering assessment must be performed to ensure any new site can move the required quantities, along with cold / freezer storage.



1. From Stakeholder interviews with Geelong Food Assistance Network members. Note that SecondBite have expressed full support of a new distribution centre and their continued support of the region. 2. The current site is such at capacity that palleted food is sometimes stored in the carpark. The new centre should be designed to avoid the need for food to be stored outside the warehouse. 3. This estimate assumes a linear correlation with size and quantity increase which must be confirmed by an engineer / logistics consultant. 4. This may amount to an additional ~100sqm depending on the site. 5. We have not analysed the capacity of the mini-mart but presume it should grow proportionate to the warehouse as an attractive revenue stream.

The following minimum site requirements were agreed upon after reviewing the bottlenecks of the food assistance system, and GFRC's current constraints

A full engineering assessment should be performed before selecting on a future site, along with advice from a logistics consultant to confirm all site requirements. However, after reviewing the current North Geelong site, we confirmed the following minimum site requirements with GFRC, as the system's largest storage and distribution operator:

1. Accessibility:

- Must be close to the highway into Geelong for large bulk deliveries. Must also be easily accessible for DSOs, supply partners, and if possible, close to the distribution centre of a food retailer in Geelong (to allow for easy pickups of excess product).¹
- Requires sufficient customer parking space, including disabled parking space, along with secure vehicle lockup for GFRC vans.² Must be able to store more GFRC vans in the future, as distribution grows.

2. Warehouse space:

- Must be large enough to turnover at least 85% of 2031 demand (see previous)
- Warehouse must be temperature controlled, for safe food storing and handling
- Must be sufficient picking and packing space to allow for curation of healthy food baskets/pallets/deliveries to DSOs
- Sufficiently large cold storage / freezer space for smoothing of multiple weeks' supply of perishables

3. BDC Access road:

- Requires at least two access roads to avoid vehicle roadblocks and accidents, and access must accommodate a large semi-trailer
- Must be sufficient parking for GFRC owned vans to allow them to be safely stored

4. Mini-mart space (*to be further assessed if GFRC is selected as the preferred operator*)

- We have not undertaken any demand access mapping for the mini-mart and/or its potential geographic locations. Note, ~70% of voucher redemption occurs at North Geelong, vs. ~30% at CBD, so there is some demand in Northern Geelong. It was agreed that this access mapping is a further piece of work to be performed as part of site selection
- Nevertheless, the mini-mart is a critical revenue stream for GFRC so should be large enough to be able to scale with future increase in demand. There must be ease of access to the mini-mart from the warehouse to enable frequent daily re-stocking.

Note: We suggest the above requirements be incorporated into any design for a regional distribution centre

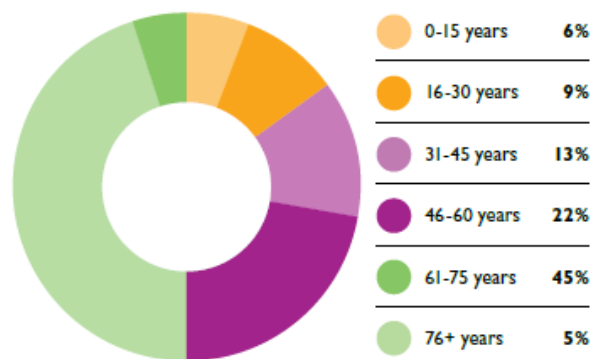
1. Albury Wodonga FoodShare is located near the Woolworths distribution centre, enabling them to benefit from daily excess of fresh produce. 2. One of GFRC's Vans have already been stolen without a lockup.

Geelong volunteers have a long history of donating their time to food assistance, but it will be important to develop a strategy to retain this important workforce

The critical importance of volunteers to the system

- GFRC's workforce is mostly made up of volunteers who regularly sacrifice their time to ensure the operations of the BDC warehouse and mini-marts are run smoothly
- This also extends to other DSOs, most of which are heavily reliant on volunteers to support their operations
- Give Where You Live's 2018 "Food For Thought Report" found that within the food assistance system, **for every 1 paid staff were 4.5 volunteers providing assistance**¹
- The report also found that the majority of volunteers were aged 61 and over

Age of volunteers engaged in providing food assistance (N=28)²



- This system could not operate without volunteers, and neither can the New Distribution Centre.

Need for a clear and detailed volunteer strategy

- Therefore it is critical that the new centre review their current volunteer engagement, recruitment and retainment strategy and if required update this
- We suggest engaging with Stakeholder Group member Volunteering Geelong (VG) who have expertise in coordinating, promoting and supporting organisations to engage and retain volunteers³
- The National Standards for Volunteerism incorporate the following principles:
 - Volunteer involvement should be a considered and planned part of an organisation's strategic development
 - Organisational leadership and culture should support and value the role of volunteers
 - Volunteers have the right to work in a safe and supportive environment⁴
- Some requirements to take into account for the new centre:
 - Ensure the new centre is OHS-compliant and provides a safe, clean, functioning, and supportive environment for volunteers to work. This includes resolving all current OHS risks and issues and ensuring the new centre meets industry standards for heating and cooling.
 - Management of the volunteer workforce to be an important KPI for the new centre's operations
 - Establishing new links in the community to increase the pool of volunteers

1. Give Where You Live Foundation, (2018). "Food for Thought Report: A snapshot of food assistance in the Geelong/G21 region", Geelong. 2. *Ibid*, Figure 2, pg 9.

3. A stronger relationship should be built with Volunteering Geelong, including possibly offering a position in the Collaboration group and on GFRC's Committee. Volunteering Geelong, "About Us", from: <https://volunteeringgeelong.org.au/about#what-we-do>. 4. Volunteering Australia, (2015). "National

There are potential additional initiatives to be run out of a new distribution centre, however we recommend these be phased in if the centre is successful

The stakeholder interviews, workshops and literature review also highlighted additional, potential options to be operated out of any new distribution centre:

- **Community / Co-operative kitchen and/or garden:** To grow and cook prepared meals for the mini-marts/DSOs, build social inclusion through community cooking events, or as a revenue generating stream to organise meals for corporate events;
- **Community workshops/events:** To build social inclusion through community activities for the vulnerable cohorts who are likely to need access to the mini-mart;
- **Co-operative Café:** Run as a social enterprise to provide another revenue stream;
- **Direct provision of support services:** This option would need to be provided by another DSO who has expertise and required qualifications to offer such services at the centre;
- **Mobile food transport unit:** This is being investigated by GFRC (with support from Deakin University) to make food vouchers accessible to their clients who have no access to a vehicle or the mini-mart sites.
- **Office space for rent:** Leasing empty space within the centre to provide another revenue stream, ideally to DSOs who already perform client assessments and provide food vouchers;
- **Training and workshop space for rent:** As above, leasing unused space within the centre as another revenue stream. Could also be used to run community workshops

1. The site **MUST** first meet the **priority objectives** required of a new distribution centre: to provide access to safe and required amounts of nutritious, quality food and be financially sustainable;¹
2. After meeting these needs, we recommend further assessing potential options with a feasibility study;
3. It will be critical to assign owners to each option, and appropriate operating procedures as a number of these options would require skillsets outside of those in GFRC.

1. Stakeholder Interview with General Manager of Albury Wodonga FoodShare: Peter Mathews. One key learning from the development of that regional distribution centre which was set up in 2011-12, was to minimise any additional social enterprise or additional initiative 'add-ons'. It will be challenging for any new centre to scale its operations and set up a new, efficient regional hub for all food supply. Albury-Wodonga found operating income most difficult to obtain, and additional enterprises or initiatives will contribute to more expenses. We concur that it is important to implement, manage and successfully run the regional food distribution centre and associated mini-mart first, before expanding to other cost-generating initiatives (despite the potential community value-add). Additional initiatives will need to be costed and revenue streams identified.

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Section summary: If the new centre is run by GFRC, they have the proven operational capability but should provide detailed operating & capital financials

As the largest current food storage and distribution operator, GFRC could be the most logical organisation to operate the new centre

- As noted, GFRC has grown to store and distribute ~70% of the system's food supply.
- They would be the most logical organisation to operate a new distribution centre, and already have worked a list of minimum site requirements.
- As GFRC would be taking on a new, larger centre, we suggest they undertake a capability audit to confirm they have the right skillsets required

GFRC's operating model could remain largely the same, but scaled to handle ~1.84 million kgs

- We suggest the new centre be designed and approved to store and distribute ~85% of the future 2031 demand on the system – this is equivalent to **~1.84 million kgs** per year
- GFRC have noted that they would be able to operate the new regional centre largely with the same workforce, scaling as required to increase food quantities
- Finally, due to its reliance on volunteers, GFRC needs to develop a clear strategy to engage, recruit and retain its volunteers

GFRC must provide detailed financials as to their operations of the site, though we have identified potential revenue levers

- Estimated capital costs for the new warehouse will depend on the site selected and engineering / quantity surveyor estimates
- Estimated operating costs for the new warehouse should take into account the benefits of GFRC's operating model, including its mini-mart revenue
- We have highlighted additional revenue levers which could be further investigated, but will require agreement from the many DSOs reliant on the BDC warehouse.

During the Stakeholder Group workshop it was agreed that the most logical organisation to operate a new distribution centre would be GFRC

Recall from previous...

Key issues for consideration

Operating model – what are the requirements of any new opportunity in terms of:

- **Site requirements**
- **Staffing needs**

Funding – though there is unmet demand, there is limited funding for a centre or data collection?

- **Capital**
- **Operating** – the current system relies heavily on DSOs program funding (for services addressing drivers of disadvantage) to acquire food and/or vouchers

Governance – who is best placed to:

- **Run and operate any new centre?** *E.g. A new organisation, a partnership between several DSOs*
- **Provide wraparound support and governance?**
- **Manage this data flow with suppliers and sources?**

It was agreed that GFRC would be the most logical organisation to operate a new distribution centre.

This is because GFRC:

- **Already manages ~70%** of the current food moving through the food assistance system and has proven operation capability to operate both the BDC warehouse and mini-marts
- **Maintains bulk distribution relationships** with food donation partners (Foodbank, FareShare, SecondBite) and with DSOs, and is uniquely positioned to continue these relationships;
- Has been **able to scale its operations** to manage the exponential increase in quantities of food supply, with very little additional income;
- Has a **funding model offsetting ~70% of its costs** through sales of its mini-mart food vouchers to DSOs;
- Already has a **fleet of 3 vehicles** (2 refrigerated) and 6 drivers (volunteers) to manage deliveries and drop-offs;
- **Manages the mini-marts** in Geelong which provide ~27% of food assistance to clients

Insights from GFAN consultations

As part of the consultation process for this business case, we engaged with direct service organisations who were members of GFAN to highlight additional considerations for a new, regional distribution centre's operating model.

These considerations included:

1. Maintaining open communication lines with the system's stakeholders and being responsive to feedback to continue to support the best outcomes for the system;
2. Collaborating closely with system stakeholders (both direct and indirect service organisations) to minimise any challenges to food supply;
3. Offering service organisations an equal opportunity to source bulk food from GFRC, or utilise their mini-marts

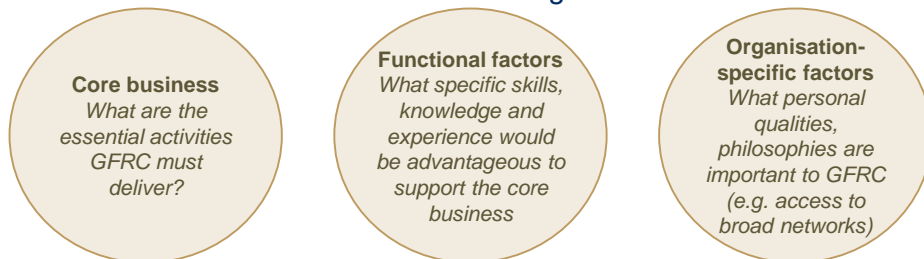
The above considerations, along with additional operational and funding requirements would be further discussed in the next stage of this centre's implementation planning.

Source: These are comments we heard from 4 organisations who raised these concerns with us during the consultation period.

We suggest the agreed operator undertake an organisation-wide capabilities audit to ensure it has the right skills to meet the centre's core responsibilities

The need for self-reflection and a capability audit¹

- It is critical that organisations self-reflect regularly to ensure their organisation thrives and is meeting its intended objectives, especially when undertaking a new initiative
- Capability audits are one way of engaging in self-reflection.
- If GFRC is selected as the agreed operator, we recommend they undertake a capability audit. This involves:
 - a) establishing skills and experiences required to achieve the organisation's strategic aims over a specified period
 - b) identifying current skills and experience gaps or improvements
 - c) clarifying the recruitment process the GFRC can use to fill gaps
- Identifying the right skills and experience can be done through consideration of 3 dimensions of the organisation's work:



For more information on capability audits see **SVA Quarterly** article:
*'All on board: The people dimension of NFP governance'*¹



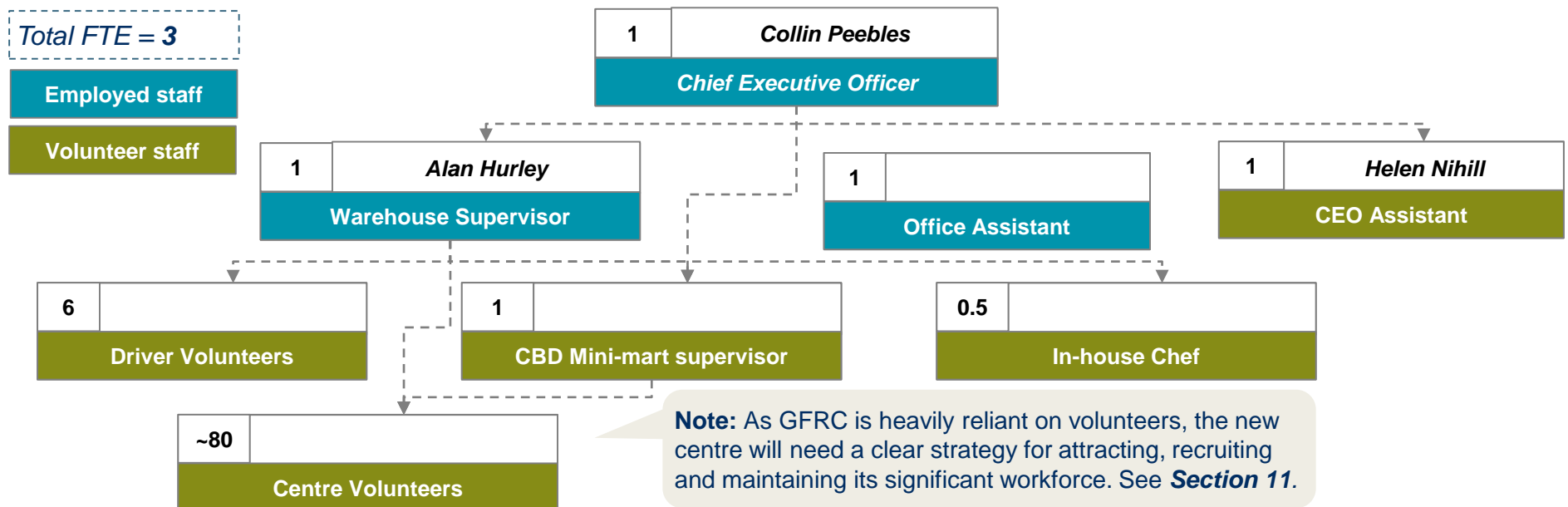
Potential opportunities for GFRC

- We understand that GFRC has already begun assessing the required skills and experience needed as they move forward to operating the new storage and distribution centre. These include:
 - **Core business:**
 - Essential skills to carry out responsibilities (e.g. logistics, food management, stakeholder relationships, legal, financial)
 - *GFRC have already engaged a local solicitor to join*²
 - Industry representation to improve supply, funding and expert knowledge (e.g. Local retailers, Woolworths, ALDI)³
 - Supplier and DSO representation to improve upwards and downwards data collection and monitoring on supply and demand (e.g. SecondBite, Haven Home Safe, Salvos, etc.)
 - *GFRC have already engaged Foodbank and FareShare*⁴
 - Members of GFAN (e.g. GFAN Chair on GFRC Board)
 - **Functional factors:**
 - Fundraising capabilities to increase grants/donations
 - Public advocacy to lobby government for policy and funding change
 - **Organisation factors:**
 - Key community members with broad networks (e.g. ex-Councillors or MPs, community business leaders)

1. SVA experience undertaking Board assessments and capability audits: Social Ventures Australia, (2012). "All on board: The people dimension of non-profit governance", from: <https://www.socialventures.com.au/sva-quarterly/all-on-board-the-people-dimension-of-non-profit-governance/>. 2. Interview with GFRC Chairperson who has engaged a local solicitor to join the Board. 3. GFRC could investigate this through their membership base, to ensure all stakeholders operating in the industry are represented. 4. Interview with GFRC Chairperson;
84 | Confidential. For the use of SVA's client only. Written permission required for any other use.

GFRC estimates a larger distribution centre would require minimal additional staffing, but be highly dependent on volunteers

- The organisation will continue to rely upon its pool of ~90 volunteers, but there would be increases to the FTE of both the Warehouse Supervisor role and Admin Assistant roles.
 - Warehouse Supervisor: From 0.5 → 1 FTE, with additional responsibilities including:
 - Managing all incoming and outgoing deliveries out of the larger centre;
 - Implementing new picking and packing processes to enable packaging of healthy food boxes/pallets;
 - Admin Assistant / Office Assistant: From *Casual* → 1 FTE, with additional responsibilities including:
 - Grant writing and fundraising to ensure GFRC maintains and increases its donations;
 - Management of Voucher system subscriptions and bulk distribution membership fees of DSOs.



Source: Interviews with GFRC CEO, CEO assistant and Chair; GFRC Annual Report 2019

GFRC, or the alternatively proposed operator for the new site, must provide detailed capital and operational costs to run the distribution centre

Capital costs:

- We recommend that the potential operator of the new site provide detailed financials surrounding the capital costs to develop the site. We are unable to estimate the capital expenditure, but suggest an engineering report and cost surveyor be engaged once a site has been identified and confirmed for construction.
- We suggest that these capital costs include any proposed relocations costs, in particular to move freezers / cold rooms from existing premises, if required. These costs may also account for any asbestos removal or changes to utilities structures within the site.

Operational costs:

- We recommend that the potential operator of the new centre provide detailed operating financials, with forecasts into the next 3-5 years to ensure the centre's financial sustainability.
- If GFRC operates the new centre, these costs could include the undertaking of additional core responsibilities (e.g. picking and packing healthy food parcels) and the forecast income from operation of the mini-marts and bulk distribution warehouse.

We understand that GFRC is providing detailed financials to Council in support of their application to be the operator of the new distribution centre.

We recommend further investigating the below revenue levers to bridge any potential operating gaps, in particular if GFRC is selected as preferred operator

1. Bulk distribution warehouse subscriptions:

- Current DSO subscriptions to access bulk food from the bulk distribution centre warehouse are very affordable. As noted previously, in 2019, the low equates to a \$revenue/kg ratio of \$0.01/kg (vs. \$0.91/kg through mini-mart operations)¹
- Subscriptions range from \$50 to \$750 annually, on a tiered basis based on DSO quantities, with very little annual increase.
- If the \$revenue/kg was increased to \$0.04/kg, in 2019, this would have returned an additional **~\$20,000**, or an increase to \$0.10/kg would have returned **\$51,000**.²

~\$20,000 - \$51,000

**but relies upon additional funding from DSOs which may be difficult to source as EFR budgets decrease*

2. Increase voucher sales by producing 'Voucher food boxes':

- Feedback from DSOs provide that vouchers are sometimes not redeemed due to a variety of reasons, including GFRC's opening hours or clients being unable to physically access the mini-marts.³ Therefore, providing DSOs with ready-made food boxes containing a healthy, balanced diet of a 20 / 40 point voucher spend could increase sales of food vouchers and increase access for clients.
- The system spent at least ~\$200k on supermarket vouchers,⁴ although these were also for individuals requiring specific items (baby formula, gluten-free, etc.). If offering food boxes, available for distribution at any time by the DSO, could capture 10-20% of these instances, this could amount to a further **\$20,000 - \$40,000**.⁵

~\$20,000 - \$40,000

**but relies upon additional funding from DSOs which may be difficult to source as EFR budgets decrease*

3. Expand voucher sales to DSOs outside Greater Geelong:

- Market GFRC mini-mart voucher program to organisations in nearby LGAs who can provide them to clients who have the capacity and means to travel to redeem at one of Geelong mini-marts. GFRC vouchers provide great value for money, with a \$20 voucher obtaining ~\$113 worth of food at retail rates.⁶ There is also capacity to sell above food boxes.
- If 500-1,000 additional clients in nearby LGAs redeemed \$20 vouchers this would return **\$10,000 - \$20,000**
 - **NB:** GFRC is often providing bulk food to the DSOs who provide clients with vouchers. Future expansion of the warehouse should include concurrent commitments on voucher spend to avoid cannibalisation.

~\$10,000 - \$20,000

**but relies upon marketing to external LGAs*

4. Aggressively targeting more government grants and fundraising

- We understand the operator of the new centre will receive \$150k / year for 5 years from the City of Greater Geelong

Note: These levers require further refinement and extensive stakeholder engagement to confirm viability. This is especially because levers (1)-(3) above are seeking additional revenue from DSOs, who have reported decreases in their emergency relief funding, impacting how much they can spend on food vouchers or bulk distribution.

1. Using 2019 estimates of \$7,000 income via membership subscriptions and ~504k kgs of bulk distributed food. 2. Assuming 506k kgs of food at \$0.04/kg or \$0.10/kg. 3. Mini-marts are not open during evenings or weekends, which can often be the peak times when potential clients need assistance. Note that a variety of reasons were provided for why clients do not redeem vouchers at the mini-marts. We suggest this analysis be considered to confirm viability of this lever. 4. Based on 2019 reported supermarket voucher spend from the 20 organisations who reported data into the business case. 5. 20% of \$200,000 yearly spend in 2019. 6. Based on GFRC 2019 Annual Report and market value of 20 point vouchers.

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We suggest at least 3 workstreams to progress further with, after the approval of this business case

This business case identifies several actions which are on critical path to the development of a new storage and distribution centre. Concurrently, there are other supporting activities which should also be progressed, ideally in collaboration with the new centre.

Short-term

Medium-term

Longer-term

A

Establish a new storage and distribution centre

- Confirm Council support for business case, undertake further planning for new centre and agree on funding
- Confirm operator of new centre and conduct capabilities audit, making necessary changes
- Identify and confirm site which meets minimum requirements engineering approvals
- More detailed financial modelling and obtain detailed costings for site construction/remediation (capital) and ongoing operations and viable revenue streams (operating);
- Align on vision, governance and operating model for future centre, including Volunteer engagement; processes for data collection; required accountabilities, partnerships and funding structures (*see following slide*)

B

Establish required governance structures

- Align on collaborative structure incorporating relevant stakeholders within food assistance system
- Understand ongoing involvement with other community activities, including Meals on Wheels.

