

# MINUTES

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## COUNCIL MEETING

TUESDAY, 1 DECEMBER 2020

7.00PM

HELD VIRTUALLY BY ZOOM AND BROADCAST  
ON THE CITY'S WEBSITE

**COUNCIL:**

Cr S Asher (Bellarine Ward)

Mayor

Cr T Sullivan (Bellarine Ward)

Deputy Mayor

Cr J Mason (Bellarine Ward)

Cr E Kontelj (Brownbill Ward)

Cr S Mansfield (Brownbill Ward)

Cr P Murrihy (Brownbill Ward)

Cr B Harwood (Kardinia Ward)

Cr B Moloney (Kardinia Ward)

Cr R Nelson (Kardinia Ward)

Cr A Aitken (Windermere Ward)

Cr K Grzybek (Windermere Ward)

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**MINUTES OF THE COUNCIL MEETING  
OF THE GREATER GEELONG CITY COUNCIL  
HELD VIRTUALLY BY ZOOM AND BROADCAST ON THE CITY'S WEBSITE  
ON TUESDAY, 1 DECEMBER 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 Murrhy, B Moloney, R Nelson, T Sullivan

**Also present:** M Cutter (Chief Executive Officer), R Leonard (Director Governance,  
Strategy and Performance), Farzana Hussaini (Junior Mayor 2020)

**OPENING:** The Mayor declared the meeting open at 7.00pm

**ACKNOWLEDGEMENTS:**

Council acknowledges Wadawurrung Traditional Owners of this land and pays its 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.

**LEAVE OF ABSENCE:** Nil.

**CONFIRMATION OF MINUTES:**

Cr Mansfield moved, Cr Mason seconded -

That the Minutes of the Council Meeting held on 20 October 2020 be confirmed.

**Carried.**

Cr Kontelj moved, Cr Grzybek seconded -

That the Minutes of the Council Meeting held on 12 November 2020 be confirmed.

**Carried.**

**DECLARATIONS OF CONFLICTS OF INTEREST:** Nil.

## **PUBLIC QUESTION AND SUBMISSION TIME:**

*The following questions were submitted prior to the Council meeting from Terry Fahey, Sanja Van Huet, John Verikios, Eric Rabone and Nick Foord. Responses addressing their concerns have been provided via email.*

**Terry Fahey** submitted the following questions:

In regard to the anticipated 'Climate Change Response Plan' I have a few questions to ask. I would like responses to my questions based on current Councillor commitment – not on what an external contractor recommends for future Council.

1. Can recently re-elected Councillors for the Bellarine Ward Stephanie Asher and Trent Sullivan explain why they opposed an all year round dog free zone at Ocean Grove beach as was recommended by the recent Barwon Coast Committee of Management survey?

*Thank you for your questions Terry :*

*The new Dog Control Orders were endorsed unanimously by all Councillors.*

*There were multiple issues considered by the Council in relation to the orders, including the main beach of Ocean Grove, such as:*

- *the reduced use of the beach between May and October supports access by the community with dogs;*
- *the abutting area allows dogs and supports continuation of exercise on the beach in quieter periods;*
- *potential conflicts created by having all walkers with dogs required to move off the back onto stairways and paths.*

*It is noted than Barwon Coast also subsequently supported the one year trial of this approach and the Council supported, in principle, to trial this stretch of beach to be dog free the following year, subject to a future Council resolution in late 2021.*

*Barwon Coast and the City will undertake further community engagement during both trials to inform future dog control orders.*

2. What is the total annual cost to rate payers for the supply & installation of dog poo bags?

*The annual cost for the supply and installation of dog poo bags is \$31,000.*

3. How does Council propose that Barwon Coast Committee of Management cope this summer with the already under resourced & inadequate waste collections at Ocean Grove beach which regularly overflow with dog poo bags between W7 to W18?