C

System initiatives to improve data collection and monitoring, client feedback, and outcomes assessment

- Conduct regular supply and demand data monitoring, including detailed data collection on estimated full extent of food insecurity within the region, using a multi-item questionnaire method
- Conduct updated Victorian Healthy Food Basket mapping for Greater Geelong (update since 2012)
- Develop a single database/method for all service organisations to record data on clients requiring food assistance (including underlying driver, frequency of need, etc.)
- Investigate use of an app/online forum to enable sharing of information between suppliers and service organisations on products available/required, quantity and quality.

Note: It is feasible for the new centre to move forward without the governance structure recommended. However it is preferable, to ensure community alignment, and create an authorising environment for the centre and to progress with **Workstream C** initiatives.

Note2: These initiatives could also be progressed separate to (A) the new centre, and (B) required governance structures. However, having both in place will provide a forum, and make data collection, VHFB mapping and information sharing easier (*see following slides*)

The impact of covid-19 on the supply of food into the region emphasises the need for further business planning and collaboration to strengthen the system

Volunteer reductions

- In light of covid-19's social distancing restrictions and the vulnerability of persons over 60 years of age to the virus, GFRC, Matchworks and a large number of DSOs experienced a huge decrease in volunteers.
- This has led to some organisations being forced to close their doors.

Food supply reductions

- Supermarkets are one of the key sources of food and have seen large reductions in the amount of food available for donations.
- Supply of fresh produce and proteins have been further restricted during the pandemic.
- DSOs report having to spend more in supermarket vouchers and purchases from supermarkets to offset less donations

Increase in demand for food assistance

- With thousands of Australians being furloughed or losing their job, unemployment rates are expected to double, leading to huge increases in demand for food assistance (*recall low income is the most significant driver*)

Need for more communication across the system

- Many organisations have experienced impact to their operations as a result of covid-19. This may result in their closing operations, and create even more instability and unmet demand in the system.

A clear volunteer engagement and management plan

- The plan should actively seek to engage volunteers of all age ranges (current system relies on ~50% of volunteers aged 60+)
- Maintain a volunteer database including those who may have only volunteered once but may be willing to help in emergency situations

Diversify food sources and proactively monitor upstream data on food supply

- The new distribution centre should continue to diversify food supply sources, given it will have the space to do so on behalf of the system. It should also monitor upstream data to adequately plan for any reductions in food – to be communicated downstream asap

Leverage the community, focussing on collective action and lobbying

- DSOs report the GFAN network and GWYL have been critical in supporting their operations, problem-solving and connecting organisations in this crisis.
- Collective action can be more effective in lobbying an emergency response / funding from local and state government
- Pre-prepared calls to action to the community can leverage the power of Greater Geelong residents supporting their own

Organisations must remain engaged and actively collaborate to maintain the system

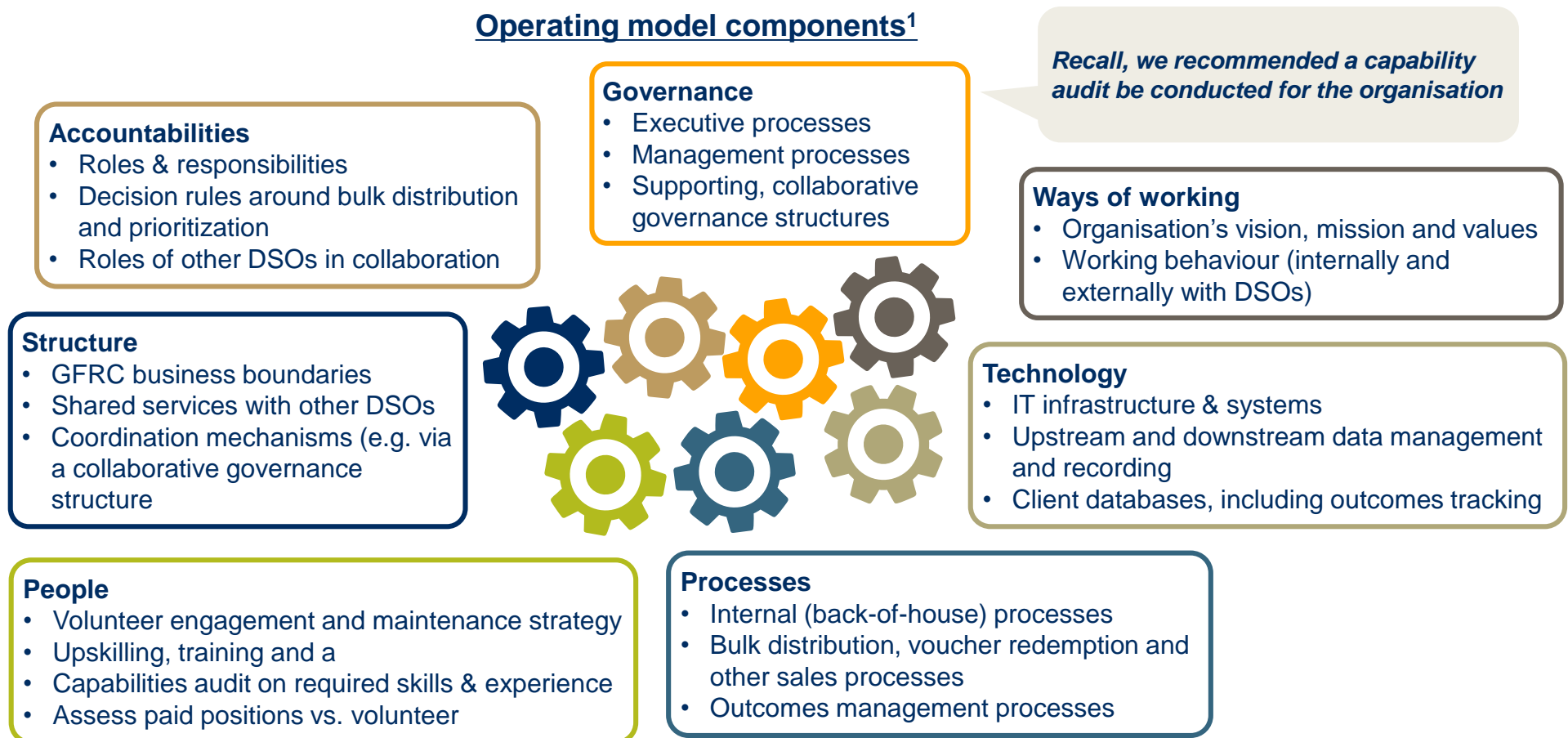
- It is **crucial** organisations remain actively engaged with the network, communicating early and frequently.

As part of workstream A - establishing the new centre - we recommend the proposed operator undertake a thorough assessment process

Workstream A includes: confirming council support and potential funding; identifying and confirming the new site; obtaining engineering assessments and detailed costings; and aligning on vision, mission and governance.

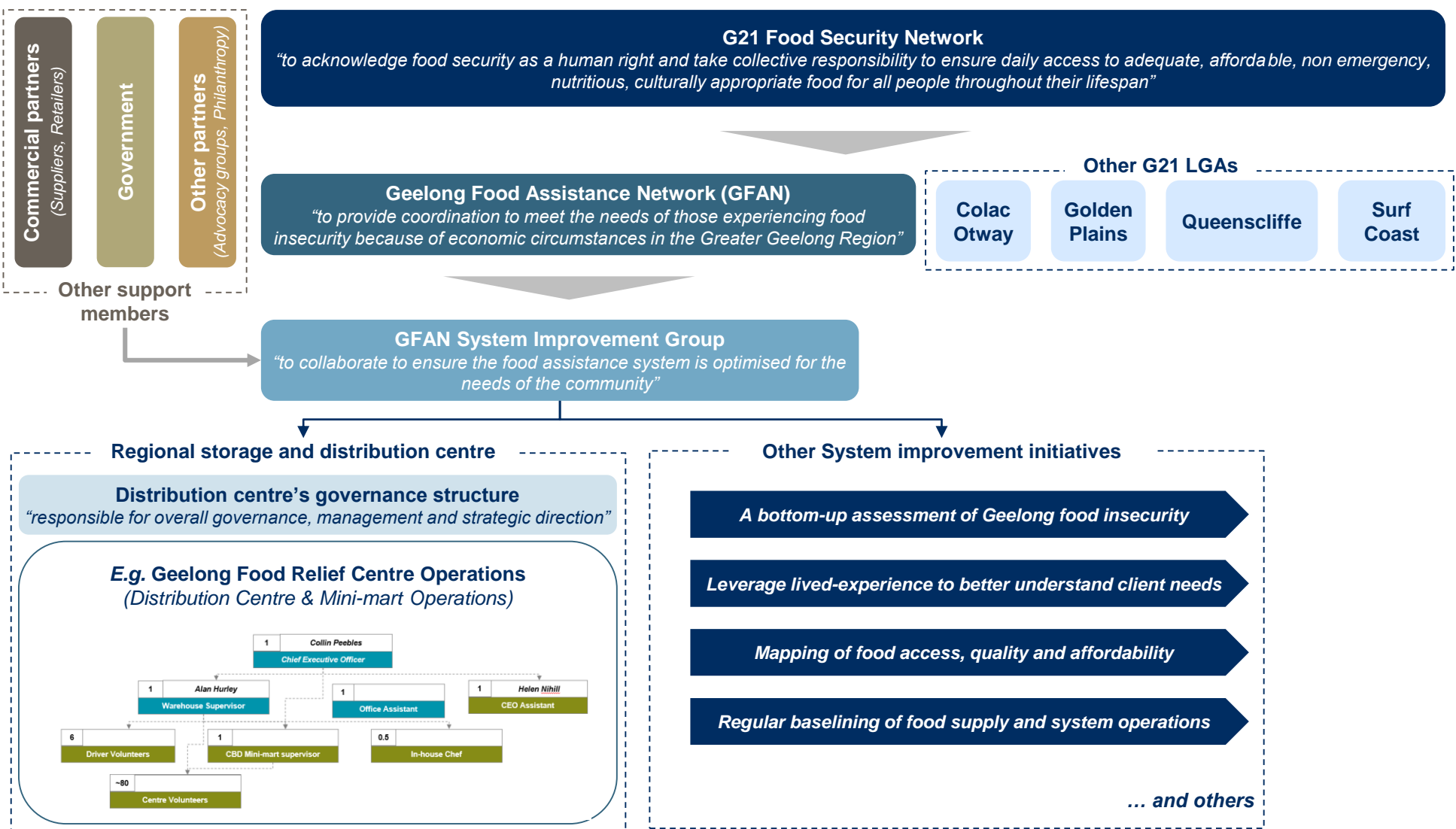
It is also important to align on the operating model for the new centre – some of the broad component categories are listed below:

Operating model components¹

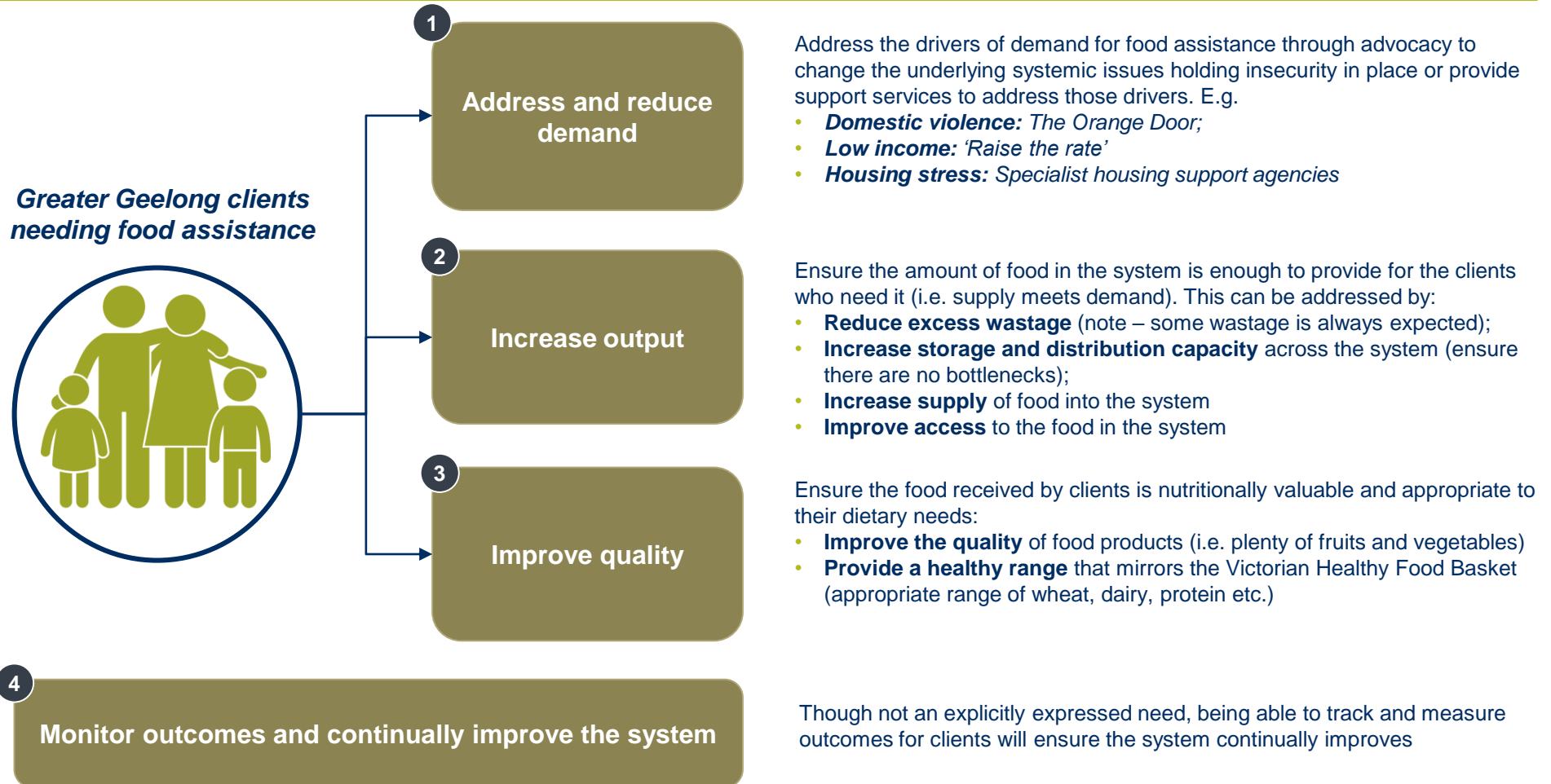


1. These broad categories are from SVA's experience in designing and implementing operating models across non-profits, community and social-purpose organisations.

A proposed collaboration group would focus on system improvement and would be a forum to oversee and implement other supporting initiatives



Recall: There are other important needs of clients which must also be addressed



We recommend following data analyses, surveying and assessments concurrent to progressing with the centre, to understand how to address these other needs

A bottom-up assessment of Geelong food insecurity

- As noted in **Section 3** of this report, there is currently no universally agreed method of measuring food insecurity;
- Academics and VicHealth note it is important to measure food insecurity across the spectrum (with hunger and without);
- This can be done through a multi-item questionnaire, rather than the narrower single-question surveys

We recommend the commissioning of an assessment of the full extent of food insecurity in the region, via a multi-item questionnaire conducted at its LGA-level. This can then be used to better estimate current and future demand from the system

Mapping of food access, quality and affordability

- Further to understanding the needs of clients of the food assistance system, is to better understand other factors influencing the system;
- These include the accessibility of public transport and the ease of access to supermarkets, suppliers and food assistance service organisations for clients;
- It can also include an assessment of the availability of healthy food retailers (including supermarkets) to residents of Greater Geelong;
- This also includes understanding the affordability of healthy, nutritious food in Greater Geelong, which can be performed via a Healthy Food Basket Assessment (as was performed in 2012) (**section 3**);

We recommend assessments be performed to measure the accessibility of food options to residents of Greater Geelong, and the cost of a Victorian Healthy Food Basket at various supermarkets and retailers within the region.

Leverage lived-experience to better understand client needs

- As noted in **Section 7** of this report, there are a variety of client needs when it comes to the food assistance system. Some of these include access to food and the quality of food;
- This report did not conduct any consultations with lived experience, as it was designed to perform a supply and demand assessment on the system;
- However understanding the clients' needs is a required piece of work in moving forward with the new centre

We recommend engagement with clients who have lived experience of the system, to better understand their diverse needs and the other barriers to accessing sufficient, nutritious foods

Regular baselining of food supply and system operations


- The assessment performed for this business case was a supply-based assessment which drilled down into the quantities of food being supplied to the key storage and distribution centres within Greater Geelong to understand the size of the system (**section 6**);
- We have frequently noted that a more in depth, preferably bottom-up assessment should be performed in the future to refine the estimates of food supply;
- This would require the interviewing of all DSOs on the ground, and utilising a universal unit of measure to account for food supplied. At present this does not exist, which is why this report measured and converted all values received into kgs.

We recommend that key service organisations in the food assistance system agree upon a universal measure of food supply (kgs, meals etc.) to be able to regularly monitor the size of the system and how much is being provided to end clients.

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Opportunity identification (I/II): For food assistance clients, the system has a bottleneck with storage and distribution, and is in need of more, quality food

<p>Greater Geelong clients needing food assistance</p> 	<p>Reduce wastage</p>	<p>Data provided indicates wastage is low and linked to poor quality food:</p> <ul style="list-style-type: none"> The system reports food wastage between 2% - 7%¹ Most common reason for wastage was poor quality of food received or products provided in excess despite the system/DSO being unable to store them long term DSOs invest significant time and resources to minimise wastage.²
<p>2</p> <p>Increase output</p>	<p>Increase the storage and distribution</p>	<p>DSOs want to focus their efforts on supporting clients and addressing their drivers of disadvantage - not managing logistics of sourcing and storing food</p> <ul style="list-style-type: none"> Many DSOs report having to waste time sourcing, buying and distributing food, taking critical time and resourcing away from their primary function in addressing clients underlying drivers of disadvantage <p>DSO's do not have funding or resources for greater food storage & distribution:</p> <ul style="list-style-type: none"> Most DSOs do not have pantry or freezer capacity to store significantly more food³ Funding and resourcing provided for food assistance is linked to other support services (e.g. Housing and homelessness specialist support services, crisis and domestic violence, etc) with food insecurity a symptom of those other drivers⁴ Most organisations do not have large food transport vehicles, or refrigerated vans. The running costs and insurance of one of these vans can range from \$3,000-\$10,000 / year⁵ <p>The biggest distribution centre is GFRC, but it has outgrown its current space:</p> <ul style="list-style-type: none"> GFRC is the largest storage and distribution centre, providing food in bulk to over 50 DSOs However, it is currently at or over capacity, with the current site potentially leading to OHS concerns and ongoing funding constraints (see Section 8)
	<p>Increase food supply</p>	<p>High-level estimates indicate there is unmet demand, which will continue to grow:</p> <ul style="list-style-type: none"> As noted previously, high-level demand estimates indicate a shortfall of ~320,000 meals Major transporters of food, FareShare and SecondBite, have stated they could provide more food into the system, if there were more storage space⁶

1. GFRC, the largest storage and distribution centre and operator of discounted food relief 'mini-marts' reported highest number of wastage primarily due to food received which was not suitable for human consumption. Other DSO's generally reported 'minimal wastage' which was assumed at ~2% of total food received. 2. Stakeholder interviews provide examples of receiving several pallets of yoghurt and being forced to allocate resources to offload the excess product. 3. Reports from even large DSOs such as Salvation Army are that they do not have commercial-sized storage centres for smoothing food supply over several months. 4. Uniting and Salvation Army confirm food storage and distribution is not their core service and funding for emergency relief (often used to afford food assistance) is on the decline. 5. Range depends on quality of the van and whether additional maintenance and repairs are required, the insurance premiums required for a volunteer driver. Organisations with relatively new vans experienced lower cash costs (e.g. \$3,000). However GFRC with a fleet of 3 vans (2 refrigerated) used regularly, experience motor vehicle expenses of ~\$30,000 / year.

6. Interviews with key stakeholders at FareShare and SeconBite

Opportunity identification (II/II): The system is supply-driven, leading to varied quality of products and inability to predictably provide a healthy food range

Greater Geelong
clients needing food
assistance



3

Improve quality

**Improve quality
of products
received**

System is supply-driven and dependent on what products suppliers make available:

- DSOs report being beholden to the products suppliers choose to donate, or donations from local community.
- This leads to receipt of products of varying quality and quantities.
- Organisations do not receive much advanced information or data on what will be available, so are unable to plan in advance, or reject products in advance¹

There is no clear avenue for DSOs to provide upwards feedback

- DSOs at the coalface of providing food relief and understanding client needs have no method of providing upwards feedback to storage and distribution organisations and suppliers.
- This feedback includes the need for particular products or differing opening hours for storage centres

**Provide a
healthy range**

DSOs purchase food at market rates or provide supermarket vouchers in attempt to offer clients a healthy range:

- Due to limited ability to pre-order products from retailers, DSOs must spend funds on commercial supermarkets to supplement donated goods²
- GFRC alone spent ~\$200,000 on products to supplement their mini-marts

Lack of advanced data and sufficient storage leads to inability to smooth supply:

- When healthy products are available, supply is variable and unable to be predicted in advance.
- Most DSOs and the key storage and distribution sites do not have supermarket-scale storage facilities, so cannot store excess products when they are available to smooth supply.

General lack of awareness of the specific components of a healthy food basket may also be an issue³

1. Stakeholders report receiving several pallets of mangoes in one instance, however not receiving these products for another several weeks. DSOs often receive significant donations of bread from local bakeries, but limited amounts of meats and protein. 2. E.g. GFRC was required to spend over \$50,000 to supplement donated products. 3. Stakeholder workshops indicated that not all DSOs are familiar with the Victorian Healthy Food Basket, and reports provide that Greater Geelong last performed a healthy food basket assessment in 2012 (see **Section 3**).

Calculation of each overlapping cohort of demand: Based on national average statistics Greater Geelong residents require up to **2.5 million meals** per year

Total Geelong persons likely to need food assistance:			52,966 people
<i>Cohort of food assistance need and frequency</i>	<i>% total</i>	<i>Est. # in Geelong</i>	<i>Est # meals / year</i>
Not eat for an entire day / week <i>(missing 3 meals each week)</i>	30%	15,890	2,478,789
Reduce meals so food goes further / week <i>(assume missing 0.5 meals each week)</i>	50%	26,483	688,552
Skip one meal / week <i>(missing 1 meal each week)</i>	55%	29,131	1,514,815

Source: Foodbank Victoria 'Foodbank Hunger Report' (2019). 1. Australian Bureau of Statistics, 'Data by Region 2013-2018 at Local Government Areas', (2018).



To the Mayor and Councillors of the City of Greater Geelong.

Re: Request for Council funding to implement the major recommendations of the SVA Consulting's report into the Food Assistance System in the City of Greater Geelong.

It has become clear from past Give Where You Live studies, and the recent SVA Consulting's report to the City of Greater Geelong, that the Food Assistance System in the Region is unable to satisfy current demand let alone the expected increased demand over the next ten years. The system lacks adequate facilities, reliable funding, wide stakeholder involvement, and would benefit from greater coordination in both product supply and distribution.

This submission addresses the identified short comings of the current system by providing a coherent strategy to direct capital investment in facilities, secure ongoing annual funding, increase operating income, encourage wider community involvement, and ensure good governance and coordination through expanding representation on the governing body.

Geelong Food Relief Centre Inc. is requesting the City of Greater Geelong make available capital funding of \$1,000,000 and annual funding of at least \$150,000 for five years to support Food Assistance in the Region. This funding would enable the strategy to grow food relief capability in the Region, creating a Food Assistance System that could become the model for all Local Governments.

Specifically, the Capital and Annual contributions requested would be directed to specific areas of the strategy as follows:

- Capital of \$1 million for expansion to a larger site with the capacity to meet current and forecast future needs.
- \$100,000pa for rental of the larger facility.
- \$20,000pa for a part-time co-ordinator to ensure the members of GFan and other stakeholders have ongoing input into the operation of the centre.
- \$5,000pa for expansion of the food range on offer to include gluten and lactose free and similar products.
- \$20,000pa to fund the preparation of grant applications and fund-raising activities.
- \$5,000pa to support the approximately 100 volunteers who will be required to operate the centre.

Background.

The SVA Consulting report explains in great detail the structure, operation and short comings of the current food assistance system, and in conjunction with the Stakeholder Group, made recommendations for the future. The Stakeholder Group agreed that GFRC would be the most logical organisation to create a new distribution centre, given they have proven operational capability and already receive approximately 70% of the system's food supply.

Attachment 3

GFRC has been operating for 30 years and has developed to the stage that it operates two MiniMarts supplying direct to clients who have a voucher issued by an assessing agency. These are accompanied by bulk distribution supplying to charities in the region. Financially, it operates around break even and has been able to build a small reserve.

While the operation of the MiniMarts has traditionally been the focus of GFRC, more recently, the bulk distribution has shown the greatest growth. However, the bulk part of the operation, a valuable service particularly during the Covid 19 crisis, generates very little income. To provide truly regional assistance, this part of the operation needs funding to be expanded.

The major factor inhibiting GFRC from building on its current model is lack of space. The Freedman Street site is processing 900tonnes of product on a very small footprint and has little storage. Occupational Safety and Health is an ongoing issue. Consequently, any food in excess to that required by the MiniMarts, must be “pushed” out through the bulk distribution regardless of a charity’s specific needs. Additional storage would allow smoothing and matching to demand while the extra space would make for a safer operation.

A large property has been identified at 37 Morgan Street, North Geelong, which with renovations and the installation of a MiniMart would address the space requirements for the next 10 years. An in-principle agreement has been reached with the owner for a lease of ten years with a further five year option. First year rent would be \$100,000 with annual adjustments to CPI.

A plan of the proposed site with new layout is attached along with a full cost breakdown prepared by a quantity surveyor. The layout also shows the areas dedicated to particular activities. The estimated cost to complete the capital works, phased over two stages to match the timing of the strategy implementation, is \$1,034,250 - \$924,250 in stage 1 and \$110,000 in stage 2. A contingency of \$40,000 is included in the estimated cost.

Future Strategy and Operating Model

1. Income

- The current major source of income is vouchers – 67%. It is proposed to expand the voucher system to agencies that are currently utilising corporate gift cards thereby providing their clients more value for money.
- Membership fees are currently 1.7% of income. It is proposed to review the base membership fee and increase membership fees for charities receiving bulk assistance to a level better reflecting the cost of the benefit they receive.
- Grants, donations and philanthropy make up 29% of income and are essential for GFRC to survive. It is proposed to employ the services of professional grant writers and fund raisers to build this source of income for both operational costs and to build financial reserves. Bequests will receive particular emphasis.
- A Mobile MiniMart is being planned (with the assistance of the Deakin Enterprise Hub), to deliver fresh, chilled and frozen foods to small communities through a voucher system.
- A Commercial Kitchen will be constructed during stage 1 and fitted out in stage 2. It will be either utilised by GFRC to produce heat and serve meals and/or rented out for a similar purpose.
- Stage 1 will include the refurbishment of existing areas to become meeting and training rooms. These will have lift access and rooms will be available for rental by other charities and organisations.

2. Purchases

- Significant quantity of product is obtained through supermarket and other recoveries. However, to maintain a good range in the MiniMarts, around \$200,000pa (40% of income) is spent on purchases. Purchases will need to be increased to supply specific food types such as gluten and lactose free and to support the bulk distribution when recoveries are poor or lack range.

3. Expenses

- Rental for the proposed property has been agreed, in principle, at \$100,000pa. The construction period, estimated to be 6 months, will be rent free. Consequently, there will be no overlap of rental costs during the transition from the Freedman Street to Morgan Street properties.
- The Morgan Street property has solar panels installed. In stage 2, capital of \$20,000 has been allocated for the upgrade this system and add some battery storage.
- Salaries and related costs have been increased to reflect a fulltime warehouse supervisor and a fulltime administration staff member.
- Included is funding for a supervisor/trainer for the planned commercial kitchen.
- To improve GFRC's ability to increase grants, donations and bequests and to build relationships with business and philanthropy, expenses include funding for assistance from experts in these fields.
- As the provision of food assistance needs to be community centred, and responsive to the wide client base, an office and funding of \$20,000 pa has been included for a GFAN coordinator. The Board room would also be made avail to GFAN for its regular meetings.
- With the new site accepting more recovered product particularly as SecondBite has committed its support, and the escalation of the land fill levy, waste collection costs are expected to increase threefold over strategy period.

4 Volunteers

- GFRC relies on up to 95 volunteers to maintain services. The new strategy and related facility need to provide for their safety and comfort in a warm and friendly environment. To this end, the new facility will have modern change facilities, a comfortable lunch facility, and additional parking. In addition to these physical facilities, GFRC will engage with Volunteering Geelong to develop and implement a strategy to recruit, support and retain volunteers.

5 Governance

- To widen the influence of stakeholders on the strategy and operation of GFRC under the new model, it is proposed to amend the articles of association to include the Chairman of GFAN as a board member and to add representation from either SecondBite or FoodBank from the supply side.

6 Reserves

- Over time, GFRC has built up \$200,000 of reserves through conservative budgeting and a bequest. Income is heavily dependent on vouchers mainly funded by Federal Government grants to third parties (70% of income) and direct grants and donations (29%). Recent experience with the Corona crisis has reinforced the need for the operation to maintain a satisfactory level of reserves. Maintenance of the reserve of reserves is a part in the strategy.

Food assistance should not be viewed as a stand-alone activity but one that integrates with other services such as support for the homeless, youth unemployment, family violence and substance abuse. While this strategy concentrates predominately of Food Insecurity, it is anticipated that the facility and organisation will provide support in these wider areas of disadvantage.

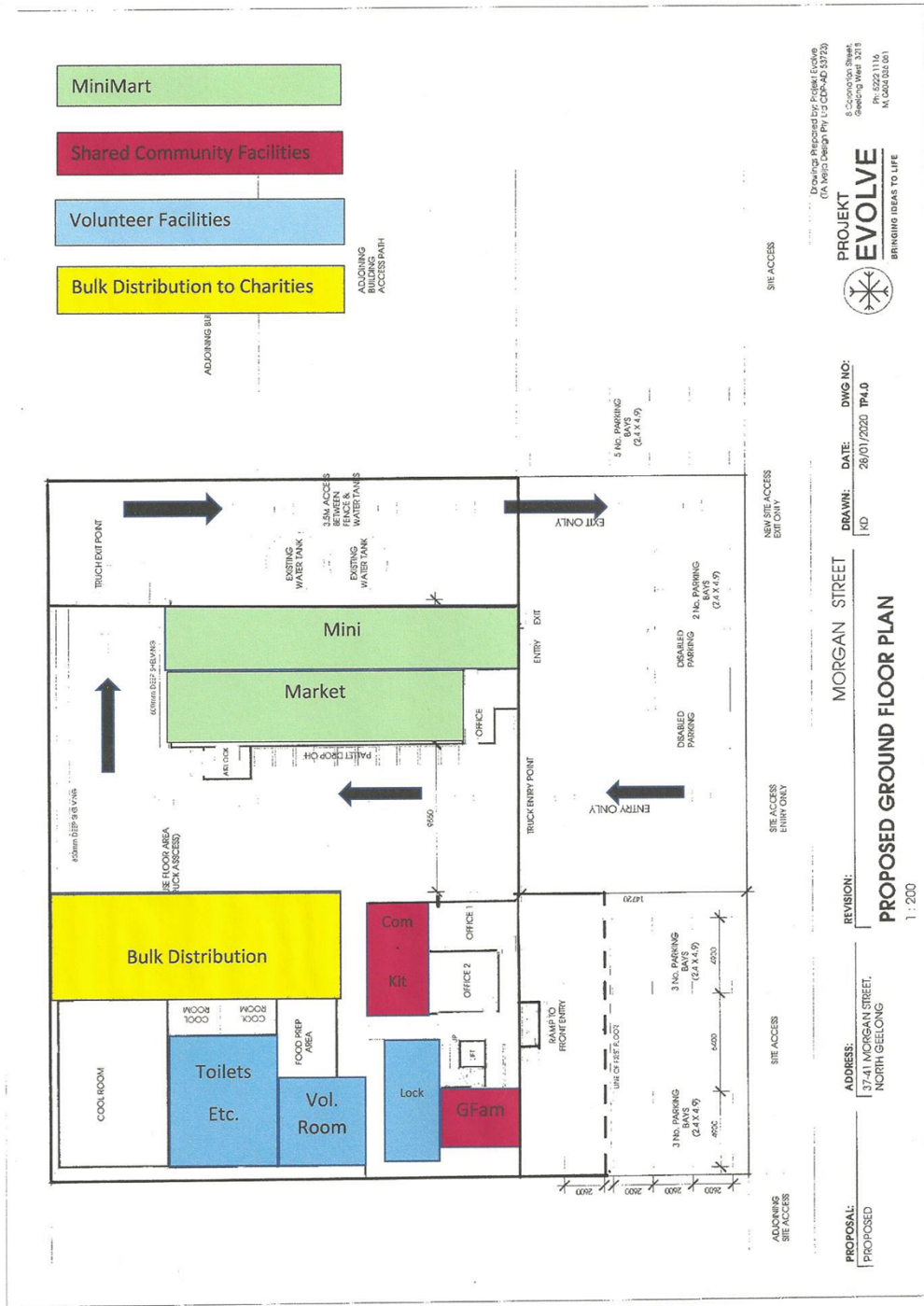
Please find attached a cash flow supporting the strategy along with the project cost detail, a plan of the proposed new facility and letters of support from Food Assistance Stakeholders in the Region. The GRFC is very pleased and impressed that the Council has engaged so intensely in helping to find a permanent and sustainable solution to food security for the disadvantaged in the Geelong Region. GFAN and GFRC are also seeking assistance from the Federal and State Governments in this new initiative which has the potential to become a model for others.

GFRC look forward to a favourable response to this important project, and would be pleased to answer any questions you might have and/or address the Councillors if that is appropriate.

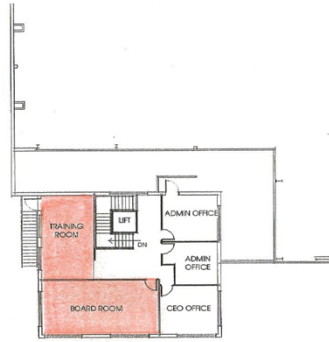
Yours sincerely,

Maurice Anglin

Chair, Geelong Food Relief Centre



Attachment 3



PROPOSED FIRST FLOOR PLAN
1 : 200

PROPOSAL:
PROPOSED

ADDRESS:
37-41 MORGAN STREET,
NORTH GEELONG

REVISION:

DRAWN: DATE: DWG NO:
KD 28/01/2020 TP4.1



PROJEKT
EVOLVE

Drawings Prepared by: Projekt Evolve
(A Invisio Design Pty Ltd CDP-AD 53723)

6 Colsonation Street
Geelong West 3211
PH: 5222 1115
WWW: .

Attachment 3

Street View of Property



Inside Warehouse



Attachment 3

Project cost - 37 Morgan Street			
Stage 1 - Year 1 - Refurbishment of 37 Morgan Street as follows plus relocation of Freedman Street operation.			
Preliminaries		110,000	
Demolition		20,000	
Staircase		9,000	
Hydraulic Lift		85,000	
Ground Floor Offices		22,500	
First Floor Offices		44,750	
Coolrooms - move and relocate		24,000	
Commercial Kitchen - construct only		30,400	
Food Prep Area - Allow \$20k for fitout		38,600	
Locker Room - Allow \$10k for lockers		12,300	
Volunteer Amenities		75,250	
Open Volunteer Room		26,000	
MiniMart		120,000	
Warehouse - No additional racking		54,750	
Circulation Space		5,500	
Fire Services		8,000	
Mechanical Services - Offices		19,000	
Mechanical Services - MiniMart		27,000	
IT Infrastructure		10,000	
Roof Repairs		9,200	
Façade		10,500	
Security		10,000	
Carpark		10,000	
Driveway		18,000	
Fencing and Gates		17,000	
Design		22,000	
Contingency		40,000	
		<u>878,750</u>	By Council Funding
Relocation Stage 1 - Cool rooms in above		20,500	By GFRC Funding
Solar Upgrade - Batteries		25,000	By Existing Grant Funding
		<u>924,250</u>	
Stage 2 - Year 2 - Relocate Smytrhe, Fitout Kitchen, Racking			
Com. Kitchen Fitout		90,000	By Council Funding
Relocate Smythe MiniMart		10,000	By GFRC Funding
Racking		10,000	By GFRC Funding
		<u>110,000</u>	
Total Project Cost		<u>1,034,250</u>	Council Funding 968,750
			<u>GFRC Funding 40,500</u>
			<u>Grant Funding 25,000</u>

Attachment 3

GEELONG FOOD RELIEF CENTRE INC				
MORGAN STREET PROJECT				
CASH FLOW PROJECTIONS	Normalised	Year 1	Year 2	Year 3
	Year	Morgan	Close	Ongoing
Grants		Occupation	Smythe	
Give Where You Live	30,000	30,000	30,000	30000
Geelong Community Foundation	30,000	30,000	30,000	30000
Feed Geelong Campaign GWYL	5,000	5,000	5,000	5000
	65,000	65,000	65,000	65,000
Donations				
Appeals Donations General	45,000	45,000	50,000	50000
Corporate Funding	40,000	40,000	40,000	45000
Total Donations	85,000	85,000	90,000	95,000
Voucher Redemption				
GFRC Food Vouchers	265,000	270,000	290,000	300,000
GWYL Food Vouchers	80,000	80,000	85,000	90,000
Haven Home Safe	5,000	20,000	22,500	25000
Bethany		5,000	20,000	30,000
Mobile MiniMart Vouchers		10,000	30,000	35,000
Total Voucher Redemptions	350,000	385,000	447,500	480,000
Other Income				
Membership Subs	9,000	15,000	20,000	20000
Kitchen Income		5,000	15,000	15,000
Meeting Room Rental		2,000	3,000	3000
Training Income			5,000	7500
Misc Income	1,175	2000	2000	2000
Interest on Term Deposits	4,000	3000	2500	1500
Council Contribution		150,000	150,000	150,000
Funded Gov Employment Scheme	4,000	5000	6000	6000
Total Other Income	18,175	182,000	203,500	205,000
TOTAL INCOME	518,175	717,000	806,000	845,000
Less Cost of Purchases				
Foodbank Vic Purchases	8,000	8000	9000	10000
Mini Mart Purchases	195,000	205,000	210,000	220000
Special Dietary and Bulk Purchases		15,000	20,000	20,000
Packaging Expenses	5,000	6000	6500	6800
Total Cost Of Purchases	208,000	234,000	245,500	256,800
GROSS SURPLUS/DEFICIT	310,175	483,000	560,500	588,200
EXPENSES				
Salaries and Super	148,000	204,000	250,000	255,000
Train/Meal Prep Supervisor		30,000	60,000	60,000
Workcover	2,700	4,000	5400	5600
Gfan Co-ordinator		20,000	21000	22000
Administration/Operational	28,000	28,000	34,000	35,000
Grant and Funding Preparation		20,000	20,000	20,000
Insurance - Contents	3,500	4,000	4200	4400
Insurance - Other	2,400	3,000	3200	3400
Motor Vehicle Expenses (Mobile MiniMart)	25,000	35,000	37,000	40,000
Rates (Fire Levy only)	500	1,000	1200	1300
Rent Freedman (50% year 1)	24,000	12,000		
Rent Smythe (Closed for year 2)	22,000	23,000		
Rent Morgan (50% Year 1)		50,000	100,000	100000
Electricity Freedman	17,500			
Electricity Morgan		5,000	10500	11000
Property Maintenance Freedman	6,380			
Property Maint Morgan		5,000	10000	11000
Electricity and Maintainance Smythe	10,300	6000		
Waste Collection and Cleaning	8,400	21,000	22000	23000
TOTAL EXPENSES	298,680	471,000	578,500	591,700
SURPLUS/DEFICIT BEFORE CAPITAL	11,495	12,000	-18,000	-3,500
GFRC Reserves	200,000	211,495	127,995	139,995
Plus Surplus	11,495	12,000	-18,000	-3,500
Plus Philanthropy and Fund Raising Strategy		50,000	100,000	100,000
Less Relocation Freedman		20,500		
Less Relocation Smythe			10,000	
Less Racking			10,000	
Less Mobile MiniMart Truck		100,000		
Less Other Capital - not grant funded		25,000	50,000	50,000
Year End Reserves	211,495	127,995	139,995	186,495



Foodbank Victoria Ltd
ABN 94 117 688 829
4/2 Somerville Rd Yarraville VIC 3013

P 161 3 9362 8300
E info@foodbankvictoria.org.au
W foodbank.org.au

Mr Collin Peebles
CEO Geelong Food Relief Centre
3 Freedman St
North Geelong Vic 3215

11th May 2020

Dear Collin,

Re: **Letter of Support**

On behalf of Foodbank Victoria, please accept this letter of support to the Geelong Food Relief Centre in their application for funding from the Greater Geelong City Council to establish a new food relief storage and distribution centre in Geelong.

With 90 years' experience, Foodbank Victoria is the largest and oldest food relief charity in the state. From our distribution centre in Yarraville, we distribute more than 9.6 million kilograms of food and grocery items each year to more than 450 charity partners across Victoria - supporting vital food relief programs including community pantries, kitchens and dining halls, mobile soup vans and emergency food hampers.

Foodbank Victoria also work with the Victorian Department of Education and Training to deliver Australia's largest School Breakfast Clubs program, providing healthy breakfast, lunch and school holiday supplies to 1,000 primary, secondary, P-12 and specialist schools across the state.

Foodbank Victoria, as a member of the project stakeholder committee, supports the business case for this project, as prepared by Social Ventures Australia on behalf of the Greater Geelong City Council, to establish a new food relief storage and distribution centre in Geelong.

This proposal will improve the region's food relief assistance system and allow more food to be distributed to vulnerable families who may not have access to healthy and affordable food. We believe this investment will produce a significant social return for the community of Geelong.

If you require more information, please feel free to contact Zac Lewis on 0466 861 403 or via email at zac@foodbankvictoria.org.au.

Yours sincerely,

Dave McNamara
CEO
Foodbank Victoria



10th May,2020

To Whom It May Concern

This letter is to signify the important relationship between the Geelong Food Relief Centre (GFRC) and the St Vincent de Paul Society in the Geelong Region with the proposed establishment of a larger food distribution centre.

The St. Vincent de Paul Society (SVDP) has been a presence in Victoria since the 1850's and in the Geelong area from its beginnings. Our desire is to alleviate poverty in all forms and we have worked with the GFRC over the last 30 years since it began in 1990.

Food assistance is by far the most pressing need in our community. Through our Home Visitation Program, we know first- hand the importance of the Food Relief Centre. There are many and varied reasons why people experience food insecurity, but our clients can find respite from desperate situations by referral to the GFRC. Without this help the cost to welfare agencies would be exacerbated by supplying a greater value of Coles/Woolworths/ IGA etc vouchers.

The SVDP Society has 12 Conferences within the Geelong region. Each Conference is allocated a suburban area and 50% of these Conferences have a business arrangement with GFRC, handing out vouchers for food, toiletry items and household cleaning products.

The SVDP Society supports the proposed new Food Relief Distribution Centre, which will enhance the current supply of welfare food available in Geelong. Current estimates show GFRC handle 70% of the total welfare food provided in the Geelong region and are the best suited organisation to manage the new proposed warehouse.

Recently, because of COVID 19, GRFC closed its mini mart due to lack of volunteers and public health concerns, yet stepped up to continue to provide bulk distribution of food and importantly, provided a large supply of hampers to Conferences.

The new Food Relief Distribution Centre will cater for our growing population, which will also include a greater number of people in need. This Centre will assist in the prevention of hardship and social breakdown and continue to be a community lifeline for people in need.

Attachment 3

The St. Vincent de Paul Society commends the vital role that GFRC exercises in the community and looks forward to an even bigger and better association with the establishment of a new distribution warehouse.

Regards,

Peter Cummins

Geelong Regional Council President

St. Vincent de Paul Society



ABN 43 106 141 084

61 Candover Street
Geelong West VIC 3218
PO Box 6073
Highton VIC 3216
03 5229 2133

info@onecaregeelong.org.au
www.onecaregeelong.org.au

11th April 2020

To whom it may concern,

I am the Community Meal Coordinator at OneCare Geelong where we provide a community meal and pantry items for the disadvantaged and vulnerable in the community.

Since the COVID 19 crisis began, we have been servicing our community by providing take away meals, fresh fruit and vegetables and pantry parcels on Tuesday's and Thursday's between 10am-12pm at the centre, and a home delivery service.

We have always relied heavily on the service and provision of food from Geelong Food Relief Centre (GFRC). Prior to March 18th March, GFRC provided us with a weekly collection of fresh food items, up to 100kg per week.

Currently, GFRC are providing us with deliveries on Tuesday's and Thursday's with fresh and non-perishable food items. These deliveries are contributing to OneCare Geelong providing over 500 weekly meals over 120 pantry parcels for those in need.

Without the support of GFRC, we would not be able to service the community with meals, fresh fruit and vegetables or pantry parcels. We are relying on their donations to continue to provide this much needed service.

Should you wish to discuss our ongoing relationship with GFRC, please don't hesitate to contact me on 0410 997 283. We thank you for your support.

Regards

Nicole Riddle
OneCare Meal Coordinator



Torquay Food Aid
2 Pimelea Drive, Torquay (temporary)
torquayfoodaid@gmail.com
0409 614 630

April 9, 2020

Hello everyone at the Geelong Food Relief Centre,

On behalf of all of our volunteers and committee from Torquay Food Aid, I wish to pass on our sincere gratitude for the fantastic work you do at the GFRC.

You source such a wonderful range of fresh produce and non-perishable goods which charities like ours can use to distribute to our needy clients. Your cheerfulness and assistance to our questions are much appreciated.

You have expanded your capabilities now in this time of COVID-19 to enable an easier method of ordering by email and also your eagerness to deliver goods free of charge.

We have a long relationship to you, well before my brief time at TFA, that has always been well-received by us and our clients in Torquay.

We hope and pray that your sources of both food and finances may continue forever. These sources allow you to do such great work benefitting the communities in the Geelong region.

Without you at GFRC, most charities would have to either purchase their supplies locally or attempt to find their food stocks in Melbourne which would be a huge drain on the resources of volunteers. The resources of many food charities are quite limited and in such a time as COVID-19, I'm sure many would close their doors unfortunately.

May you continue to perform just as you do now, forever.