*Barwon Coast Committee of Management is appointed by the Victorian Government to manage coastal Crown land through the Ocean Grove and Barwon Heads townships. This includes waste collection at Ocean Grove Beach and as such this question needs to be directed to them.*

**Sanja Van Huet** submitted the following questions:

Congratulations to all returning and new Councillors and re-elected Mayor Asher. Three quick questions:

1. Will Council be supporting the construction of the VIVA gas energy hub?

*Thank you for your questions Sanja :*

Viva's vision to transform its Geelong Refinery into an energy hub has the potential to enable Viva to support the development of alternative energy sources, as well as renewable energy sources thus reducing their carbon footprint, supporting the future viability of the refinery, and maintaining jobs in the Geelong region.

With regards to the planning approval process, the proposed process is yet to be determined for this proposal. City officers and the Victorian Government are in discussions with Viva Energy representatives regarding the decision-making process options.

2. How does Council intend to progress towards a 2030 zero carbon emissions target?

*The recently adopted Environment Strategy 2020-2030 contains 5 strategic goals, including: "Become a zero-emission climate-ready city region."*

*To demonstrate leadership in local climate action the City has adopted the following corporate targets:*

- *All City-managed operations to be carbon neutral by 2025.*
- *100% renewable electricity supply used for all City owned and operated buildings and streetlights by 2025.*
- *All City-owned light fleet vehicles powered by zero-emission power sources by 2030.*
- *Adopt a climate change response plan by 2021.*

*In addition, we are currently developing a Climate Change Response Plan which will provide further details on how the City will reduce its operational carbon emissions and manage its climate change risks. The Plan will also identify how the City can support community and business efforts to reduce emissions and prepare to adapt to the likely impacts of a changing climate.*

3. Will Council be making publicly available an itemised, plain speak timeline, showing goals and milestones towards actively lowering carbon emissions in all areas of the CoGG?

*The City is currently developing a Climate Change Response Plan that will include corporate emissions reduction actions and priority areas for where the City can assist the community to reduce community related emissions. The Plan will include actions and timeframes for collective action on climate change.*

*Through the community engagement process, the City's goal is to jointly develop a municipality-wide action plan with the community that is understood, supported and provides a platform for a shared commitment to collaborative action.*

**John Verikios** submitted the following questions:

I note the tender notice in the Geelong Advertiser on Saturday 28 November for the construction of the better bike connections Southern route stage one.

18 months seems a very long time between approval by the 6 Councillors in April of 2019 to the present calling for tender for its construction.

1. Has the delay been due to any engineering challenges or safety concerns?

*Thank you for your questions John :*

*Designs endorsed by Council in April progressed through a detailed design phase in preparation for tender. The detailed design phase included signal designs at new locations and also modification of existing signals impacted by the proposed changes. These designs underwent a robust approval process with Regional Roads Victoria (RRV).*

*In addition, the design has also been modified to incorporate safety improvements identified through the Road Safety Audit. The project timelines have also been impacted by the extended approvals process, COVID-19 pandemic response, the Council caretaker period and election of a new Council.*

2. Have any alterations to the design have been made?

*Minor changes were made during the detailed design including the two stage wombat crossing at the intersection of Gheringhap and Kilgour Streets, that was originally planned to be signalised. This change was introduced to align with planned safety improvements to support slower speeds on Kilgour Street.*

3. Stage one with its bi-directional cycling lanes on the Western side of Moorabool approved are proposed to convert into one directional lanes on the Eastern and Western sides of High street Belmont (already approved) in stage two.

How will this transition occur and is it possible to view the plans?