Sincerely,

Michael

Michael Buckley
Chairman Torquay Food Aid



To Whom It May Concern:

As the Coordinator of Drysdale Family Support Inc. an entity that supports people in necessitous situations, I would like to endorse the work of the Geelong Food Relief Centre.

GFRC has been a great supporter of our Foodbank program. They supply our program with fresh and packaged food on a weekly basis and have often been the difference between us being able to meet the demands we have on the Bellarine Peninsula or not.

GFRC are a vital part of the network of food relief outlets across the City of Greater Geelong, helping people facing food insecurity on a regular basis. Their presence and work are helping to make a significant difference in the City.

Regards



Jake Hogendoom
Coordinator
Drysdale Family Support Inc.

270 - F50 Jetty Ho
Drysdale VIC 3202
Ph. 03 5248 2069
Fax. 03 5253 0274

drysdalesupport.org.au

Drysdale Family Support Inc
ABN 427420721
VAT 123 024 002



11 May 2020

To whom it may concern

FareShare runs Australia's largest charity kitchens - in Melbourne and Brisbane. Every week we cook tens of thousands of free, nutritious meals for local charities to help the most vulnerable and isolated members of our community.

Geelong Food Relief Centre has been a key partner of FareShare since 2017. The Centre is our main distribution partner in the Geelong region, and thus we rely heavily on their facility to take delivery and distribute our meals to the wider community.

Geelong Food Relief is also the main recipient of food rescued by FareShare vans within the Geelong region. Without the distribution capabilities of GFRC, FareShare would have great difficulty distributing the food rescued in Geelong.

The need for food relief in Australia has grown steadily in recent years – including in the Geelong region. In response, FareShare has an ambitious plan to cook 5 million meals a year by 2022.

We are very much counting on The Geelong Food Relief Centre to help assist us distribute meals to those who have fallen on hard times. However, the Centre requires a major infrastructure upgrade in order to receive and distribute more FareShare meals. Significant bottle necks are caused by the lack of space in their North Geelong site, reducing its capability to accept, store and distribute FareShare meals.

We strongly support GFRC's application to council to upgrade its facilities.

If any further information is required, do not hesitate to contact myself, or our logistics manager, Patrick Lanyon.

Sincerely

CEO
Marcus Godinho

marcus.godinho@fareshare.net.au
0416 180 802



4th May 2020

Mr. Maurie Anglin
Chairman
Geelong Food Relief Centre

Dear Maurie,

Cottage by the Sea writes in full support of the Initiative to establish a Geelong Food Hub in Morgan St North Geelong combining all of the parties involved in food relief in our community.

Cottage By the Sea has been the beneficiary of fresh produce provided by Geelong Food Relief Centre , Secondbite and Feed me Bellarine free of charge for a number of years.

This provides a wonderful opportunity to the disadvantaged children who participate in our programs to enjoy (often for the first time) fresh fruit and vegetables.

The produce currently being donated during this Covid 19 crisis is also being used to supply weekly meals to the most disadvantaged elderly members of our local community.

Cottage fully supports the establishment of this new Centre to continue to service those in our community who would otherwise go without nutritious meals.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read 'A. Balaam', is written over a light blue horizontal line.

Andrew Balaam
Special Projects /Advisor
Cottage By the Sea

Cottage by the Sea, Queenscliff
info@cottagebythesea.com.au
29 Flinders Street
Queenscliff VIC 3225
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www.cottagebythesea.com.au

Cottage by the Sea, Queenscliff Inc.
ADN 21 987 748 593 INC. A 000 6878E

Donations of \$2 and over are tax deductible

5. POLICY UPDATE NON-CURRENT ASSET ACCOUNTING POLICY

Source: Customer & Corporate Services – Financial Services
Director: Michael Dugina
Portfolio: Finance

Purpose

1. To seek Council approval to adopt the updated Non-Current Asset Accounting Policy.

Background

2. The previous Asset Accounting Policy was adopted by Council in February 2010. As part of the asset accounting stream of the Asset Transformation program the policy has been reviewed and updated.

Key Matters

3. The updated Non-Current Asset Accounting Policy is set out at **Attachment 2**.
4. Key changes to the policy include:
 - 4.1 Clear and concise objectives;
 - 4.2 Revaluation threshold is included. Previously only the capitalisation threshold was included; and
 - 4.3 Alignment of non-current asset classes with annual financial statements.
5. The policy ensures compliance with relevant Australian Accounting Standards and provides clear definitions and guidance on Asset Accounting requirements.
6. The policy provides a Key Policy Statement Summary.

Cr Aitken moved, Cr Grzybek seconded -

7. **That Council adopt the Non-Current Asset Accounting Policy.**

Carried.

Attachment 1

Financial Implications

1. The policy supports financially sustainable asset accounting practices and principles, ensuring assets are funded for current and future generations.

Community Engagement

2. Community consultation drives service delivery and asset management decisions. A report will be provided to the community on the state of our assets.

Social Equity Considerations

3. Social equity considerations form part of the asset accounting process.

Policy/Legal/Statutory Implications

4. All legislative requirements and statutory implications were considered in the development of this policy. Whilst the previous policy was developed in accordance with industry best practice at the time, the policy has considered new standards and guidelines in the review.

Alignment to Council Plan

5. Alignment to our *Council Plan 2018-2022* is a key element of the policy, supporting and underpinning all strategic priorities.

Conflict of Interest

6. No Council officers have a direct or indirect interest in any matter to which this report relates.

Risk Assessment

7. The policy articulates how asset management will consider and apply elements of our Enterprise Risk Management Framework.

Environmental Implications

8. Compliance with the policy will assist with effective environmental management.

NON- CURRENT ASSET ACCOUNTING COUNCIL POLICY

VERSION: 01

Approval Date: DD Month YYYY of official approval

Approved by: Council

Review Date: DD Month YYYY – generally 4 years
from approval date unless shorter review period
required

Responsible Officer: Chief Financial Officer

Authorising Officer: Director Customer & Corporate
services

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1 Introduction

OBJECTIVES

The Objectives of this Policy are –

- Ensure compliance with prescribed legislation and Accounting Standards
- Prescribe the financial Non-Current Asset classifications that will be adopted for financial statement reporting
- Prescribe accounting treatment for acquisition (including purchase, self-construction and contribution), depreciation, amortization, impairment and disposal and write off for financial accounting purposes
- Prescribe accounting treatment for subsequent expenditures on Non-Current Assets after initial recognition; including when to expense or capitalise Non-Current Asset maintenance, enhancements or renewal
- Prescribe the valuation methodology to be used in valuing Non-Current Assets for financial accounting purposes
- Prescribe the circumstances including accounting treatment when to derecognise a Non-Current Asset
Prescribe the disclosure requirements for financial statement reporting
- Prescribe the responsibilities of custodians in terms of security and physical control of Non-Current Assets, including Non-Current Asset stocktake requirements
- Prescribe the requirements to ensure Asset Management registers are complete, accurate and up to date
- Prescribe the requirements of actively managing work in progress (WIP) and capital projects
- Formalise the conceptual relationship between the corporate Non-Current Asset accounting register and underlying asset management systems and miscellaneous Non-Current Asset registers
- Prescribe generic Non-Current Asset hierarchy.

SCOPE

The Non-Current Asset Accounting Policy, which encompasses the associated attachments listed under the related documents applies to all Non-Current Asset accounting activities as disclosed in the City's Financial Statements.

Specifically, the policy is directly applicable to all Non-Current Asset Custodians and officers who have asset management and Non-Current Asset accounting responsibilities.

This policy will be applicable when performing the following functions:

- Acquiring or constructing a Non-Current Asset
- Maintaining a Non-Current Asset
- Renewing, replacing or disposing of a Non-Current Asset
- Valuing and revaluing a Non-Current Asset
- Derecognising a Non-Current Asset
- Reporting and disclosing on Non-Current Assets
- Managing a project that includes the creation of a Non-Current Asset
- Estimating the relevant assumptions relating to a Non-Current Asset
- On-going management and monitoring of a Non-Current Asset
- Responsibility to secure and physically control a Non-Current Asset.

2 Definitions

This section defines the key terms used in this policy.

ACTIVE MARKET A market in which all the following conditions exist -

- the items traded within the market are homogeneous;
- willing buyers and sellers can normally be found at any time; and
- prices are available to the public.

ASSET A resource which is controlled as a result of past events and from which future economic benefits are expected to flow.

ASSET CUSTODIAN Officer who has day-to-day management of an asset.

ASSET RECOGNITION The point at which an asset is recognised in the Statement of Financial Position (Balance Sheet).

ASSET LIFECYCLE The total period from when a Non-Current Asset is initially created until its final disposal. It includes all activities such as acquisition, maintenance, renewal, upgrade and disposal.

CAPITAL EXPENDITURE Expenditure which, based on its existing condition, either extends the Useful Life of a Non-Current Asset or leads to an increase in its remaining Service Potential.

CAPITALISATION THRESHOLD the minimum amount whereby the value of a Non-Current Asset must be capitalised. Amounts below the recognition threshold are to be treated as an expense.

CARRYING AMOUNT OR NET BOOK VALUE The amount at which a Non-Current Asset is recognised after deducting any accumulated Depreciation and accumulated impairment losses. It is the Written Down Value of a Non-Current Asset as reported in the financial statements.

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.

CGU - CASH GENERATING UNIT

The smallest identifiable group of Non-Current Assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

COMPONENT A significant part of a complex Non-Current Asset which has a different Useful Life or Pattern Of Consumption from the other significant parts. Components may be further split into short-life and long-long parts.

COMPREHENSIVE REVALUATION A revaluation which entails significant levels of physical inspection and evaluation of all appropriate aspects such as methodology, assumptions and Unit Rates.

CONTRIBUTED ASSET A Non-Current Asset that is transferred at below or no cost, usually by way of contracts with Developers, through Government arrangements or by bequeath.

CONTROL The potential to contribute, directly or indirectly, to the delivery of relevant goods or services in accordance with the entity's objectives of a particular volume, quantity and quality to its beneficiaries. This includes the ability to restrict access of others to those benefits.

COST Amount of cash or cash equivalent paid or the fair value of any other consideration given to acquire a Non-Current Asset at the time of its acquisition or construction.

DCF DISCOUNTED CASH FLOW An "Income Approach" method used to calculate market value. It is based on analysis of cash inflows and outflows, discount rates, beta risk and alternative scenarios.

DECOMMISSIONING The removal, demolition, or elimination of a Non-Current Asset's service potential, resulting from a specific management decision.

DEPRECIABLE AMOUNT The Cost of a Non-Current Asset, or other amount substituted for cost, less its residual value.

DEPRECIATION The systematic allocation of the depreciable amount of a Non-Current Asset over its useful life which reflects the pattern in which the Non-Current Asset's Future Economic Benefits are expected to be consumed by the entity.

ECONOMIC BENEFIT For the purposes of this Policy includes social, environmental, financial and governance benefits.

ECONOMIC LIFE The total potential life of a Non-Current Asset which includes its life after disposal by the current entity.

ELT The Executive Leadership Team of the City, as constituted from time to time.

FAIR VALUE (AASB) This Standard defines fair value as the price that would be received to sell a Non-Current Asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

FUTURE ECONOMIC BENEFIT The potential to contribute, directly or indirectly, to the delivery of goods and services in accordance with the entity's objectives of a particular volume, quantity or quality to its beneficiaries.

GROUPED ASSETS Groups of homogenous type Non-Current Assets where individually each Non-Current Asset falls below the recognition threshold but when considered as a whole are material in value. These differ from networked Non-Current Assets in that they are not required to be linked together in order to provide the service.

IMPAIRMENT LOSS The amount by which the carrying amount of a Non-Current Asset exceeds its recoverable amount. In the case of Not-For Profit entities this is the difference between the carrying amount and fair value.

INFRASTRUCTURE ASSETS Are typically large, interconnected networks or programs of composite assets. The Components of these Non-Current Assets may be separately maintained, renewed, replaced or disposed of, so that the required level and standard of service from the network of Non-Current Assets is continuously sustained. Generally, the components and hence the Non-Current Assets, have long lives. They are fixed in place and often have no market value.

INTANGIBLE ASSETS Identifiable non-monetary assets that lack physical substance.

INVENTORIES Assets:

- (a) held for sale in the ordinary course of business;
- (b) in the process of production for such sale; or
- (c) in the form of materials or supplies to be consumed in the production process or in the rendering of services.

INVESTMENT PROPERTY Property (land or a building – or part of a building – or both) held (by the owner or by the lessee under a finance lease) to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business.

LEASED ASSETS A contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period in exchange for consideration.

MAINTENANCE EXPENDITURE OR OPERATING EXPENDITURE (OPEX) Expenditure which either does not result in an increase in useful life or service potential or is immaterial and enables the Non-Current Asset to keep performing on its typical lifecycle path.

MAJOR PLANT AND EQUIPMENT Any plant or equipment of a type that is of high value.

MARKET VALUE Valuation technique where the fair value is determined based on observable market evidence of the sales history of the same or similar assets after adjusting for condition and comparability.

NETWORKED ASSET Are groups of Non-Current Assets which are linked together to provide the overall service. Often the individual Non-Current Assets may fall below the recognition threshold but when considered as a whole are material in value. Common examples include power transmission and water reticulation systems including water meters.

NON-CURRENT ASSET An asset held for use rather than exchange and which provides an economic benefit for a period greater than one year.

PATTERN OF CONSUMPTION The pattern in which the Non-Current Asset's future economic benefits are expected to be consumed by the entity. This may be either constant, increasing, decreasing or variable. In the absence of better information, it is assumed that Non-Current Assets will be consumed in a constant pattern.

RECOVERABLE AMOUNT The higher of a Non-Current Asset's fair value less costs to sell and its value in use. For Not-For-Profit entities (including most public sector entities) this will be the fair value.

REPLACEMENT COST The Cost of replacing the total potential future economic benefit of the existing Non-Current Asset using either reproduction or modern equivalents after taking into account any differences in the utility of the existing Non-Current Asset and the modern equivalent.

RENEWAL COST Expenditure which extends the useful life or increases the service potential of the Non-Current Asset beyond its current condition but not exceeding its current maximum design level. E.g. re-sealing of a road.

RESIDUAL VALUE The estimated amount that an entity would currently obtain from disposal of the Non-Current Asset, after deducting the estimated costs of disposal, if the Non-Current Asset were already of the age and in the condition expected at the end of its Useful Life. Except for Non-Current Assets traded in an open market it is assumed that the residual value will normally be nil.

REMAINING USEFUL LIFE (RUL) The time remaining until a Non-Current Asset ceases to provide the required level of service or reaches the end of its economic usefulness.

SERVICE POTENTIAL Refer Future Economic Benefit.

STRAIGHT-LINE DEPRECIATION Depreciation method used to determine where the pattern of consumption is considered to be constant over a period of time.

UPGRADE Expenditure which extends the useful life or increases the service potential of the Non-Current Asset beyond its current maximum design level. E.g. Widening a road to add an extra traffic lane or improve safety.

USEFUL LIFE The period over which a Non-Current Asset is expected to be available for use by an entity; or the number of production or similar units expected to be obtained from the Non-Current Asset by an entity.

VALUE IN USE The present value of the future cash flows expected to be derived from a Non-Current Asset or cash-generating unit. For Not-For-Profit (including public sector entities) where the value is not dependent on the cash generating capability the Value-In-Use is Fair Value.

WRITTEN DOWN VALUE (WDV) Refer Carrying Amount.

WHOLE OF LIFECYCLE COST All the costs associated with control of a Non-Current Asset. They include the costs of acquisition, operation, maintenance, renewal, upgrade and disposal.

3 Policy Statements

3.1 CLASSIFICATION OF NON-CURRENT ASSETS

3.1.1 Financial Reporting Non-Current Asset Classifications

For the purposes of financial reporting Non-Current Assets will be grouped into the Financial Reporting Non-Current Asset Classes as detailed in Attachment A: Summary of Key Policy Statements. These include –

Financial Reporting Non-Current Asset Class	Financial Reporting Sub Class	Examples
Land	Land Specialised	
	Land non-specialised	
	Land Under Roads	
Buildings	Heritage Buildings	
	Buildings Specialised	
	Buildings non-specialised	
	Leasehold Improvements	
Plant & Equipment	Plant, machinery & equipment	
	Fixtures, fittings & furniture	
	Computers & telecommunications	
Roads	Seal	
	Pavement	
	Footpaths & Cycleways	
	Roads Other	
	Kerb & Channel	
Drainage		
Recreational, Leisure & community		
Other Infrastructure		

3.1.2 Assets Held for Sale

At the time when it is resolved that a Non-Current Asset will be sold, and the disposal is likely to occur within 12 months, then that Non-Current Asset will be classified as a current asset as “Asset Held for Sale”.

Usually these are limited to ad-hoc sale of Land and Buildings. However, in some circumstances they could include entire agencies or specific facilities.

The value of these Non-Current Assets will be the carrying value in the Non-Current Asset register as at the date of the resolution. Any further costs incurred in the development of such Non-Current Asset will also be included as part of the value of the asset held for sale.

Items that are classified as assets held for sale are to be assessed on an annual basis at the end of the reporting period. If circumstances change and it is deemed that the asset will not be sold within the following 12 months the asset is to be re-classified as a non-current asset and valued in accordance with the relevant valuation methodologies.

Once classified as an 'asset held for sale' Depreciation of the asset is to cease.

3.1.3 Grouped Assets

Grouped assets are groups of homogenous type Non-Current Assets where individually each Non-Current Asset falls below the recognition threshold but when considered as a whole are material in value and should therefore be recorded on the Statement of Financial Position (Balance Sheet).

This principle should not be used for Non-Current Assets that have fundamentally different characteristics as this will result in incorrect assumptions about useful life and depreciation.

Criteria to be considered in determining grouped asset types are:

- Items being considered are below the recognition threshold level on an individual basis yet when considered as a whole are material;
- Individual items are homogenous in nature and typically purchased rather than constructed; and
- Useful lives or Consumption Patterns of individual items are approximately the same.

The following Non-Current Asset types are examples considered to meet the above criteria and will be accounted for in accordance with the Grouped Asset methodology outlined within this policy-

Grouped Assets	Examples
Wheelie Bins	Red, green, yellow.

When accounting for a Grouped Asset, the total acquisition cost for all items comprising the network will be recorded as the Non-Current Asset value. Particular emphasis will be placed on ensuring that all acquisitions made during each accounting period have been identified and included in the Grouped Asset value.

Given that Grouped Assets are accounted for as a whole, with individual items not being separately recognised, it is inappropriate to revalue such Non-Current Assets. As such, Grouped Assets remain in the Non-Current Asset register at Historical Cost and depreciated to nil over the expected life.

The disposal of individual items comprising a Grouped Asset are not required to be accounted for within the financial Non-Current Asset register on the basis of materiality.

3.1.5 Spare Parts

Minor items of spare parts and servicing equipment are carried as inventory and expensed in the Profit and Loss Account. Major spare parts and stand by equipment are recognised as plant and equipment in the Balance Sheet when the following criteria are met –

- Exceeds the recognition threshold for Plant and Equipment; and
- Benefits from the item will be obtained for more than one financial year; or
- The spare part can only be used in connection with a Non-Current Asset that is accounted for within the Non-Current Asset class of Plant and Equipment.

3.1.6 Portable and Attractive Items

Some items, whether above or below the Capitalisation Threshold, may be at risk of theft or loss. Items considered to be 'Portable and Attractive' are to be recorded in the respective 'Portable and Attractive Items Register' of each agency. These registers are to be verified annually via a regular or rolling stocktake process.

These are non-consumable items that are susceptible to theft or loss due to their portable nature and attractiveness for personal use or resale. Examples include –

- Cameras
- Mobile Phone
- Laptops
- External storage devices
- Tools (powered and non-powered)
- Etc.

Items of immaterial value (below \$500) are not to be included.

3.1.7 Default Asset Hierarchy

Depending on the objective of the exercise, each Non-Current Asset will be disaggregated into different parts with each part described by reference to a Non-Current Asset hierarchy. Different Non-Current Asset hierarchies may be used for

- Financial Reporting
- Asset Valuation
- Asset Management

3.2 INITIAL RECOGNITION

3.2.1 Valuation Basis (Cost or Fair Value)

All Non-Current Assets are to be valued either at Fair Value or Historical Cost as detailed in the Attachment A: Summary of Key Policy Statements and Attachment B – Cost of a Non-Current Asset.

3.2.2 Recognition and Control

Recognition Criteria

Prior to being brought to account as a Non-Current Asset the item must satisfy the following criterion –

- It must have physical substance (except if an intangible asset)
- The entity is able to receive the benefit and restrict other entities' access to the benefits provided by the item. (Control)
- It is probably that Future Economic Benefits or Service Potential associate with the item will flow to the entity (Service Potential)
- The item is not held for sale and it is expected to be used by the entity for greater than 12 months (Non-Current and Not Held for Sale)
- The Cost of the item can be measured reliably
- Its value exceeds the Capitalisation Threshold

Recognition at Time of Acquisition

All Non-Current Assets that qualify for recognition are to be measured at its Cost. However, where a Non-Current Asset is acquired at below or no Cost (such as a gifted assets), the Cost is its Fair Value at the date of acquisition. If there is no readily available market for the Non-Current Asset received, then the Cost is its current Replacement Cost.

Recognition subsequent initial acquisition

Where a Non-Current Asset was acquired in prior financial years and has yet to be recorded in the accounts, the Non-Current Asset is to be brought to account at current Cost at the date of recognition. This can be obtained via either-

- Market Value if there is a readily available market; or
- Current Replacement Cost if there is no readily available market.

3.2.3 Elements of Cost

The elements to be taken into account when determining the Cost or initial value of the Non-Current Asset includes –

- Purchase price, including duties and taxes, after deducting discounts, rebates and reimbursable taxes;
- Any Costs directly attributable to bringing the Non-Current Asset to its location and condition.

Costs directly attributable to the Cost of a Non-Current Asset and therefore capitalised into the Balance Sheet include –

- Contract Costs for construction
- Cost of employee benefits for employees directly involved in the construction or acquisition of a Non-Current Asset
- Costs of site preparation
- Detailed design including associated Costs
- Initial delivery and handling Costs
- Installation and assembly Costs
- Costs of commissioning the Non-Current Asset
- Professional fees
- Tender Costs

Note: Council's policy is that interest on a loan, funding a project which is incurred during construction (even where the interest is deemed material to the overall Cost of the project) is to be expensed.

Costs not directly attributable to the Cost of a Non-Current Asset and therefore not capitalised into the Balance Sheet include –

- Costs of opening a new facility
- Costs of introducing a new product or service (including advertising)
- Periodic software maintenance and licence agreement charges
- General administration and overhead costs
- Costs associated with feasibility studies, research studies, master plans, concept plans and investigations up to the point when it is decided that a capital project will be undertaken
- Inspection Costs where no physical Upgrade, refurbishment or replacement of an asset is undertaken.

In some instances, the capitalised Cost of a Non-Current Asset should include an initial estimate of the Cost of dismantling and removing the Non-Current Asset and restoring the site on which it is located.

Such Costs should only be capitalised when –

- They can be reliably estimated,
- Are material in amount or nature, and

- Where a clear obligation exists (predominantly through a legislative or environmental obligation) at the time a Non-Current Asset is first put into use.