*The transition from the bi-directional to one directional lanes will be worked through in the detailed design of Stage 2, which has not yet commenced. The intention is for cyclists to transition at a signalised intersection on High Street.*

**Ian Rabone** submitted the following questions :

1. What proportion of households in Ocean Grove have dogs?

*Thank you for your questions John.*

*Of the 10,625 properties in Ocean Grove, there are 2,327 (22%) with a registered dog.*

2. What is the cost of supplying, collecting and disposing of plastic bags used to pick up dog poo?

*The annual cost for the supply and installation of dog poo bags is \$31,000.*

**Nick Foord** submitted the following questions:

1. Has the Council contacted Regional Roads Victoria and the Developer of The Heights Estate in Fyansford since communication it received from Bev McArthur MP?
2. What steps has/is the Council going to take to ensure the regulation of 63 decibels is being met in the newly established The Heights Estate?

*Thank you for your questions Nick :*

*We acknowledge that Regional Roads Victoria regulate the requirements for road noise from an arterial road and any monitoring required. Council has been in touch with Regional Roads Victoria in relation to the concerns raised by residents.*

## **PETITIONS:**

Cr Mason presented a petition from concerned residents in relation to the proposed changes to dining options in The Terrace, Ocean Grove.

Cr Sullivan presented a petition from “change-org” asking Council to return Barwon Heads Pony Paddocks to Dog Off Leash Area.

Cr Kontelj presented a petition from ‘Block the Noise’ in relation to noise control around the Heights Estate. The petition is calling for Council to extend the noise wall on the Western Ring Road.

## **1. YOUTH COUNCIL FINAL REPORT 2020**

**Source:** Community Life – Connected Communities  
**Director:** Robyn Stevens

### **Purpose**

1. To note the fourth and final report to Council from the Youth Council Advisory Committee 2020, providing advice to Council on youth specific issues, consistent with the Terms of Reference (TOR).

### **Background**

2. In November 2019 twelve local young people were elected to the City of Greater Geelong Youth Council Advisory Committee (Youth Council), and during their 12-month term have served as the region's official 'youth voice'.
3. Aged between 12 and 17, the Youth Councillors represent a spread of local towns and suburbs, with three representatives from each of the four Council wards: Bellarine, Brownbill, Kardinia and Windermere.

### **Key Matters**

4. Junior Mayor, Farzana Hussaini, has written the fourth and final of the Youth Council reports for 2020 and outlines Youth Council tasks, findings and advice for Council's consideration (**Attachment 2**).
5. The focus of the Junior Mayor's report is to highlight Youth Council achievements and actions undertaken since the third report was noted by Council on 11 August 2020.
6. Consistent with the TOR, Youth Council's role is to provide a platform for young people to advocate for priorities that are important to their lives and to provide a mechanism for Council to seek and receive advice and input from young people.
7. This report provides advice in the form of recommendations. The recommendation presented is the formation of a youth-led mental health services promotion group.

### **Cr Mansfield moved, Cr Moloney seconded -**

#### **8. That Council:**

- 8.1 **Note the fourth and final report from the Youth Council Advisory Committee 2020; and**
- 8.2 **Refer the development of a mental health service promotion project group to the Chief Executive Officer for consideration.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

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

### ***Community Engagement***

2. Youth Councillors have engaged several young people in their wards to gain required feedback and input. During COVID-19 restrictions, Youth Councillors have endeavoured to continue this engagement, to the extent they are able, via online connections.

### ***Social Equity Considerations***

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

### ***Policy/Legal/Statutory Implications***

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

### ***Alignment to Council Plan***

5. The Youth Council TOR ensures a forum for young people that aligns with the Council Plan priorities of:
  - 5.1 Improved health and safety of our community – consult with the community on safety issues that are impacting them;
  - 5.2 A more inclusive and diverse community – further developing programs that support young people in our community;
  - 5.3 Effective environmental management – educating and assisting our community; and
  - 5.4 Organisational leadership, strategy and governance – communicating and engaging with the community.

### ***Conflict of Interest***

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

### ***Risk Assessment***

7. The Committee provides advice to Council on specific issues relating to young people in our community and does not speak on behalf of the Council or the City. The TOR for the committee provides its framework and guidelines.

### ***Environmental Implications***

8. There are no environmental implications.

THE CITY OF  
GREATER GEELONG

# YOUTH COUNCIL PRESENTATION TO COUNCIL

Tuesday 1<sup>st</sup> December 2020

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JUNIOR MAYOR – FARZANA HUSSAINI

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# Junior Mayor's Message

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## INTRODUCTION

Before I begin, I would like to acknowledge the Wadawurrung people, the traditional owners of this land, and pay my respects to their Elders past, present and emerging, as well as acknowledging all Aboriginal and Torres Strait Islander people present this evening. Good evening Mayor, Greater Geelong Councillors as well as the Youth Council members and community members who are viewing this meeting.

## PURPOSE

The purpose of tonight's presentation is to highlight everything that the Youth Council has achieved since the last report was presented on Tuesday 11 of August 2020. As a brief introduction for the new Council, Youth Council meets every month to stand up for the voice of young people in our community and share their ideas on what the young people in our generation think is important. In this report, we will highlight our work since our last report and put forward our advice in the form of recommendations, which we have come to by talking with young people, City officers, previous Councillors and services in the community.

## WHAT WE HAVE ACHIEVED OVER THE PAST TWO MONTHS

### August and September meetings

We had Rebecca Leonard from the City's Governance, Strategy and Performance unit come and speak to us about what happens during the Council Election. To begin with, Rebecca shared the key dates for the election and what is going to happen on the dates. We were provided with the information about what the caretaker period is, and the things Council cannot do during this time. For example, we were surprised to learn that Councillors are not allowed to use their Council-provided mobile phone or emails to campaign, print flyers using Council resources, use Council events to campaign and that Councillors are only allowed to communicate for essential reasons. Apart from these rules, any Council or City business that has the chance to influence the election will be temporarily closed. After finishing with the presentation, we ended with a Q and A session that gave the Youth Council the chance to ask questions, to get a better understanding of the things that happen during the election and caretaker period. This was something important to the Youth Council as it gives us the concept of how things happen in the big picture and how Council and Youth Council's actions during this time could influence the result of the election.

In our September meeting, the Youth Council was provided with an overview of the City's Arts and Cultural Strategy by members from the Arts and Culture department. The team shared some information on the things the department is in charge of and the how awfully the COVID-19 pandemic has affected arts and cultural activities. Besides the overview, the members from the Arts and Culture department also raised a series of questions to get a better understanding of the young people's opinions on the Strategy. We also had members of the City's Community Inclusion unit come in and talk to us about a new project, all about creating community profiles for the great places in our Greater Geelong area. After an introduction, the presenters asked the Youth Council what ideas we had for getting the young people who live in Greater Geelong involved in creating these profiles. These are not the big projects that the Youth Council has been working on, but it is a part of our journey, and every small bit counts as it teaches us the importance of teamwork and that all of the work happening has its own value.

### October Meeting

At our October meeting we had a presentation from a local Treaty representative from the First Peoples' Assembly of Victoria, who shared some information about the Treaty process and what is happening now to make sure this keeps moving forward. We also spoke to the Environment and Sustainability team and discussed the Climate Response Action Plan, as they wanted the Youth Council's views and ideas as local young people.

### headspace and Mental Health

In the past two months the Youth Council has also been able to reconnect with workers from headspace, with the Community Engagement officer sharing with us how headspace is working during the COVID-19 restrictions. At the

same meeting, we got to meet with the Operations Manager of headspace Geelong who is also a member of the Geelong Youth Suicide Prevention Protocol group. While in our meeting he shared with us some tips on how the Youth Council can successfully recommend their proposal for a mental health project. The Operations Manager also provided some information about a group of philanthropic donors, who he will be meeting with in the coming weeks to advise them about the things that Greater Geelong needs and what the young people of Geelong are saying.