Costs used to produce Inventories

Where a Non-Current Asset is used to produce Inventories (for example, a quarry) any restoration or removal cost capitalised on acquisition should not include restoration or removal costs that arise through actual operation of the asset. These costs are to be systematically recognised as an expense over the period of asset operation.

3.2.4 Capitalisation Threshold

Items of low value are to be expensed on the basis of materiality. Capitalisation Thresholds have been established for all Non-Current Asset classes as detailed in Attachment A: Summary of Key Policy Statements.

3.2.5 Management of Work in Progress

Non-Current Assets may be acquired via an extended construction period requiring multiple payments for specific stages or parts. Such costs are to be recorded against Work-In-Progress (WIP) and when the Non-Current Asset is ready for use capitalised against the individual Non-Current Assets that make up the overall project.

Each department is required to actively manage capital projects to ensure that capital costs are removed from WIP and capitalised to appropriate Non-Current Assets (whether new or additions to existing Non-Current Assets) in a timely manner. The timing that expenditure no longer belongs in WIP is the point at which the Non-Current Asset is put into service or use.

Each department is to review their WIP balance on a monthly basis to ensure that there are no Non-Current Assets currently in service recorded in WIP.

3.3 SUBSEQUENT EXPENDITURE: CAPITAL V MAINTENANCE

Expenditure subsequent to initial acquisition is to either be expensed to the Profit and Loss Account as Maintenance or capitalised against the Non-Current Asset as Capital Expenditure.

The criteria to be applied to determine whether costs should be capitalised or not is whether, when compared to the existing Non-Current Asset, the expenditure meets one of the following criteria –

- Exceeds the Capitalisation Threshold; and
 - Extends the Useful Life of the Non-Current Asset, by a period of greater than 12 months; or
 - Provides additional Economic Benefits or Service Potential.

The determination of whether capital or maintenance will always require the exercise of professional judgement but by definition. The following examples provide some guidance on typical costs and their associated treatments.

3.4 REVALUATION

3.4.1 Non-Current Assets Required to be Re-valued

All Non-Current Assets are to be valued either at Current Value (Fair Value or Current Replacement Cost) or Historical Cost as detailed in Attachment A: Summary of Key Policy Statements.

3.4.2 Current Value Valuation Method

The current value of a Non-Current Asset is the best estimate of the price reasonably obtainable for a Non-Current Asset of a similar type, age and condition in the market at the date of valuation. Current Value is to be determined as below in accordance with Attachment A: Summary of Key Policy Statements.

- Market Value;
- Current Replacement Cost.

3.4.3 Revaluation Threshold

In order to minimise the cost associated with revaluations a materiality (Revaluation) threshold has been established for each Non-Current Asset Class. It is considered that the impact of revaluation of Non-Current Assets below this threshold would result in an immaterial impact in relation to the value of the entire class and therefore the cost of valuing these Non-Current Assets would exceed the net benefit gained. Revaluation Thresholds have been established for all Non-Current Asset classes as detailed in Attachment A: Summary of Key Policy Statements.

3.4.4 Frequency of Revaluations

All Non-Current Asset Classes valued at Current Value are required to be re-valued regularly to ensure the Carrying Amount does not differ materially from the Current Value. This may include a combination of Comprehensive Valuations supported by Interim Revaluations.

In some circumstances it may be appropriate to undertake a 'rolling valuation' where a large portion of the portfolio is physically inspected in such a way resulting in a 100% inspection over a three-year period. The Non-Current Assets not inspected are to be revalued by way of indexation. Such valuations should be treated as a desktop valuation with the final valuation recorded as a Comprehensive Revaluation.

The maximum period allowed between a Comprehensive Revaluation and the frequency of Interim Revaluations are detailed in Attachment A: Summary of Key Policy Statements.

3.4.5 Revaluation Increments and Decrements

Revaluation increases and revaluation decreases relating to individual Non-Current Assets within a class of property, plant and equipment shall be offset against one another within that class but shall not be offset in respect of Non-Current Assets in different classes.

If the Carrying Amount of a class of Non-Current Assets is increased as a result of a revaluation, the net revaluation increase shall be recognised in other comprehensive income and accumulated in equity under the heading of revaluation surplus. However, the net revaluation increase shall be recognised in profit or loss to the extent that it reverses a net revaluation decrease of the same class of Non-Current Assets previously recognised in profit or loss.

If the Carrying Amount of a class of Non-Current Assets decreased as a result of a revaluation, the net revaluation decrease shall be recognised in profit or loss. However, the net revaluation decrease shall be recognised in other comprehensive income to the extent of any credit balance existing in any revaluation surplus in respect of that same class of Non-Current Asset. The net revaluation decrease recognised in other comprehensive income reduces the amount accumulated in equity under the heading of revaluation surplus.

3.5 DEPRECIATION AND AMORTISATION

The Depreciable Amount of each Component/part of all Non-Current Assets are to be depreciated on a systematic basis over their useful life using a method that reflects the pattern in which the Non-Current Asset's Future Economic Benefits are expected to be consumed by the entity.

Determining the Useful Life should take into account the actual experience to date along with adjustments to reflect the expected outcomes from changing asset management practices and environmental factors. It is important that the Useful life estimates reflect reality as far as practicable.

Depreciation is to commence when the Non-Current Asset is first available for use by the City.

In doing so due consideration is required to be given ensuring -

- The method used matches expected Pattern Of Consumption of the Non-Current Assets Future Economic Benefits
- Where the Non-Current Asset has a number of different Components and parts with varying patterns of consumption, each Component or part is depreciated separately
- Depreciation is to be calculated on a systematic basis over the Non-Current Asset's useful life
- A Residual Value has been determined to ensure the Depreciation is allocated against the Depreciable Amount.

In the absence of better information, it is assumed that Non-Current Assets will be depreciated in a constant pattern (straight-line). It is also assumed that, except for Non-Currents Assets traded in an open market, that the Residual Value is nil.

The components of Non-Current Assets often experience regular renewal which may extend the useful life of the Non-Current Asset or result in an increase in the remaining service potential. The components are required to be separated into a short-life part (representing the cost of the expected renewal treatment) and the long-life part (the balance between the component cost and short-life part) with each part depreciated over their respective Useful Life.

Details of the methods used to depreciate each Non-Current Asset Class are detailed in Attachment A: Summary of Key Policy Statements.

3.6 ANNUAL REVIEWS (INCLUDING IMPAIRMENT)

3.6.1 Revaluations

The accounting standards require –

- All Non-Current Assets are to be assessed at the end of each financial year to ascertain whether there have been any changes since the last revaluation.
- Where the impact of changes in any of the key assumptions used to determine the Fair Value would result in a material difference between the Carrying Amount and the Fair Value the entire Non-Current Asset Class is to be re-valued.
- If the Non-Current Asset Class is not re-valued any changes in the key assumptions are to be accounted for prospectively as a change in the rate of Depreciation in future periods.

This policy sets out that revaluations are required to be undertaken on an annual basis with a Comprehensive Revaluation conducted as per Attachment A. This approach ensures that the Carrying Amount of the Non-Current Asset always equals the Recoverable Amount and therefore there can never be a need to record impairment adjustments.

As part of the annual revaluation (including annual desktop updates) the following are required to be reviewed and taken into account in the calculation of update values -

- Replacement Cost / Unit Rates
- Condition / Consumption Score
- Residual Value
- Indicators of obsolescence
- Changes in typical renewal treatments which in turn impact the allocation of cost between Component short-life and long-life parts

3.6.2 Depreciation Expense

In addition to updating the values the standards also require a reassessment of inputs to the calculation of Depreciation expense. This includes reviewing for any changes in –

- Useful life (short-life and long-life parts)
- Pattern of Consumption

3.6.3 Impairment

For Non-Current Assets subject to annual revaluation there is no need to undertake an Impairment assessment as by default the Recoverable Amount equals the Fair Value and Carrying Amount.

However, for Non-Current Assets recorded at Historical Cost, there remains a requirement to undertake an Impairment assessment. If the Recoverable Amount is considered to be lower than the Carry Amount (and the impact is considered to be material) the Non-Current Asset is to be written down to its Recoverable Amount. Given the low materiality of items valued at historical cost under this policy it is highly unlikely that an impairment adjustment will ever be required.

3.6.4 Written Down to Nil but Still in Use

Non-Current Assets valued at Fair Value that have a Written Down Value of zero and are still in use shall be re-lived and re-valued if the Current Replacement Cost is of a material amount.

Non-Current Assets valued at Historical Cost that have been written down to zero and are still in use shall be written off and brought back to account with a new Non-Current Asset number and useful life if the new estimate of Written Down Value is of a material amount.

3.7 DERECOGNITION VIA DISPOSAL OR WRITE-OFF

The Carrying Amount of an item of property, plant and equipment shall be derecognised upon either disposal or when no future Economic Life benefits are expected from its use or disposal.

The gain or loss arising from the derecognition shall be included in profit or loss when the item is derecognised. Gains shall not be classified as revenue.

The disposal or write-off may occur in a variety of ways including –

- Sale of the Non-Current Asset
- Entering into a finance lease
- Donation
- Decommissioning or demolition
- Replacement as part of a renewal program

Upon disposal or write-off, the Carrying Amount of the part disposed or replaced is to be de-recognised irrespective of whether or not the replaced part had been depreciated separately. If it is not practicable for an entity to determine the Carrying Amount of the replaced part, it may use the cost of the replacement as an indication of what the cost of the replaced part was at the time it was acquired or constructed.

The gain or loss arising from the derecognition of an item shall be determined as the difference between the net disposal proceeds, if any, and the Carrying Amount of the item.

3.8 INTERNAL CONTROLS

Internal controls are to be developed and maintained to ensure the –

- Completeness and accuracy of the Non-Current Asset register
- Existence of the Non-Current Asset
- Valuations are kept up-to-date
- Appropriateness of the valuation

These internal controls include, but are not limited, to the following.

3.8.1 Security and Physical Control (including stocktaking and tagging)

The Asset Custodians shall assume full responsibility for Non-Current Assets within their Control. The nature of some Non-Current Asset classes, such as Infrastructure Assets, is such that the asset cannot be physically removed, are subject to regular physical inspection for Asset Management Planning purposes and are inspected for revaluation purposes. As such they do not require a separate physical stocktake.

The remaining Non-Current Assets are required to be verified via an annual stocktake process which may include a rolling stocktake process conducted over a number of years.

Non-Current Asset Class	Sub-Class	Stocktake Type	Frequency
Heritage and Cultural Collections	All items	Rolling	3 Years
IT Infrastructure	PCs, laptops, tablets and other portable items	Rolling	3 Years
Major Plant	All items	Rolling	3 Years
Motor Vehicles and Plant	All items	Rolling	3 Years

These Non-Current Assets, along with those recorded in the Portable and Attractive Items Register are required to be tagged with details such as item details and location verified as part of the stocktake process.

3.8.2 Relationship with other Non-Current Asset Registers

To ensure completeness and accuracy of Asset Management System registers and miscellaneous Non-Current Asset registers each section that has Asset Custodian responsibilities and manages a Non-Current Asset register is required to develop, document and implement appropriate processes to ensure completeness of Non-Current Asset registers.

All Non-Current Asset registers are to be reconciled to the financial reporting Non-Current Asset register at the end of the financial year.

3.9 FINANCIAL REPORTING DISCLOSURES

The Accounting Standards and other prescribed requirements require the disclosure of a range of information in the financial statements. All disclosures as required by the prescribed requirements shall be disclosed. This includes, but is not limited to, the following.

For each Non-Current Asset Class –

- Measurement basis used for determining gross Carrying Amount;
- Capitalisation Threshold for Non-Current Asset Recognition;
- Depreciation methods used;
- Useful lives or the Depreciation rates used;
- The gross Carrying Amount and the accumulated Depreciation (aggregated with accumulated impairment losses) at the beginning and end of the period.

A reconciliation showing for each Non-Current Asset Class the movements between the Carrying Amount at the beginning and end of the period showing –

- Additions
- Assets classified as held for sale and other disposals
- Increases or decreases from revaluations
- Impairment losses recognised and reversed
- Depreciation
- Net exchange differences and
- Other changes.

Details of any revaluations including –

- whether the valuation was conducted internally or by an external valuer,
- the type of revaluation (full revaluation or interim revaluation),
- date of effect and
- the financial impact (both for gross value and accumulated Depreciation).

4 Implementation

MONITORING AND REPORTING

The application of this policy will be monitored and reported on through the Audit and Risk Committee. The Chief Financial Officer will be responsible for reporting to the Audit and Risk Committee on the application of the policy.

Specific performance measures will include:

- Non-Current Assets accounted for in accordance with Australian Accounting Standards and relevant legislation.
- Non-Current Asset movements recorded in the financial Non-Current Asset register on a timely basis.
- Capital work in progress balances cleared no later than two months after practical completion or prior to full revaluation, whichever occurs first.
- Non-Current Asset revaluations undertaken in accordance with Council's Non-Current Asset revaluation cycle.
- Stocktakes of Non-Current Assets as specified in this policy are undertaken on a timely basis.

ADVICE AND ASSISTANCE

The responsible officer for this policy provides advice to the organisation regarding this policy.

A person who is uncertain how to comply with this policy should seek advice from the responsible officer or from their Manager.

RECORDS

The City must retain records associated with this policy and its implementation for at least the period shown below.

Record	Retention / Disposal Authority	Retention Period	Location
Financial Statements	Chief Financial Officer	Permanent	EDRMS

REVIEW

The City should review and, if necessary, amend this policy within 3 years of the approval date.

5 References

Local Government Act 1989

Local Government (Planning and Reporting) Regulations 2014

Australian Accounting Standards:

AASB 5	Non-current Assets Held for Sale and Discontinued Operations
AASB 13	Fair Value Measurement
AASB 16	Leases
AASB 101	Presentation of Financial Statements
AASB 116	Property, Plant & Equipment
AASB 136	Impairment of Assets
AASB 137	Provisions, Contingent Liabilities and Contingent Assets
AASB 138	Intangible Assets
AASB 1031	Materiality
AASB 1051	Land Under Roads
AASB 1059	Service Concession Arrangements

Asset Management Policy

Asset Accounting Procedures

Risk Management Policy

Information Technology Asset Management Policy

Infrastructure Asset Handover Policy

Attachment A: Key Policy Statement Summary

Note – all thresholds include a +/- variation of 25% to enable exercise of professional judgement as appropriate

Financial Reporting Non-Current Asset Class	Financial Sub Class	Valuation Basis	Valuation Method	Capitalisation Threshold	Revaluation Threshold	Maximum Frequency of Revaluations		Depreciation Method
						Full	Desktop	
Land		Current Value	Fair Value or Replacement Cost	\$ 1	\$ 1	2 years	1 Year	n/a except where land has limited life
Buildings		Current Value	Fair Value or Replacement Cost	\$ 10,000	\$ 50,000	2 years	1 Year	Straight-Line
Road Infrastructure,	Surface	Current Value	Current Replacement Cost (CRC)	\$1	\$1	4 years	1 Year	Straight-Line
	Pavement	"	"			4 years		
	Footpath	"	"			4		
	K&C	"	"			4		
	Roads Other					4		
Drainage Assets		Current Value	Current Replacement Cost (CRC)	\$ 1	\$ 1	4 years	1 Year	Straight-Line
IT Infrastructure		Current Value	Not revalued due to short life span	\$ 1,000	N/A	3 years	1 Year	Straight-Line
Other Infrastructure		Current Value	Current Replacement Cost (CRC)	\$ 1,000	N/A	3 years	1 Year	Straight-Line
Recreation and Public Space		Current Value	Current Replacement Cost	\$1,000	N/A			
Intangible Assets		Historical Cost	Historical Cost	\$ 1	N/A	3 years	1 Year	Straight-Line
Major Plant		Current Value	Not revalued due to short life span	\$ 1	N/A	3 years	1 Year	Straight-Line
Motor Vehicles and Plant		Historical Cost	Not revalued due to short life span	\$ 1	N/A	3 years	1 Year	Straight-Line
Other Assets		Historical Cost	Historical Cost	\$ 1,000	N/A	3 years	1 Year	Straight-Line

Note:

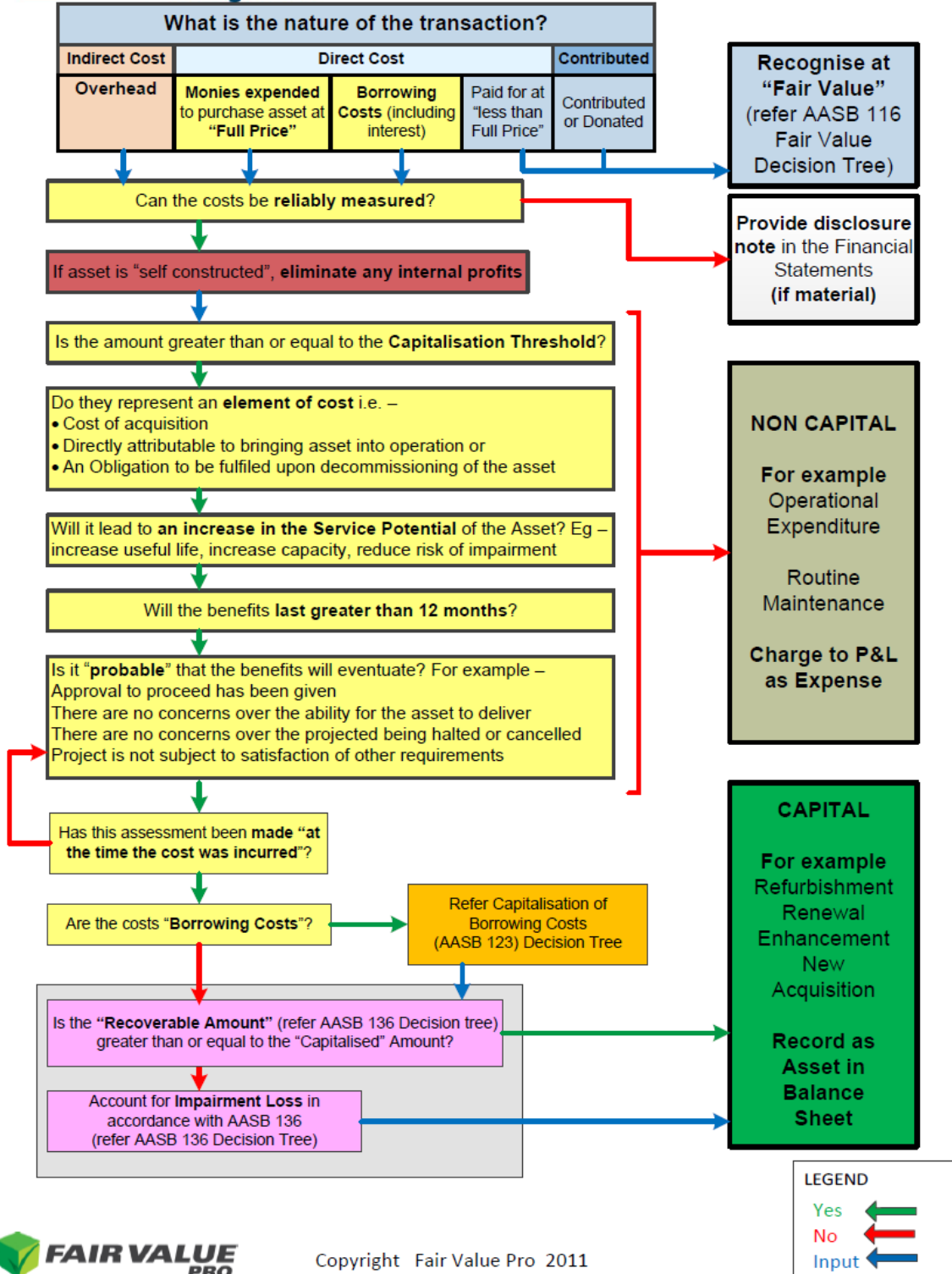
Revaluation Threshold has been set as same as Capitalisation Threshold for the first valuation only. Once initial values are established a suitable revaluation threshold is to be established based on materiality and cost/benefit of data collection.

Some Non-Current Asset classes have been noted as 'not to be valued at this stage'. It is expected that as capability develops the policy will be updated to require these Non-Current Asset classes to also be revalued.



AASB116 "Property Plant and Equipment" Costing of Assets

As at 31 Dec 2012



Copyright Fair Value Pro 2011

6. ASSET MANAGEMENT POLICY

Source: Customer & Corporate Services – Property, Procurement and Assets
Director: Michael Dugina
Portfolio: Leadership and Governance

Purpose

1. To seek Council approval to adopt the updated Asset Management Policy.

Background

2. Local Government asset management practices and responsibilities have been subject to review on many occasions over the last decade. Recently the 2019 VAGO Audit: tilted, Local Government Assets: Asset Management and Compliance, set out several recommendations relating to the Asset Management Practices of Councils. The Local Government Act 2020 also outlined clear expectations for development of 10 Year Asset Management Plans driven by service levels and community engagement.
3. The Asset Management Transformation Program was established in 2016 to drive transformation of Council's asset management practices. In 2019 a project plan was established, identifying key work streams. Updating the Asset Management Policy was a key task. The previous Asset Management Policy was adopted by Council in August 2012.

Key Matters

4. The Asset Management Policy (**Attachment 2**) incorporates the following improvements:
 - 4.1 Streamlining the policy to focus on strategic themes and principles. Procedural information has been removed and will be included in the Asset Management Procedure and Framework.
 - 4.2 Aligning the policy with requirements under the Local Government Act (2020) such as:
 - 4.2.1 Preparation of 10-year Long Term Financial Plans informed by Council's Strategic Asset Management Planning;
 - 4.2.2 Emphasising the centrality of Service Planning and community engagement to the City's asset management practice; and
 - 4.2.3 Alignment with key recommendations in the VAGO Performance Audit (2019) into Asset Management, primarily ensuring reliability of systems and asset information.
5. The Policy will drive the vision and direction for the Asset Management Strategy.

Cr Aiken moved, Cr Grzybek seconded -

- 6. That Council adopt the Asset Management Policy.**

Carried.

Attachment 1

Financial Implications

1. The policy supports financially sustainable asset management practices and principles, ensuring assets are funded for current and future generations.

Community Engagement

2. Community consultation drives service delivery and asset management decisions. A report will be provided to the community on the state of our assets.

Social Equity Considerations

3. Social equity considerations form part of the asset planning, delivery and maintenance process.

Policy/Legal/Statutory Implications

4. All legislative requirements and statutory implications were considered in the development of this policy. Whilst the previous policy was developed in accordance with industry best practice at the time, the policy has considered new standards and guidelines in the review.

Alignment to Council Plan

5. Alignment to our *Council Plan 2018-2022* is a key element of the policy, supporting and underpinning all strategic priorities.

Conflict of Interest

6. No officer in the preparation of this report has a conflict of interest.

Risk Assessment

7. The policy articulates how asset management will consider and apply element of our Enterprise Risk Management Framework.

Environmental Implications

8. Compliance with the policy will assist with effective environmental management.

THE CITY OF
GREATER GEELONG

ASSET MANAGEMENT POLICY

VERSION: 2

Approval Date: DD Month YYYY of official approval

Approved by: Council

Review Date: February 2022

Responsible Officer: Coordinator Corporate Asset
Management

Authorising Officer: Director Customer & Corporate
Services

Contents

D19-4828

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Introduction

PURPOSE

The purpose of this policy is to specify the overarching intentions and guiding principles for Asset Management within the City of Greater Geelong.