Mental Health has been our focus for the last three months because of how the COVID-19 pandemic has affected everyone regardless of their age – old or young. As a result of a strong focus that the Youth Council has carried this year, we were able to connect and invite a lot of different people from different mental health services to help us understand how the young people in Greater Geelong can be better supported. After having these conversations at our last meeting, Youth Council member Jed Castle presented the group's idea for a mental health promotion project to the headspace team, which led to the Youth Council members separating in to breakout rooms to brainstorm their ideas on the recommendation and any other project ideas that we could offer to Council to help the young people of Greater Geelong who are experiencing negative mental health. We also talked about the different ways that the young people of Greater Geelong, including Youth Council members, could stay connected with headspace.

## **YOUTH COUNCIL FEEDBACK**

### **Youth Council Priorities**

As discussed in previous recommendations about changes to the Terms of Reference that were noted but not yet changed, we think that it is important to keep the priorities of young people moving forward. We think that it would be helpful to create a longer term plan that would guide Youth Council members in the future as they work towards these important goals, such as mental health. Each year, the new Youth Council would contribute to the actions that are important to them but work towards the same broader aims put forward. This document would be informed by the priorities of the Council Plan and a Youth Summit which would be facilitated by Youth Council.

In a recent meeting that was held via Zoom on 14 September, the Youth Council discussed the suggestion of creating a document that sets out a 3 to 4-year plan. Using the Youth Council priorities as a guide, the previous year's Youth Council could update the next year's group on the things they have done and the things that could be done to work towards these longer term goals. This would help each year's Youth Council understand the longer term direction while being able to pursue their own priorities and actions within these.

### **Youth Council advocates that:**

*The Youth Council Advisory Committee works to develop a longer term plan which outlines the priorities and goals for young people in our community over the next 3-4 years, and which is informed by the Council Plan and Youth Summit.*

### **Mental Health Project**

Most Youth Council members included mental health as one of their priorities, even if they talked about them in different ways. When COVID-19 restrictions happened, we wanted to use this opportunity to work on this. Mental health has always been important but something that we don't think about. However, now with more people isolated at home this issue is being made worse and being thought about more.

The guest speakers who came to us showed us that many young people aren't aware of the great services that are available to us in Geelong, or at least not sure how to access them. During the Councillor Connect sessions, Councillors told us that Council's role in mental health is different to what other levels of government can do. What we believe Council can do is share information and help connect community members with services and supports.

We believe that a group of people with the knowledge of mental health supports and services - not just experts, but also people with experience and interest - should be supported to come together and promote what is available in the community. We want young people to lead the sharing of this information with other people their age, so that they feel comfortable in looking for and using this information. Youth Council have prepared a project proposal with suggestions,

including the kinds of experts we think could help young people in this group achieve their aim, that we could pass on if this recommendation is referred for further consideration.

**Youth council advocates that:**

*A project group is created by the City of Greater Geelong, with the responsibility of bringing together information about mental health services and supports in our community and sharing it with young people who need it across Greater Geelong.*

**OUR REFLECTION ON 2020**

This year has been an up and down the hill experience for each and everyone one of us with the COVID-19 pandemic, but still we got through this year successfully. We would like to say thank you to all the Councillors who took time out of their work and life to understand us and help us through the difficult times.

Our priority areas for this year were Mental Health and Wellbeing, Environment and Sustainability and Safe and Accessible Communities. This year we didn't get the chance to work together in person on all three of our priorities, but we did focus on the mental health and wellbeing of the young people in Greater Geelong as it was more suitable for the time and something that everyone was interested in helping.

Moving forward, we would like to quickly touch on the future plans that the Youth Council members think are important. As previously mentioned in the recommendations above, we hope to see more work done in the area of youth mental health, and the mental health project group could be one way to do this. We would also like to be a part of creating a future plan for the Youth Council, because we think it is important to share what each year's group is doing but also aim towards goals that will take more than 12 months to accomplish.