The specific objectives of the policy are:

- To ensure the City's asset management approach has leadership and direction.
- To establish a process of stewardship for Asset Management practices
- To ensure transparency and accountability for the City's Asset Management approach.

The sustainable delivery of the City's services is dependent on asset infrastructure which has been developed and maintained over generations. This investment continues to grow strongly as a result of the City's capital investment program and developer contributed assets. The current replacement cost of the City's existing asset base is \$2.3 billion.

Asset Management combines management, financial, economic and technical practices with the objective of meeting required service levels through physical assets in the most cost effective manner.

Most City assets are long lived and require significant on-going investment in maintenance and renewal activities to ensure they deliver the required levels of service expected by the community. The initial focus will be the City's long life assets, such as:

- Road Network, including pathways, bridge structures and car parks
- Drainage Network, including flood protection and water sensitive urban design assets
- Park & Recreation facilities
- Buildings
- Plant and equipment
- Land assets, including open space and environmental land
- Trees
- Waste management assets (including landfill facilities)
- Arts & Culture Collections

SCOPE

This policy applies to all Assets owned or controlled by the City.

Shorter life assets also within the scope of this policy include:

- Information & communication equipment
- Fleet Assets.

Definitions

This section defines the key terms used in this policy.

ASSET

An item that has potential or actual financial value to an organisation. This includes physical assets, such as buildings, roads, pathways, land and non-physical assets such as leases and licences, digital assets and intellectual property rights.

ASSET MANAGEMENT

Asset management is the coordinated activities of an organisation, carried out over an asset's whole lifecycle, to realise full value from assets in delivering their service delivery objectives.

ASSET MANAGEMENT FRAMEWORK

The overarching Asset Management governance framework which guides the delivery of the Asset Management function.

ASSET MANAGEMENT PLAN

Long term plan documenting information that specifies the activities, resources and timescales required for a defined level of service for an individual asset category or group of assets, to achieve Councils asset Management objectives.

ASSET MANAGEMENT STRATEGY

A high-level action plan that gives effect to the asset management framework by documenting the approach to delivering on objectives and plans with supporting systems.

ASSET MANAGEMENT SYSTEM

A software system used for asset management with the function of recording and facilitating the data and processes required to deliver the asset management objectives.

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.

DISPOSAL

Activities necessary to dispose of decommissioned assets that are no longer required.

NEW

Expenditure on new works or acquisitions that create an asset that did not exist in any shape or form.

RENEWAL

Expenditure on an existing asset which returns the service function or the life of the asset back to its original condition.

RENEWAL GAP

The difference between the organisation's current renewal funding and the required renewal demand.

SERVICE PLANNING

A comprehensive review and planning of a particular area of Council service delivery. The focus of service planning is on quantity, efficiency and ability to sustainably meet the needs of the community/ informing provision of current and future assets.

SUSTAINABLE ASSET MANAGEMENT

The capacity to ensure meeting the needs of the future by balancing social, economic, cultural, and environmental outcomes or needs when making informed decisions today.

UPGRADE

Expenditure on an existing asset which enhanced and/or improves its function and a consequence provides a higher level of service.

Policy

POLICY STATEMENTS

The City will take a lifecycle approach to the management of its assets and ensure the financial sustainability of Council through Long Term Financial and Asset Management Plans.

In accordance with the anticipated amendments to the Local Government Act, the City will prepare 10 year Long Term Financial Plans informed by Council's Strategic Asset Management Planning. The Asset Management Plans will incorporate the following principles:

- Asset Investment Decisions will be informed by asset information and strategic asset management modelling to ensure that it is evidence based.
- Strategic Asset Management Plans to be aligned with key corporate documents. They will be informed by the 30-year vision "*A Clever and Creative City*" and the Council Plan 2018-2022.
- All proposed works will be assessed against business drivers and include whole of lifecycle costs as part of the project evaluation, adopting the principle "renew before new".
- Long term planning shall reference the Asset Renewal Gap in accordance with the Asset Management Plans.
- Financial and Asset Management reporting is to be categorised in terms of operational, maintenance, renewal, upgrade, new and disposal expenditure classifications to enable informed and Sustainable Asset Management decisions.
- The City shall adopt a risk-based approach to asset management.

Service Planning will be central to informing the City's Asset Management practices and decisions. Stakeholder consultation will inform Asset Management and Service Planning outcomes.

The City's assets exist to provide an agreed level of service to the community. Asset Management Systems and planning will be informed and integrated with Service Planning systems, data and insights across the organisation.

The City will actively engage with all stakeholders, in determining the levels of service and driving asset performance. Key stakeholders will include:

- The community
- Councillors: Councillors will be informed of the long-term sustainability of our assets, the links to our strategic direction and future service delivery options.
- Internal stakeholders across the organisation

The City will monitor and report on customer satisfaction with the services provided.

The City will establish and maintain a governance framework which best responds to our Asset Management approach.

The City's governance framework will respond to its needs. The Asset Management Strategy will document the City's Asset Management approach.

The City will strive to ensure that Asset Management roles and responsibilities are clear and understood. The roles and responsibilities of Asset owners, creators, maintainers, service providers, planners and those responsible for governance at all levels will be documented and available to the organisation.

The City will invest and resource in its Asset Management System to ensure the reliability and suitability of asset information.

Asset information will be managed in accordance with the City's information management and asset management standards and policies. Data will be shared through digital platforms. Annual Asset Management Improvement Plans will ensure continual improvement of information and systems which is considered, clear and effective.

RELATED POLICIES, PROCEDURES AND DELEGATION

- Asset Accounting Policy (2010)
- Risk Management Policy (2017)
- Social Infrastructure Policy (2019)
- Major Projects Policy (*In Development*)
- Management of works on third party infrastructure assets (2010)
- Information Technology Asset Management Policy (2010)
- Information Technology Acquisition (2014)
- Emergency Management Policy (2019)
- Infrastructure Asset Handover Policy (2001)

LEGISLATION

Local Government Act 1989

Local Government Regulations 2012

Implementation of this Policy

MONITORING AND REPORTING

The application of this policy will be monitored and reported on through the Asset Management Steering Committee.

Specific performance measures will include:

- Asset Consumption Ratio and Asset Renewal Funding Ratio, as per the Australian Infrastructure Financial Management Guidelines (2009).
- Maturity Assessment through the National Asset Management Assessment Framework,

The Corporate Asset Management Coordinator will be responsible for reporting to the Steering Committee on the application of the policy.

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
Asset Management Strategy	Coordinator Corporate Asset Management	7 Years	Rex
Asset Management Plans	Asset Owner (Various)	7 Years	Rex (Various)

REVIEW

The City should review and, if necessary, amend this policy within 3 years of the approval date.

References

- Greater Geelong, a Clever and Creative Future
- Council Plan 2018-2022
- Asset Management Accountability Framework
- International Infrastructure Management Manual (IIMM)
- Australian Infrastructure Financial Management (AIFM) Guidelines
- National Asset Management Assessment Framework (NAMAF)
- ISO55000 Asset Management
- Asset Accounting Policy
- Risk Management Policy

7. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT ASHBURY ESTATE, STAGE 14

Source: City Services – Engineering Services
Director: Guy Wilson-Browne
Portfolio: Parks, Gardens and City Services

Purpose

1. To revoke Council's designation of 12 December 2006 of flood affected land Ashbury Estate, Stage 14 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Background

2. Council has a statutory obligation under the *Building Regulations 2018* to designate land as liable to flooding where it reasonably knows it to be prone to flooding. Conversely, there is an obligation to remove the encumbrance of designation from land that is no longer considered to be flood-prone.
3. The current designated flood mapping (**Attachment 2**) was designated by Council at its meeting of 12 December 2006.
4. This revocation will result in another stage of new lots in Ashbury Estate fronting 282 – 400 Horseshoe Bend Road, Armstrong Creek being free of their flood prone status, paving the way for owners to build homes on their land.

Key Issues

5. The flood mapping is subject to a revision due to the subdivision and development at 282 – 400 Horseshoe Bend Road, Armstrong Creek. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Ashbury Estate, Stage 14 inclusive, achieves flood immunity for newly created lots for flood events up to and including the 100 year Average Recurrence Interval (**ARI**) event due to approved internal earthworks.
6. The decision by the City that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

Cr Aitken moved, Cr Kontelj seconded -

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Ashbury Estate, Stage 14 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

Carried.

Attachment 1

Financial Implications

1. No impact to budget.

Community Engagement

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant Council databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

Social Equity Considerations

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

Policy/Legal/Statutory Implications

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

Alignment to Council Plan

7. The recommendations of this report are consistent with City Plan, in relation to planned sustainable development.

Conflict of Interest

8. There are no officer direct or indirect interests with respect to this report.

Risk Assessment

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

Environmental Implications

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.

Attachment 2
Current Flood Map



Cr Kontelj declared a Conflict of Interest in Agenda Item 8 – Tender T2000038 Supply of Asphalt Works, Products and Services in that a number of contractors and suppliers noted in the report are customers of the business of which he is a Director and left the room at 8.05pm prior to discussion of the item.

8. TENDER NO. T2000038 SUPPLY OF ASPHALT WORKS, PRODUCTS & SERVICES

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

Purpose

1. To establish a contract panel based on an agreed schedule of rates for the ‘Supply of Asphalt Works, Products & Services’ used in road construction and maintenance activities undertaken by the City.

Background

2. The current panel of contractors for the supply of the City’s asphalting program will expire on 30 June 2020.
3. To facilitate the ongoing supply of asphalt and associated works, the Procurement Unit undertook a public tender (Tender No. T2000038) on behalf of the Engineering Services Department.
4. The annual budget allocated for this contract is \$8,000,000 (ex-GST).

Key Matters

5. At tender close the City received five submissions from:
 - 5.1 Boral Resources (VIC) Pty Ltd;
 - 5.2 Econopave Asphalt Services Pty Ltd;
 - 5.3 Fulton Hogan Industries Pty Ltd;
 - 5.4 Hetekaro Pty Ltd t/a Asphalt Paving Services; and
 - 5.5 Greenhall Asphalt Pty Ltd
6. The submissions were evaluated in accordance with the processes detailed in the City’s ‘Procurement and Contracts Manual’.
7. Based on the volume of works required to deliver the annual asphalting program and the quality and competitive pricing of the submissions, the Tender Evaluation Panel (TEP) recommend that all five tenderers are included on the Contract Panel.
8. Subject to Council awarding the Contract, the service will commence 1 July 2020.

Cr Aitken moved, Cr Grzybek seconded -

9. That Council:

9.1 Award Panel Contract C2000038 for the Supply of Asphalt Works, Products and Services for 3 years (with a further 2 x 12 month extension options) based on the tendered schedule of rates to the following preferred tenderers; and

Tenderer	ABN
Boral Resources (VIC) Pty Ltd	87 004 620 731
Econopave Asphalt Services Pty Ltd	11 069 746 587
Fulton Hogan Industries Pty Ltd	54 000 538 689
Hetekaro Pty Ltd t/a Asphalt Paving Services	72 107 136 774
Greenhall Asphalt Pty Ltd at Trustee for the Asphalt Settlement Trust	61 903 904 814

9.2 Authorise the Chief Executive Officer to execute Contract No. C2000038 and any other documents required by or to give effect to the terms of the Contract on behalf of Council.

Carried.

Attachment 1

Financial Implications

1. The current budget allocation for the supply of asphaltting and associated works is \$8,000,000 p/a (ex-GST) and is contingent on funding allocations in future recurrent, renewal and capital budgets. The estimated total cost for the term of the 5 year agreement (inclusive of option periods) is \$40,000,000 (ex-GST) subject to annual adjustments. This contract will operate on a "rise and fall" basis referencing section 199 of the VicRoads Standard – Provision for Adjustment of Contract Sum for the term of the contracted period with minor amendments.

Community Engagement

2. As stipulated in the specification and in the contract, the contractor must provide residents, impacted by proposed works, a minimum 48 hours notice, in writing, unless otherwise approved by the City's Superintendent.

Social Equity Considerations

3. All five tenderers operate businesses within the Geelong Region providing significant local employment and economic benefits to the Geelong community.

Policy/Legal/Statutory Implications

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

Alignment to Council Plan

6. This project will aid in the delivery of integrated transport connections by supporting improvements to existing roads, streets and footpaths.

Conflict of Interest

7. All voting members on the Evaluation Panel confirmed that they did not have a conflict of interest with any of the tenderers.
8. ASIC Director checks have been provided for all tenderers.

Risk Assessment

9. The tender evaluation process involved the assessment of Work, Health and Safety policies, procedures and risk assessment documents. Any other risks associated with the acceptance of this tender will be managed through the contract conditions.

Environmental Implications

10. Any environmental implications associated with this contract provision are the responsibility of the Contractor and will be managed through the contract documentation. The inclusion of recycled content and innovative solutions is included in the provision of services under this contract.

Attachment 2

Tender Details

Contract Details

1. Contract C2000038 – Supply of Asphalt Works, Products & Services

Invitation to Tender

2. The City issued Tender T2000038, closing 2:00pm Wednesday 11 March 2020, seeking to appoint a panel of contractors to deliver the City's annual asphaltting program based on an agreed schedule of rates.

Table 1 Invitations to Tender

Medium	Date Advertised
Geelong Advertiser	15 th February 2020
City of Greater Geelong website	15 th February 2020

Tender Evaluation Panel

3. The Tender Evaluation Panel (TEP) comprised the following staff.

Table 2 Tender Evaluation Panel

Position Title	Panel role
Procurement Specialist	Chair
Manager Engineering Services	Member
Co-ordinator Construction	Member
Senior Program Officer – Engineering Services.	Member
OHS Advisor	Non-Voting Member

Tender Submissions

4. At tender close the City received five tender submissions.

Table 3 Tender Submissions Received

Tender	Conforming Tender
A Boral Resources (VIC) Pty Ltd	Yes
B Econopave Asphalt Services Pty Ltd	Yes
C Fulton Hogan Industries Pty Ltd	Yes
D Hetekaro Pty Ltd t/a Asphalt Paving Services	Yes
E Greenhall Asphalt Pty Ltd at Trustee for the Asphalt Settlement Trust	Yes

Tender Evaluation

5. The TEP used the following qualitative criteria (in order of weighting) to assess the submissions:

Table 4 Comparative Criteria Weighting

Comparative Criteria	Weighting %
Capability and experience, past performance over last 3 years	30%
Proposed Contract Resourcing	10%
Risk Management Policy & Procedures, Risk Identification and Mitigation	10%
Quality Management Policy	10%
Economic & Local Economic Benefit	10%
Customer Service Processes (service delivery, enquiries, complaints)	10%
Methodology/Plan for Performing Contract	5%
Clever and Creative/Degree of Innovation	5%
Recycled/Re-used Content and Environmental Consideration	5%
Continuous Improvement Policy & Processes	5%

Tender Evaluation Scores

6. At the conclusion of the evaluation, all five Tenderers achieved a weighted score of >60%.
7. The TEP have determined based on the volume of work to deliver the City's asphaltting program, the quality of the submissions and a value for money assessment of the tendered rates, that all five Tenderers warrant inclusion on the contract panel.

Table 5 Tender Evaluation Scores

Tender	Rank
Boral Resources (VIC) Pty Ltd	Recommended
Econopave Asphalt Services Pty Ltd	Recommended
Fulton Hogan Industries Pty Ltd	Recommended
Hetekaro Pty Ltd t/a Asphalt Paving Services	Recommended
Greenhall Asphalt Pty Ltd at Trustee for the Asphalt Settlement Trust	Recommended

Post-Tender Contact

8. The TEP sought clarification from:
 - 8.1 Econopave Asphalt Services Pty Ltd regarding methodology for carrying out works under contract and examples of past and schedule works akin to this contract; and
 - 8.2 Greenhall Asphalt Pty Ltd regarding proposed Project Manager for works under contract.

The detailed responses received addressed the TEP's concerns and confirmed the tenderers ability to successfully deliver the service.

Probity

9. No probity issues identified.

Cr Kontelj re-entered the meeting room at 8.10pm.

9. CLEVER AND CREATIVE – OUR PROGRESS 2019

Source: Governance, Strategy & Performance – Strategy, Engagement & Performance.
Director: Rebecca Leonard
Portfolio: Leadership and Governance

Purpose

1. To present the Vision Annual report – ‘Our Progress 2019’ for noting by Council.

Background

2. The Community-led 30-year vision, *Greater Geelong: A Clever and Creative Future*, was launched in August 2017.
3. A Council resolution at that time committed to reporting annually to the community on the progress and performance, against the milestones and measures contained in the report. ‘Our Progress 2019’ is the second update and honours that commitment.

Key Matters

4. The ‘Our Progress 2019’ report has been reviewed and endorsed by the Vision Partner Group. The report contains two key features:
 - 4.1 Highlight projects and activities completed by both the Vision Partner Group and community that align with community aspirations. Some key achievements contributing to the delivery of the vision include:
 - 4.1.1 The opening of a co-working creative industries space the ‘Creative Engine’ as part of the overall redevelopment of the Geelong Arts Centre;
 - 4.1.2 The Greater Geelong Youth Council hosted the 2019 Geelong Youth Summit at GMHBA Stadium in October;
 - 4.1.3 Port Phillip Ferries launched a new ferry service between Central Geelong and Docklands in December; and
 - 4.1.4 Barwon Water partnered with the community and regional leadership design a new water future for our region, as part of the Water for our Future program.
 - 4.2 Progress on measures of success.

Cr Murrphy moved, Cr Kontelj seconded -

5. **That Council note the publication of the Vision Annual Report – ‘Our Progress 2019’.**

Carried.

Attachment 1

Financial Implications

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

Community Engagement

2. The Our Progress 2019 report has been prepared in consultation with the Vision Partner Group. The report will be made available to the community in hard copy at various Council sites, as well as online through the Council's website (www.geelongaustralia.com.au) after the Council Meeting on 28 April 2020.

Social Equity Considerations

3. The Our Progress 2019 report documents the work that council in collaboration with the community is undertaking in relation to the implementation of the 30-year vision. This update includes activities relating to the community aspiration for *an inclusive, diverse, healthy and socially connected community*.

Policy/Legal/Statutory Implications

4. The Our Progress 2019 report has been developed to meet our commitment to update the community on the progress of the vision on an annual basis.

Alignment to Council Plan

5. The Council Plan has been guided by the 30-year community vision for the municipality. This report highlights the alignment between the Strategic Priorities within *Council Plan 2018-22*, and the community aspirations that form the foundation of the 30-year community-led vision.

Conflict of Interest

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

Risk Assessment

7. Delivering the Greater Geelong: A Clever and Creative future Vision has been identified as a strategic risk for the City with a High-risk rating based on a consequence level of Severe and a likelihood level of Possible.
8. Key causal factors include:
 - 8.1 The failure of the organisation to 'own' and adopt the vision, and failing to keep the vision 'alive', visible and front-of-mind with the community and stakeholders; and
 - 8.2 Failure to implement the vision and aspirations outlined in the document may result in a significant reputational consequence to the organisation, given the level of community engagement in developing the vision. Commitment to implementation has been made publicly, and a charter developed and endorsed by the Vision Partner Group.
9. Treatment plans have been developed by Management to manage this risk to an acceptable level.

Environmental Implications

10. The Our Progress 2018 report documents the work that Council in collaboration with the community is undertaking in relation to the implementation of the 30-year vision. This update includes activities relating to the community aspirations for *sustainable development that supports population growth and protects the natural environment, and development and implementation of sustainable solutions.*

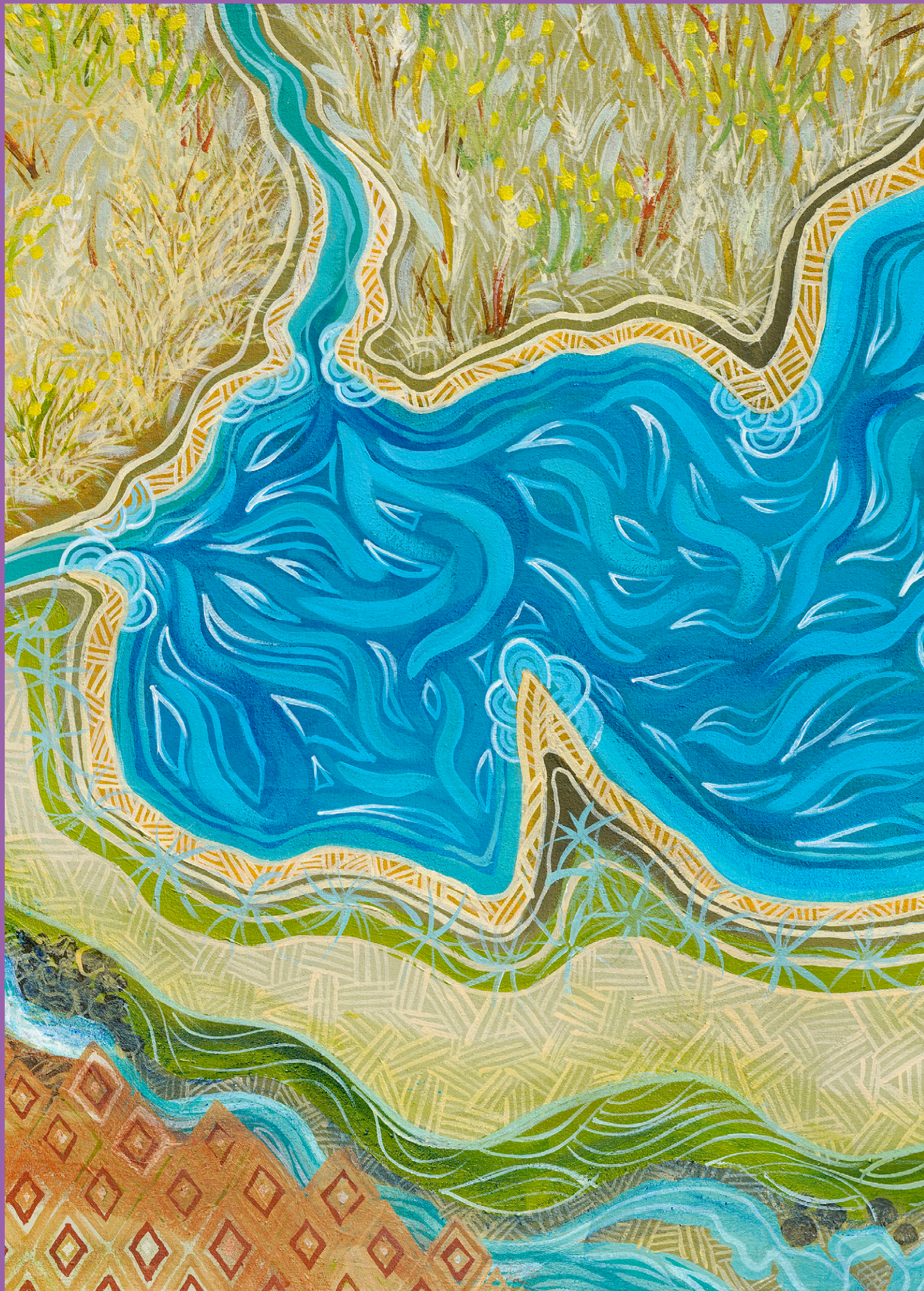
GREATER GEELONG

A CLEVER and CREATIVE FUTURE

OUR PROGRESS
2019

GEELONG CELLAR DOOR

SPECIALIST
LOCAL WINE, BEER
& CIDER MERCHANTS



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“With Geelong continually exploding with new people and new opportunities, our community-led vision and collaboration is key to ensuring we all play a part in Geelong’s growth”

Brandon Burns
Head of Community
Runway

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.