**CONCLUSION**

Again, we would like to say thank you to the 2020 Councillors and everyone else behind the scenes for helping us get through this year. As the Junior Mayor, I'd like to say thank you to this year's Youth Council group for being patient with me as I was pretty new to all of this, with English being my second language, and encouraging me to step outside my confidence zone to help us achieve bigger things.

The new Youth Council will be inducted in January 2021 and their first report will be put to Council three months after that induction next year. We would like to wish them good luck.

## **2. SMART CITY STRATEGIC FRAMEWORK**

**Source:** Economy, Investment & Attraction – Smart City  
**A/Director:** Tim Ellis

### **Purpose**

1. For Council to note the Smart City Strategic Framework and endorse the release of the Framework for community consultation.

### **Background**

2. In 2015 Council adopted the Digital Geelong Strategy in anticipation of new and emerging digital technologies and to ensure the organisation, the community and businesses were broadband-ready and digitally-enabled. A review of the strategy's progress was undertaken in 2018, together with an assessment of the organisation's Smart City maturity. Subsequent development of Greater Geelong: A Clever and Creative Future, and the rapid pace of digital development and smart technology, requires council to reconsider its priorities and adopt a smart, future-focussed framework for our City.

### **Key Matters**

3. The City engaged consultants Delos Delta to co-design a Smart City Strategic Framework alongside our community. Development of the framework was informed by stakeholder workshops, literature reviews, relevant council strategy reviews and the consideration of existing Australian and International frameworks. This has allowed us to define what a smarter Geelong will achieve: *Our Smart City will connect technology, data and innovation to create a more liveable, sustainable and thriving Greater Geelong.* The Smart City Strategic Framework is included as **Attachment 2**.
4. The seven principles and five pillars contained within the Framework will help guide the City's decision making, operations and programs to implement and harness appropriate technology, data and innovation for the sustainable growth and management of the City. The framework also guides our role in collaborating with the community, all levels of government and other stakeholders on Smart City issues and opportunities.
5. A series of community and stakeholder engagement activities were held between May and July 2020. Due to the coronavirus (COVID-19) pandemic, all activities were transferred to an online format and the engagement period was extended to give people more time to participate and offer their insight. A summary of the results is included as **Attachment 3**.
6. The Smart City Strategic Framework will be supported by a four-year action plan currently being developed.

**Cr Harwood moved, Cr Murrhy seconded -**

### **7. That Council:**

**7.1 Note the Smart City Strategic Framework (Attachment 2); and**

**7.2 Endorse the Smart City Strategic Framework for community consultation for a period of no less than 6 weeks and report back to Council on the outcomes including the Smart City Action Plan.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

1. Funding required to implement the Smart City Strategic Framework will be detailed in the development of a four-year action plan. The plan will identify specific projects and initiatives to be considered in the annual planning and budget cycles. The City will also seek external funding opportunities to deliver the actions.

### ***Community Engagement***

2. The Smart City Strategic Framework was informed by community and internal consultation, which were facilitated by consultants Delos Delta and supported by the Smart City Office. This included:
  - 2.1 Four community and stakeholder workshops to inform a preliminary draft framework;
  - 2.2 Four internal stakeholder workshops, including councillors, executive leadership team, key and general staff;
  - 2.3 An eight-week online community engagement survey which yielded 53 completed responses and 138 comments; and
  - 2.4 A full summary of the results is included as **Attachment 3**.

### ***Social Equity Considerations***

3. The Smart City Strategic Framework recognises the importance of equity, access, inclusion, trust and transparency. These considerations are captured within the seven framework principles and align to the community-led aspirations described in Greater Geelong: A Clever and Creative Future.

### ***Policy/Legal/Statutory Implications***

4. The implementation of the Smart City Strategic Framework will influence the amendment of relevant existing policies and the development of new policies. An example of these include the use of surveillance devices and open data management.