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Cover image: Geelong After Dark, 2019

Opposite: Corio, Dr Jenny Murray-Jones

PARTNER MESSAGE

It's been a big year for the many dedicated organisations who are working towards achieving the Greater Geelong community's 30-year clever and creative vision.

Following is a snapshot of the projects, initiatives and programs that have been initiated, furthered or realised in 2019 – from Avalon Airport's new partnership with Citilink and VietJet, to Active Geelong's efforts to make Geelong the most active city in Australia.

Notable events that attracted local and international visitors to our region included Avalon Airshow, Festival of Sport, Cadel Evans Great Ocean Road Race, Geelong After Dark and a dedicated Geelong-based program of events for Melbourne Design Week. We also welcomed the Hyundai A-League's newest team, Western United, who are playing home matches at GMHBA Stadium until their Tarneit stadium is complete.

Opportunities for local businesses to collaborate grew with the opening of the Geelong Art Centre's co-working space, the Creative Engine, as well as Newtown's KO Creative Studio. Joining Runway Geelong at Federal Mills and the Creative Hub in the CBD, these spaces will create exciting

new opportunities for start-ups and creatives to work together and prosper.

The 10-year implementation plan to revitalise Geelong and unlock the potential of the Great Ocean Road visitor economy through the Geelong City Deal was released in October. The Australian and Victorian Governments, together with the City of Greater Geelong, will invest \$370 million in the region to further diversify Geelong's economy, increase visitors to the region and enhance our already thriving city centre.

As vision partners, we've worked steadily to further our global reputation as a UNESCO City of Design by looking for new ways to embed design-thinking methodology into local projects and events, such as the new Civic Precinct.

Thanks to everyone who contributed to furthering the vision in 2019. As a partner group, we know that 2020 is going to look very different for many as we work together to recover from the impacts of the COVID-19 crisis. There's no doubt that working together will be vital to helping us all get back on track.

THE VISION PARTNER GROUP



MAYOR'S MESSAGE



The importance of a strong vision can't be understated, especially for a rapidly growing and changing region such as Greater Geelong. It gives us all a mental picture of how we want our future to look, helping us see what's possible.

For leaders, a vision guides decision-making and encourages strategic thinking – demanding we lift our focus

from the day-to-day and consider the big picture. It also gives us a standard to measure ourselves by.

Greater Geelong's clever and creative vision was created with the help of 16,000 community members, and shows us exactly where we need to get to over the next 30 years.

With population growth, threats to the environment and now the devastating impacts of the COVID-19 pandemic among the many challenges and opportunities we face, our city and region will look different – that's a given.

Together, we have the ability to shape it. As Australia's only UNESCO City of Design, we can design a clever and creative city that meets the needs of its people while protecting the beautiful natural environment we all love.

The Greater Geelong City Council firmly believes this, and we are thankful to the local businesses, organisations and individuals who have embraced the clever and creative vision and joined us on this long-term journey so far.

A handwritten signature in black ink that reads "Stephanie A".

CR STEPHANIE ASHER

Mayor, City of Greater Geelong

UNESCO UPDATE FROM THE SECRETARIAT



The City of Greater Geelong is the Secretariat for the UNESCO City of Design designation. Geelong is the first and only city in Australia with this designation, and one of just 40 in the world. In 2019, as part of our designation, we:

- established a City of Design Working Group to provide input into our activities
- hosted a series of events in support of 2019 Melbourne Design Week
- appointed 20 local organisations to become City of Design ambassadors
- hosted events, including Geelong's first Pecha Kucha and the UNESCO Creative Cities Network – Geelong Stakeholder Day
- joined Deakin University to present at the City of Design UNESCO Public Forum Event in March, as part of Singapore Design Week
- presented at the UNESCO Annual General Meeting in Fabriano, Italy, in June
- attended a Cities of Design sub-network meeting in Detroit, USA, in September
- helped form the Victorian Creative Cities Network, includes Bendigo, Ballarat and Melbourne.

In 2020, we were looking forward to delivering a huge program of over 80 events as part of the first-ever Geelong Design Week. While only 8 online events went ahead due to the COVID-19 restrictions, the event promises to be an important one in our region's design-led future.

OUR COMMUNITY'S VISION

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

In 2017, over 16,000 Greater Geelong citizens contributed to the development of a 30-year vision for our city-region.

The community told us what they value about the region, how they rate it against the recognised elements of a successful community, and shared ideas about how to address challenges now and in the future.

Through the process, they listened to opinions, debated alternatives, analysed possible futures and compared ideas. Importantly, they deliberated and, in the process, learnt more about each other's aspirations, values and goals. The result was a community-led blueprint designed to achieve regional, national and international recognition for Greater Geelong as a clever and creative city-region.

To help achieve the vision, the following community aspirations were formulated:



COMMUNITY ASPIRATIONS



A prosperous economy that supports jobs and education opportunities



A fast, reliable and connected transport network



An inclusive, diverse, healthy and socially connected community



A leader in developing and adopting technology



A destination that attracts local and international visitors



Sustainable development that supports population growth and protects the natural environment



Creativity drives culture



People feel safe wherever they are



Development and implementation of sustainable solutions

RAISING THE PROFILE IN 2019

In 2019, the vision partners put on a series of events designed to embed design-thinking methodology into local projects and events, encourage new organisations to tell their story and generate further momentum for the vision in the community.

CLEVER AND CREATIVE DEAKIN LECTURE SERIES

Over 500 people registered for three public lectures in 2019: Design for the Circular Economy; Good Health by Design; and Design with Nature.

CLEVER AND CREATIVE PITCHFEST

In September, five local small businesses described how their business aligns to one of the vision's nine community aspirations in a bid to win \$2500. The winners were eQUIPd, who provide an online survey and comparison tool for parents seeking education and care services.

GEELONG YOUNG PROFESSIONALS BREAKFAST

150 young professionals from the Greater Geelong region gathered at GMHBA stadium for a panel discussion between industry leaders exploring the 30-year vision and what it means for emerging leaders.

CLEVER PEOPLE MASTERCLASS SERIES

Over 120 people attended two Clever People Masterclasses in September and November. The sessions featured experienced panel members from local organisations sharing tips about building and leveraging brands on social media.

CREATIVE CHANGEMAKERS PROGRAM

Five secondary schools took part in the Creative Changemakers program where students used design-thinking methodology and the resources of the Geelong Tech School to develop innovative solutions that address challenges facing our region.

CHAMBER AFTER 5 EVENT

More than 250 organisations gathered at the newly-developed Ocean Grove Surf Lifesaving Club in October to network and listen to a panel discussion about Active Geelong's efforts to make Geelong the most active city in Australia.

PROMOTIONAL ACTIVITIES

Some of the new initiatives for 2019 included:

- A vision video uploaded to YouTube outlining the nine community aspirations.
- Monthly vision chats on 'The Catch Up' (93.9 Bay FM) with the Mayor of the City of Greater Geelong.
- A clever and creative promotional video for Avalon Airport's baggage claim and departure lounge.



Clever and Creative Deakin Lecture Series



Chamber After 5 Event



Creative Changemakers Program



Clever and Creative Pitchfest

VISION IN ACTION

Following is a summary of the work many have undertaken in 2019 to further the clever and creative vision, plus a list of updated measures.

For a full list of information about the key organisations involved in each project, please refer to Our 2019 Partners on page 4.

For full details of each project, please refer to our website at www.geelongaustralia.com.au/clevercreative.

DENNY'S PL

CARTEL
COFFEE ROASTERS

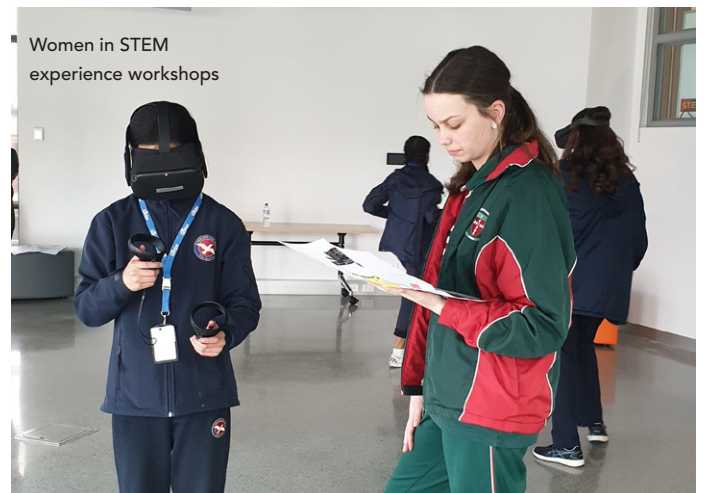
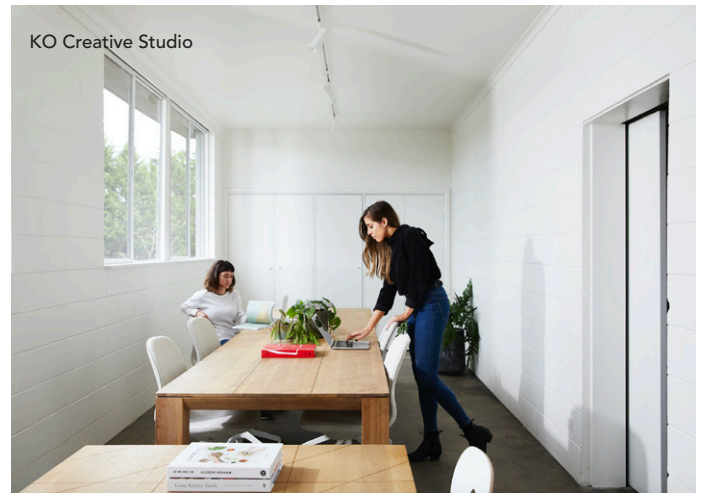
Photo: Geelong After Dark 2019



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

KEY INITIATIVES IN 2019

- Jobseekers, employers, employment service providers and recruitment agencies came together at the Arena for the Geelong Aboriginal Employment and Careers Expo in June.
- In August, female secondary school students explored the world of robotics, virtual reality, computer programming, electronics, science and design in a series of exciting hands-on workshops during the Women in STEM experience at the Geelong Tech School.
- The GROW job services network worked together to map employment barriers and enablers experienced by individuals and the employment services sector.
- The KO Creative Studio in Newtown opened its doors to Geelong’s creative industry in May, providing an environment for creatives and small businesses to work, connect and be inspired.
- Wheel maker Carbon Revolution and their team of 500 staff moved into expanded new premises in the Geelong Future Economy Precinct at Deakin’s Waurin Ponds Campus.
- The first 400 students have moved into the state-of-the-art accommodation in multistorey Brougham House, adding to the vibrancy of Geelong’s CBD.



WHAT WE'RE AIMING FOR	CURRENT TREND	CURRENT DATA
SCHOOL LEAVERS – The number of school leavers engaged in work or post-school study is higher than the Victorian average.		1.2% below the state average (2016).
EMPLOYMENT – Greater Geelong’s workforce participation rate is higher than the Victorian average.		2.6% below the state average (2016).
BUSINESS DIVERSITY – An increase in the diversity of businesses.		Regional Development Victoria Index of 53 (2016).



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



KEY INITIATIVES IN 2019

- The 2019 Pivot Summit, held in May, brought together a series of guest speakers to explore the concept of Tech vs Humanity at Deakin University's Costa Hall.
- The Digital Innovation Festival staged events in Geelong that covered three key themes: emerging technology, future jobs and digital inclusion.
- Geelong's first SMART.NODEs were switched on along the Waterfront in December, improving access to Wi-Fi, USB charge facilities, high-speed internet and data analytics.
- The Smart City Office deployed a community-wide Internet of things network. Spread across the municipality, the LoRaWAN sensor network forms part of the worldwide The Things Network.
- genU unveiled a ground-breaking display home at Armstrong Creek, showcasing technologies designed to support people with disabilities to live as independently as possible.



WHAT WE'RE AIMING FOR

DIGITAL INCLUSION – Australian Digital Inclusive Index (ADII) score greater than 70.

CURRENT TREND



CURRENT DATA

ADII score of 67.2* – an increase of 7.2 points since 2017 (baseline).

*Sample size <150, exercise caution in interpretation.





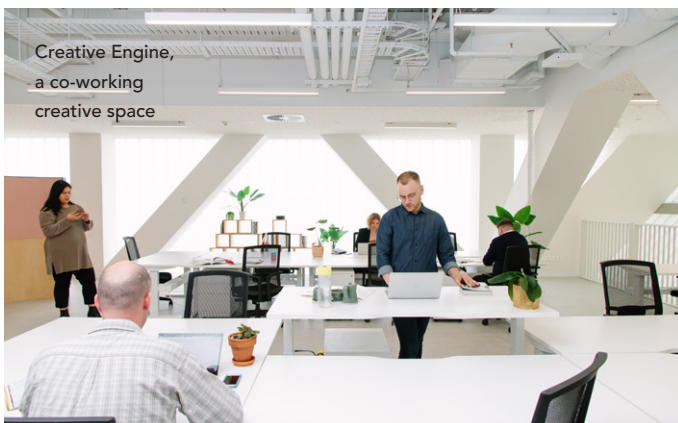
CREATIVITY DRIVES CULTURE

KEY INITIATIVES IN 2019

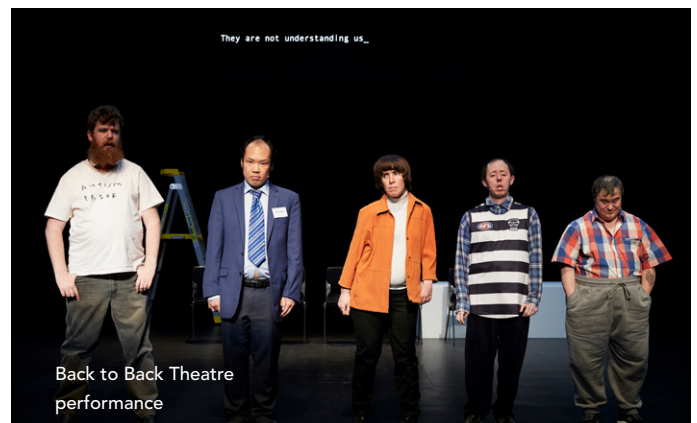
- The Geelong After Dark event attracted 32,400 people to Central Geelong in May, with 270 artists delivering 56 activities.
- Geelong hosted 22 satellite events for Melbourne Design Week, attracting more than 1,600 people and prompting an announcement of a stand-alone event for March 2020.
- The Geelong Arts Centre, launched 'Creative Engine', a co-working creative industries space and arts development program designed to grow the city's cultural capacity.
- The Word for Word Non-Fiction Festival, held at the Geelong Library and Heritage Centre in November, featured 80 individual presenters across 47 separate sessions.
- Geelong's own Back to Back Theatre made the leap from stage to screen in 2019 with *Oddlands*, a dystopic comedy filmed in Geelong, and premiered major new work, *The Shadow Whose Prey the Hunter Becomes*.



Word for Word
Non-Fiction
Festival



Creative Engine,
a co-working
creative space



Back to Back Theatre
performance

WHAT WE'RE AIMING FOR

CREATIVE OCCUPATIONS – Increasing the percentage of the workforce employed in creative occupations.

CURRENT TREND



CURRENT DATA

4.75% of the workforce is employed in creative occupations (2016).

AN INNOVATION ECONOMY – Greater Geelong rated in the top 200 of the Global Innovation Cities Index.



Greater Geelong is now rated 313 – up 21 places since 2017.



Only baseline data available



Trending towards success



No change



Trending away from success



A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK



Vietjet Air takes flight from Avalon Airport

KEY INITIATIVES IN 2019

- Port Phillip Ferries launched a new ferry service between Central Geelong and Docklands in December.
- Work began on a shared trails masterplan that aims to fill gaps and missing links that are preventing cyclists and pedestrians from moving freely and safely throughout the region.
- Avalon Airport and Vietjet Air announced international services between Avalon and Ho Chi Minh, with other Asian destinations under consideration.
- Avalon Airport took out the Major Airport of the Year Award at the National Airport Industry Awards in November.
- Construction of two new major cycling routes into Central Geelong from Herne Hill and Belmont started, supported by funding from TAC's Safer Pedestrian and Cyclist Fund.



Geelong's new ferry service to Melbourne

WHAT WE'RE AIMING FOR

METHOD OF TRAVEL TO WORK – 50% of journeys to work are made by public transport, walking or cycling.

CURRENT TREND



CURRENT DATA

8.75% of journeys to work are made by public transport, walking or cycling (2016).





A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

KEY INITIATIVES IN 2019

- Representatives of the Geelong tourism industry had a great year at the 2019 RACV Victorian Tourism Awards in December with winners including Adventure Park, Tourism Greater Geelong and the Bellarine, Higher Mark – Geelong Cats and the Novotel Geelong.
- The 2019 Australian International Airshow and Aerospace and Defence Expo at Avalon Airport broke exhibitor and trade day attendance records, with 698 participating companies, 161 official industry and government delegations, 38,952 industry day attendances and 132,878 public day attendances.
- The Festival of Sport, which attracted 14,000 people to Kardinia Park in October with free family sporting fun and entertainment, was announced as a finalist for Community Sporting Event of the Year at The Victorian Sport Awards.
- The newest A-League Club, Western United, played the first of nine home games at GMHBA Stadium.
- The Activate Geelong Bollards Augmented Reality app was launched by Tourism Greater Geelong and the Bellarine.



WHAT WE'RE AIMING FOR	CURRENT TREND	CURRENT DATA
NUMBER OF VISITORS – The total number of visitors to the city-region increases by 2.1% per annum.		The city-region had a 19.5% increase compared to the same period last year.
VISITOR EXPENDITURE – Expenditure by visitors to the city-region increases by 3.8% per annum.		The city-region had a 15.1% increase in visitor expenditure compared to the same period last year.
INTERNATIONAL VISITORS – International overnight visitors grow at a rate of 4.9% per annum.		The city-region had a 27.8% increase in international overnight visitors compared to the same period last year.
DOMESTIC VISITORS – Domestic overnight visitors grow at a rate of 1.9% per annum.		The city-region had 34.1% increase compared to the same period last year.
TOURISM EMPLOYMENT – Tourism employment increases 1.6% per annum.		The city-region had a 5.4% increase in tourism employment compared to the same period last year.



PEOPLE FEEL SAFE WHEREVER THEY ARE

KEY INITIATIVES IN 2019

- The new Ocean Grove life-saving clubhouse officially opened its doors in July, boosting the safety of beachgoers at one of Victoria’s most popular surf beaches.
- A Geelong Community Safety and Emergency Management Day was held at Steampacket Gardens in October, giving children the opportunity to participate in activities and meet representatives from local emergency services.
- Avalon Airport introduced new and improved scanning equipment within the international terminal, improving efficiency and security.
- Deakin University introduced their free SafeZone app for all Deakin University students and staff, giving them around-the-clock access to the university’s security team, as well as information about the inter-campus shuttle bus.



WHAT WE'RE AIMING FOR	CURRENT TREND	CURRENT DATA
PERCEPTIONS OF SAFETY – 95% of residents agree that they feel safe in the area where they live.		54% residents feel safe in the area where they live (2017).
CRIME – Crime statistics are 20% below the state average.		Currently 4.84% above the state from 12.57% above state (2017).





AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

KEY INITIATIVES IN 2019

- Active Geelong established My Clinic Walks, a GP-led walking program designed to encourage walking among inactive people with chronic medical conditions.
- Give Where You Live, in conjunction with experts from the Auckland Co-Design Lab, hosted a workshop for 80 people in the community sector about embedding co-design in service development.
- The Geelong Pioneers, a collaboration of Geelong-based organisations, worked on developing a Financial Inclusion Action Plan that will be launched in February 2020 to improve financial wellbeing outcomes of Geelong residents.
- The Greater Geelong Youth Council hosted the 2019 Geelong Youth Summit at GMHBA Stadium in October.
- The Accessible and Inclusive Geelong Project, led by Deakin’s HOME Research Hub, built on the demonstrated success of a pilot project designed to make local businesses more accessible to people with a disability.
- A partnership, led by the Australian Federation of Disability Organisations and Tourism Greater Geelong and the Bellarine, received vital funding from the Victorian Government to continue work to make our region a more welcoming place for people with disabilities.



WHAT WE'RE AIMING FOR	CURRENT TREND	CURRENT DATA
SOCIAL EQUITY – No Greater Geelong suburbs in the bottom 20% of the Index of Relative Socio-Economic Disadvantage (IRSD).		13 Greater Geelong state suburbs are in the bottom 20% of the IRSD (2017).
EMPLOYMENT IN AREAS OF DISADVANTAGE – Workforce participation in the most vulnerable suburbs is higher than the state average.		All 13 suburbs in the bottom 20% of the IRSD have a lower workforce participation rate than Victoria (2017).
CITIZEN ENGAGEMENT – More than 80% of residents that feel they ‘sometimes’ or ‘definitely’ have opportunities to have a real say on important matters.		77.9% of residents ‘sometimes’ or definitely get help (2014).
SOCIAL SUPPORT – More than 80% of residents feel they can ‘sometimes’ or ‘definitely’ get help from neighbours.		77.9% of residents ‘sometimes’ or definitely get help (2014).
SELF REPORTED HEALTH – Over 50% of residents reporting their health as very good or excellent.		59% residents report very good or excellent health (2017).







SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT



Artist impression of City of Greater Geelong's new civic precinct

KEY INITIATIVES IN 2019

- The Malop Street Green Spine, one of the key projects for the 10-year Revitalising Central Geelong Action Plan, received a distinction at the Australian Institute of Landscape Architects' 2019 Victorian Awards.
- Construction of a \$15 million, environmentally-friendly headquarters for genU, located in Belmont, was completed in July.
- Plans for a \$200 million Civic Precinct at 137 Mercer Street were revealed, featuring a new home for the City of Greater Geelong, co-working spaces, retail and food tenancies, plus accessible public spaces that will cover almost half of the site.
- Over two years of restoration work was completed at Griggs Creek – Clifton Springs and Drysdale's largest natural creek and main stormwater catchment – to stop erosion, remove weeds, plant 22,000 indigenous plants and build pathways and bridges.
- Planning controls were strengthened on the Bellarine Peninsula to protect the region from overdevelopment when the Victorian Government declared the region a Distinctive Area and Landscape under the *Planning and Environment Act 1987*.

WHAT WE'RE AIMING FOR	CURRENT TREND	CURRENT DATA
SUBURBAN TREE CANOPY – Suburban tree canopy is greater than 25%.		14% (2017) – a positive result given increased urban development in the region.
NATURAL HABITAT – An increase in the quantity of protected natural habitat.		41.92% increase in protected habitat since 2018 (baseline).
SUBURBAN OPEN SPACE – No net loss of open space by suburb.		2019 data shows 560 sites with a total area of 2196.9 hectares – an increase of 30 sites and 49 hectares since 2017 (baseline).
CENTRAL GEELONG – 10,000 people living in Central Geelong.		1,566 live in Central Geelong (2016).





DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS

KEY INITIATIVES IN 2019

- The eleventh Sustainable House Day had a record-breaking year, with over 2,750 visits to the properties featured – an average of 185 visits per house.
- Deakin materials scientists started to explore whether artificial bones and medical tissues can be manufactured from materials that normally end up in landfill, in a bid to support a circular economy.
- The City of Greater Geelong’s \$3.5 million Garden Organics Processing Facility provided its first mature compost to a neighbouring farm for use on wheat, barley, and canola crops.
- The City of Greater Geelong is literally taking recycling to the streets in the new year with a new form of asphalt made with recycled plastics produced by Fulton Hogan. A trial of asphalt made with 20 per cent recycled plastics started on three sections of road in Geelong, saving the equivalent of 3,500 kg of plastic from landfill.
- Barwon Water partnered with the community and regional leaders to design a new water future for our region, as part of the Water for our Future program.



Asphalt made with recycled plastics in use

WHAT WE'RE AIMING FOR	CURRENT TREND	CURRENT DATA
URBAN DEVELOPMENT – 50% of new housing construction to be conducted within existing urban areas.		While the total number of dwellings constructed annually has significantly increased, the percentage of new housing constructed within existing urban areas has gone down to 23% (2018), from 27% in 2017 (baseline). This is because greenfield development can most readily respond to spikes in demand for new dwellings.
WASTE MANAGEMENT – Performing better than the Victorian average in solid and green waste diverted from landfill.		The Greater Geelong region diverted 54.0% in solid and green waste from landfill, compared with the Victorian average of 43.9% (2018–19).
CARBON EMISSIONS – Greater Geelong being a carbon neutral city-region.		Greater Geelong produced 3,247,100 tonnes of CO ² or equivalent (2017).
WATER USE – 20% of all water provided to the municipality is recycled water.		10.0% of water provided to the municipality is recycled, up from 9.4% in 2016–17 (baseline).

VISION MEASURES



Photo: Gheringhap Street, central Geelong



A prosperous economy that supports jobs and education opportunities

SCHOOL LEAVERS – The number of school leavers engaged in work or post-school study is higher than the Victorian average.

29.4% Geelong
30.6% VIC (2016)

Source: Census of Population and Housing, Australian Bureau of Statistics.
Frequency of data: Every five years

EMPLOYMENT – Greater Geelong's workforce participation rate is higher than the Victorian average.

57.9% Geelong
60.5% VIC (2016)

Source: Census of Population and Housing, Australian Bureau of Statistics.
Frequency of data: Every five years

BUSINESS DIVERSITY – An increase in the diversity of businesses.

Industry Diversity Index:
Geelong 53[^] (2016)

A lower index value signifies higher industry diversity.

Source: Regional Development Victoria Information Portal Regional Snapshot – Geelong Local Government Area. Frequency of data: Every five years

[^]Figure amended from previously reported due to data adjustments and methodology changes.



A leader in developing and adopting technology

DIGITAL INCLUSION – Australian Digital Inclusive Index (ADII) score greater than 70.

Geelong 67.2* (2019)
Geelong 60.3*[^] (2018)
Geelong 60.0[^] (2017)

Source: The Australian Digital Inclusion Index Report. Frequency of data: Annually
*Sample size <150, exercise caution in interpretation.

[^]Figure amended from previously reported due to data adjustments and methodology changes.



Creativity drives culture

CREATIVE OCCUPATIONS – Increasing the percentage of the workforce employed in creative occupations.

4.75% (2016)

Source: Census of Population and Housing, Australian Bureau of Statistics.
Frequency of data: Every five years

AN INNOVATION ECONOMY – Greater Geelong rated in the top 200 of the Global Innovation Cities Index.

Geelong 313 (2019)
Geelong 326 (2018)
Geelong 334 (2016–17)
Geelong 328 (2015)

Source: Innovation Cities™ Index, 2thinknow. Frequency of data: Annually



A fast, reliable and connected transport network

METHOD OF TRAVEL TO WORK – 50% of journeys to work are made by public transport, walking or cycling.

8.7% (2016)

Source: Journey to Work, Australian Bureau of Statistics / .id City of Greater Geelong community profile. Frequency of data: Every five years



A destination that attracts local and international visitors

NUMBER OF VISITORS – The total number of visitors to the city-region increases by 2.1% per annum.

6.4 million (Oct 2018–Sep 2019), an increase of 19.5% compared to the same period last year.

Source: Tourism Greater Geelong and The Bellarine. Frequency of data: Annually

5.1 million (Oct 2017–Sep 2018), which is similar to the same period last year.

VISITOR EXPENDITURE – Expenditure by visitors to the city-region increases by 3.8% per annum.

\$1.1 billion (Oct 2018–Sep 2019), which is an increase of 15.1% compared to the same period last year.
\$936 million (Oct 2017–Sep 2018), which is similar to the same period last year.

Source: Tourism Greater Geelong and The Bellarine. Frequency of data: Annually



A destination that attracts local and international visitors

INTERNATIONAL VISITORS – International overnight visitors grow at a rate of 4.9% per annum.

Source: Tourism Greater Geelong and The Bellarine. Frequency of data: Annually

67,200 (Oct 2018–Sep 2019), which is a 27.8% increase compared to the same period last year.

52,600 (Oct 2017–Sep 2018), which is a 6.0% decrease compared to the same period last year.

DOMESTIC VISITORS – Domestic overnight visitors grow at a rate of 1.9% per annum.

Source: Tourism Greater Geelong and The Bellarine. Frequency of data: Annually

Almost 1.8 million (Oct 2018–Sep 2019), which is a 34.1% increase compared to the same period last year.

Almost 1.3 million (Oct 2017–Sep 2018), which is a 12.2% decrease compared to the same period last year.

TOURISM EMPLOYMENT – Tourism employment increases 1.6% per annum.

Source: Tourism Greater Geelong and The Bellarine. Frequency of data: Annually

Estimated 6,226 jobs in 2018–19, up 5.4% from the estimated 5,906 jobs in 2017–18.



People feel safe wherever they are

PERCEPTIONS OF SAFETY – 95% of residents agree that they feel safe in the area where they live.

Source: Geelong Preventative Health Survey, City of Greater Geelong. Frequency of data: Every four years

54% (2017)

CRIME – Crime statistics are 20% below the state average.

Source: Victoria Police Crime Statistics, Crime Statistics Agency. Frequency of data: Annually

NOTE: The crime statistics produced by the Crime Statistics Agency (CSA) are derived from administrative information recorded by Victoria Police and extracted from the Law Enforcement Assistance Program (LEAP) database. Victoria Police provides this information to the CSA 18 days after the end of the reference period.

As the LEAP database is a live operational crime recording system and updated regularly, the CSA data reflects information in the database at the date and time of data extraction. This means that as additional quarters of data are released by the CSA, the data relating to previous periods may change as data are updated in LEAP, investigations progress and cases are completed by Victoria Police.

Previously published data should be considered superseded by subsequent releases of statistics.

Criminal incident rate per 100,000 population.

Year ending September 2019:

Greater Geelong – 6,324.2 Victoria – 6,032.1

Year ending September 2018:

Greater Geelong – 6,333.8 Victoria – 5,935.6

Year ending September 2017:

Greater Geelong – 6,954.0 Victoria – 6,177.5



An inclusive, diverse, healthy and socially connected community

SOCIAL EQUITY – No Greater Geelong suburbs in the bottom 20% of the Index of Relative Socio-Economic Disadvantage (IRSD).

Source: Census of Population and Housing, Australian Bureau of Statistics. Frequency of data: Every five years

13 Greater Geelong state suburbs are in the bottom 20% of the Socio-Economic Index of IRSD (SEIFA) in comparison across Victoria (2016).

EMPLOYMENT IN AREAS OF DISADVANTAGE – Workforce participation in the most vulnerable suburbs is higher than the state average.

Source: Census of Population and Housing, Australian Bureau of Statistics. Frequency of data: Every five years

All 13 suburbs in the bottom 20% of the Socio-Economic Index of IRSD (SEIFA) have a lower workforce participation rate than Victoria (2016).

CITIZEN ENGAGEMENT – More than 80% of residents that feel they 'sometimes' or 'definitely' have opportunities to have a real say on important matters.

Source: Victorian Population Health Survey. Frequency of data: Every four years

75.2% (2014)

SOCIAL SUPPORT – More than 80% of residents feel they can 'sometimes' or 'definitely' get help from neighbours.

Source: Victorian Population Health Survey. Frequency of data: Every four years

77.9% (2014)



An inclusive, diverse, healthy and socially connected community

SELF REPORTED HEALTH – Over 50% of residents reporting their health as very good or excellent. 59% (2017)

Source: Geelong Preventative Health Survey, City of Greater Geelong.
Frequency of data: Every four years



Sustainable development that supports population growth and protects the natural environment

SUBURBAN TREE CANOPY – Suburban tree canopy is greater than 25%. 14% (2019)
14% (2017)

Source: City of Greater Geelong. Frequency of data: Every five years

NOTE: Our Urban Tree Canopy is made up of coverage on both private and public land. The reduction of block sizes and increase of house sizes limits the retention or planting of canopy trees on private land.

We are working with our community and developers to plant trees and shrubs, as well as increasing our planting of street and park trees. We anticipate that the increase in urban area growth and the time taken for current plants to mature is not expected to increase our urban tree canopy for the next 10 years.

NATURAL HABITAT – An increase in the quantity of protected natural habitat. 1,275.471 hectares (June 2019)
898.712 hectares (December 2018)

Source: City of Greater Geelong. Frequency of data: Annually

NOTE: This refers to the protected natural habitat managed by the City of Greater Geelong.

SUBURBAN OPEN SPACE – No net loss of open space by suburb. 560 sites with a total area of 2,196.9 hectares (2019)
549 sites with a total area of 2,177.9 hectares (2018)
530 sites with total area of 2,147.6 hectares (2017)

Source: City of Greater Geelong. Frequency of data: Annually

CENTRAL GEELONG – 10,000 people living in Central Geelong. 1,599 (2016)

Source: Census of Population and Housing, Australian Bureau of Statistics.
Frequency of data: Every five years



Development and implementation of sustainable solutions

URBAN DEVELOPMENT – 50% of new housing construction to be conducted within existing urban areas. 23.0% (2018)
27.0% (2017)
37.8% (2016)

Source: City of Greater Geelong. Frequency of data: Annually

NOTE: There has been a significant increase in the total annual dwelling production. Greenfield development is most able to respond to spikes in demand for new dwellings.

WASTE MANAGEMENT – Performing better than the Victorian average in solid and green waste diverted from landfill. Greater Geelong – 54.00% (2018–19)
State average – 43.94% (2018–19)
Greater Geelong – 54.75% (2017–18)
State average – 44.69% (2017–18)

Source: City of Greater Geelong. Frequency of data: Annually

CARBON EMISSIONS – Greater Geelong being a carbon neutral city-region. 3,247,100 tCO₂-e (2017)

Source: Beyond Zero Emissions and Ironbark Sustainability Frequency of data: Annually

WATER USE – 20% of all water provided to the municipality is recycled water. 10.0% (2018–19)
8.5% (2017–18)
9.4% (2016–17)

Source: Barwon Water. Frequency of data: Annually

OUR 2019 PARTNERS

VISION PARTNER GROUP

- Avalon Airport
- Barwon Health
- Barwon Regional Partnership – Regional Development Victoria
- City of Greater Geelong
- Committee for Geelong
- Deakin University
- Department of Environment, Land, Water & Planning
- G21 Geelong Region Alliance
- Geelong Chamber of Commerce
- Geelong Manufacturing Council
- Geelong Sustainability Group
- Give Where You Live
- The Gordon

NEW VISION PARTNERS -2020

- Geelong Arts Centre
- Tourism Greater Geelong & the Bellarine

A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

- Committee for Geelong
- The Geelong Tech School
- GROW
- The KO Creative Studio

A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY

- Pivot Summit
- Victorian Government Department of Jobs, Precincts and Regions
- City of Greater Geelong – Smart Cities Department
- genU

CREATIVITY DRIVES CULTURE

- City of Greater Geelong – Arts & Culture Department
- National Gallery of Victoria and Creative Victoria
- Geelong Arts Centre
- Geelong Library & Heritage Centre
- Back to Back Theatre Co.

A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK

- Port Phillip Ferries
- Avalon Airport
- City of Greater Geelong

A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

- Avalon Airport
- Tourism Greater Geelong & the Bellarine
- Kardinia Park Stadium Trust
- Western United Football Club

PEOPLE FEEL SAFE WHEREVER THEY ARE

- Ocean Grove Surf Lifesaving Club
- City of Greater Geelong
- Avalon Airport
- Deakin University

AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

- Active Geelong
- Give Where You Live Foundation
- Good Shepherd Micro Finance
- City of Greater Geelong
- Deakin University
- Australian Federation of Disability Organisations and Tourism Greater Geelong & the Bellarine

SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

- Department of Environment, Land, Water & Planning
- genU
- City of Greater Geelong

DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS

- Geelong Sustainability
- Deakin University
- City of Greater Geelong
- Barwon Water

An aerial photograph of Geelong, Australia, showing a dense urban area with various buildings and a large white building with a prominent tower situated on a long pier extending into the water. The water is a deep blue-green color, and the sky is clear and blue. The city extends to the horizon under a bright sky.

SHOW YOUR SUPPORT FOR A CLEVER AND CREATIVE FUTURE

Are you doing something clever and creative? If so, show your support for the Greater Geelong region's 30-year vision by displaying the 'We Support' logo on your website and publications.

To find out how to get on board, visit www.geelongaustralia.com.au/clevercreative

GREATER GEELONG

A CLEVER and CREATIVE FUTURE

www.geelongaustralia.com.au/clevercreative

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CUSTOMER SERVICE CENTRE

100 Brougham Street


Geelong VIC 3220

8.00am – 5.00pm

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10. CONTRACTUAL MATTER

Source: Customer & Corporate Services – Program Integration and Development
Director: Michael Dugina
Portfolio: Finance

Cr Harwood moved, Cr Grzybek seconded -

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

Carried.

11. CONTRACTUAL MATTER

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

Cr Nelson moved, Cr Grzybek seconded -

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

Carried.

ASSEMBLY OF COUNCIL RECORD

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

Summary

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

Cr Kontelj moved, Cr Murnane seconded -

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

Carried.

**RECORD OF ASSEMBLIES OF COUNCIL
(Council Meeting 26 May 2020)**

Assembly Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Budget Briefing 14 March 2020	Crs Harwood, Murrphy, Aitken, Asher, Grzybek, Kontelj, Mansfield, Mason, Murnane, Nelson, Sullivan	M Cutter (CEO) M Dugina (DIR) R Stevens (DIR) B Luxford (DIR) G Smith (DIR) K Phyland (DIR) R Leonard (DIR) K Olesnicky (MGR) S Boer (MGR) N O'Shea (OFF) V Shelton (MGR) S Broadbent (MGR)	<ul style="list-style-type: none"> • Update on Draft Operating Budget and Affordability • Update on Draft Capital Budget and Affordability • Draft Ranking of Operating and Capital Ideas 	<ul style="list-style-type: none"> • Nil.
Budget Briefing 30 March 2020	Crs Harwood, Murrphy, Aitken, Asher, Grzybek, Kontelj, Mansfield, Mason, Nelson, Sullivan	M Cutter (CEO) M Dugina (DIR) K Olesnicky (MGR) N O'Shea (OFF) L Raimondo (ADV TO MAYOR & CEO)	<ul style="list-style-type: none"> • Key Budget decisions made to date • Overview of Draft Operating Budget and Capital Budgets • Outstanding Decisions • Update on the Impacts of COVID-19 	<ul style="list-style-type: none"> • Nil
Budget Briefing 8 April 2020	Crs Harwood, Murrphy, Aitken, Asher, Grzybek, Kontelj, Mansfield, Mason, Nelson, Sullivan	M Cutter (CEO) B Luxford (DIR) K Olesnicky (MGR) G Smith (DIR) G Wilson-Browne (DIR) R Leonard (DIR) R Stevens (DIR) K Phyland (DIR) S Boer (MGR) N O'Shea (OFF) L Raimondo (ADV TO MAYOR & CEO)	<ul style="list-style-type: none"> • Council Plan Update • Draft Operating Budget • Draft Capital Budget • Strategic Resource Plan 	<ul style="list-style-type: none"> • Nil

<p>Council Briefing 5 May 2020</p>	<p>Crs, Aitken, Grzybek, Harwood, Mansfield, Mason, Murrhly, Murnane, Nelson, Sullivan</p>	<p>M Cutter (CEO) B Luxford (DIR) G Smith (DIR) M Dugina (DIR) R Leonard (DIR) R Stevens (DIR) G Wilson-Browne (DIR) K Phyland (DIR) I Hicks (MGR) T Kirwood (MGR) L McCallum (MGR) J Wager (CO-ORD) L Raimondo (ADV TO MAYOR & CEO) K Ivens (Snr Advisor - Mayor & CEO) M Macgugan (SNR COMM ADV)</p>	<ul style="list-style-type: none"> • Drysdale Sporting Precinct Master Plan Final Report • Review of Hard Waste Services • Sparrovale Wetlands Master Plan • C410 Planning Scheme Amendment – Public Acquisition Overlays – Armstrong Creek Growth Area • Barwon Heads Arts and Community Hub • Tower Road and Sproat Street, Portarlington – Proposed Road and Drain Upgrade – SRC294 – Intention to Declare • Road Renaming Due to Drysdale Bypass – Stage 4 • Council Plan Quarterly Update – March 2020 • Quarterly Financial Management Report – March 2020 • Loan Borrowing Policy • Proposed Sale of Various Properties • Transformation Program 2.0 Progress Report – March 2020 	<ul style="list-style-type: none"> • Cr Nelson declared an interest in Proposed Sale of Various Properties
<p>Council Briefing 19 May 2020</p>	<p>Crs, Asher, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Murrhly, Murnane, Nelson, Sullivan</p>	<p>M Cutter (CEO) B Luxford (DIR) G Smith (DIR) M Dugina (DIR) R Leonard (DIR) R Stevens (DIR) G Wilson-Browne (DIR) K Phyland (DIR) I Hicks (MGR) T Kirwood (MGR) R Thomas (MGR) M Walker (CO ORD) A Miller (MGR) J Hurse (MGR) J Brown (CO ORD) L Raimondo (ADV TO MAYOR & CEO)</p>	<ul style="list-style-type: none"> • Review of Community Feedback in Relation to Dogs in Public Places and on Land Managed by Barwon Coast Committee of Management Inc • Draft Saleyards Precinct Plan Consultation • Amendment C394 Land Subject to Inundation Overlay Bellarine Peninsula and Corio Bay – Consideration of Panel Report and Adoption • Food Assistance Business Case • Contractual Matter • Contractual Matter • Procurement Policy Review • Non-Current Asset Accounting Policy • Asset Management Policy • Revocation of Flood Prone Area Designation of New Lots at Ashbury Estate, Stage 14 	<ul style="list-style-type: none"> • Nil

		<p>K Ivens (Snr Advisor - Mayor & CEO) M Macgugan (SNR COMM ADV)</p>	<ul style="list-style-type: none">• T2000038 Supply of Asphalt Works, Products and Services• Clever and Creative – Our Progress 2019	
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PLANNING DELEGATIONS – APRIL 2020

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

Purpose

1. To provide the schedule of planning permit applications determined under delegation since the last report.

Background

2. Section 98 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987* empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
3. Sections 86 and 87 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987* allow Council to establish special committees with delegated powers to determine planning permit applications.
4. At its meeting on 9 July 2019, Council:
 - 4.1 Amended the Council to staff instrument of delegation to allow staff delegates to determine planning permit applications where there are less than 6 objections lodged; and
 - 4.2 Amended the Planning Committee's terms of reference to provide for its determination, if required, of planning permit applications where there are 6 or more objections lodged.
5. The City is required by Council to provide information on planning permit applications determined under delegation.

Key Matters

6. The Schedule attached to this report provides information on the planning permit applications determined under delegation since the last report.

Cr Sullivan moved, Cr Mason seconded -

7. **That Council receive the information in the Schedule.**

Carried.

Planning Decisions - April 2020

App Number	Location	Application Type	Decision Date	Description	Authority Description/ No of Objectors
PP-1016-2019	199 Thompson Road, BELL PARK VIC 3215	Use of the Land for a Childcare Centre	15/4/2020	Delegate - No Appeal Lodged	Delegated Authority
PP-1139-2019	1A Grandview Parade, BARWON HEADS VIC 3227	Internal Alterations to an Existing Dwelling and Construction of a Second Dwelling	27/4/2020	Refusal to Grant a Planning Permit	Planning Committee
PP-623-2019	135 Fitzroy Street, GEELONG VIC 3220	Partial Demolition, Construction of Forty (40) Dwellings including Seven (7) Apartments, and a Multi-lot Subdivision	27/4/2020	NOD - Planning Permit	Planning Committee
PP-993-2019	60 Wilton Avenue, NEWCOMB VIC 3219	Development of the Land for Three (3) Dwellings and Three (3) Lot Subdivision	23/4/2020	Delegate - No Appeal Lodged	Delegated Authority
PP-1036-2019	16 Oakbank Avenue, HIGHTON VIC 3216	Buildings and Works Associated with the Construction of Two (2) Dwellings	8-Apr-2020	NOD - Delegate	1
PP-1043-2019	97 The Avenue, OCEAN GROVE VIC 3226	Construction of Four (4) Dwellings and Four (4) Lot Subdivision	20-Apr-2020	NOD - Delegate	2
PP-1203-2019	39 Lelean Street, OCEAN GROVE VIC 3226	Construction of Two (2) Dwellings and a Two (2) Lot Subdivision	22-Apr-2020	NOD - Delegate	2
PP-1277-2019	34 Skene Street, NEWTOWN VIC 3220	Building and Works to Construct a Dwelling and Fence in a Heritage Overlay	3-Apr-2020	NOD - Delegate	1
PP-17-2020	17 Nantes Street, NEWTOWN VIC 3220	Construction of a Dwelling over 7.5m in height	2-Apr-2020	NOD - Delegate	3
PP-560-2019	405 Barrabool Road, CERES VIC 3221	Change of Use to Primary School, Building and Works, Display of Business Identification Signage and Access and Alterations to Road Zone Category 1	20-Apr-2020	NOD - Delegate	1
PP-874-2019	60 Watt Street, LARA VIC 3212	Use and Development of the Land for a Residential Village and Removal of Native Vegetation	3-Apr-2020	NOD - Delegate	3
PP-987-2019	67 Hereford Street, PORTARLINGTON VIC 3223	Construction of a Second Dwelling	28-Apr-2020	NOD - Delegate	1

Cr Sullivan moved, Cr Mason seconded -

That the meeting be closed to the public.

Carried.

The Meeting was closed to the public at 8.26pm

Cr Nelson moved, Cr Grzybek seconded -

That the Meeting be opened to the public.

Carried.

The Meeting was opened to the public at 8.34pm

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

CLOSE OF MEETING

As there was no further business the meeting closed at 8.34pm Tuesday, 26 May 2020.

Signed: _____

Cr Stephanie Asher (Mayor)

Date: _____