### ***Alignment to Council Plan***

5. The five pillars of the Framework support the community-led aspirations outlined in the Clever and Creative Future, whilst the strategic goals align and support the enablement of the themes and key priorities of the *Council Plan 2018-22*.

### ***Conflict of Interest***

6. There is no identified conflict of interest.

### ***Risk Assessment***

7. Failure to recognise, manage and consolidate the City's approach to rapidly evolving and advancing technology could result in significant risks and increased operational costs. These risks could include, privacy, reputational, cyber security, data collection, surveillance and lack of regulatory framework. The framework aims to provide awareness and guidance to better prepare the organisation and our community to meet the demands of the future.

***Environmental Implications***

8. As the organisation and region face considerable environmental challenges, the Smart City Strategic Framework provides an opportunity to enable and harness innovation and technology to address issues associated with global climate change.



THE CITY OF  
GREATER GEELONG

# SMART CITY STRATEGIC FRAMEWORK

—  
NOVEMBER 2020



**OUR SMART CITY  
WILL CONNECT  
TECHNOLOGY, DATA  
AND INNOVATION  
TO CREATE A  
MORE LIVEABLE,  
SUSTAINABLE  
AND THRIVING  
GREATER  
GEELONG.**

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

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# MAYOR'S FOREWORD

Greater Geelong has always been a creative and innovative region. With a long history of pioneering industry, manufacturing and design, we have the foundations to create the sustainable 'clever and creative' future our community aims for. Now, as we strive toward that vision, the way we use intelligent technology and data will be vital.

This document is the very first Smart City Strategic Framework for Greater Geelong. It has been developed with ideas and input from the community, and gives us a shared vision for the way we use smart technology, data and innovation in this region. The world is transforming right now and cities that are well prepared have the opportunity to make the most of the rapid advances in technology that are taking place.

This framework will help us become more environmentally, financially and socially sustainable, shaping the way we plan for our growing population and putting people at the centre of our decision making. It'll help us understand what we're doing well and where we can improve, assisting us to become more dynamic, agile and responsive. And it'll guide us as we work to make sure everyone in the community has access to the digital services they need, as well as the skills and confidence to use them.

The framework is a partnership with our community, so whether you live, learn or work in Greater Geelong – or even if you're an occasional visitor – we encourage you to get involved. We also pledge to use data and technology responsibly at all times, upholding the highest standards of ethics and transparency. The seven guiding principles in the framework, designed in partnership with the community, will keep us on track.

Our smart city has achieved so much already – we are excited by what the future holds.



**CR STEPHANIE ASHER**  
Mayor, City of Greater Geelong



**THE WORLD IS  
TRANSFORMING RIGHT  
NOW AND CITIES THAT ARE  
WELL PREPARED HAVE THE  
OPPORTUNITY TO MAKE  
THE MOST OF THE RAPID  
ADVANCES IN TECHNOLOGY  
THAT ARE TAKING PLACE.**



# INTRODUCTION

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Smart cities improve quality of life for citizens by embracing digital technology, leveraging data and fostering innovation.

They are inclusive, connected, sustainable, resilient and prosperous. They address persistent problems, deliver improved community experiences and provide more efficient services. Ultimately, they are better places to live, learn, work and visit.

We believe becoming a smart city is critical to achieving our community's clever and creative vision (see box inset). The purpose of this Framework is therefore to deliver a shared vision for the future of smart technology, data and innovation within our region.

Working closely with both citizens and stakeholders, we've identified seven guiding principles and five strategic pillars we'll focus on.

By building on our existing strengths and making the most of emerging and future opportunities, we want to enable everyone in our smart city ecosystem to participate and align efforts for the best possible outcomes.

## OUR CLEVER AND CREATIVE 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.*

**SMART  
CITIES ARE  
BETTER  
PLACES TO  
LIVE, LEARN,  
WORK AND  
VISIT.**



# SMART CITY ECOSYSTEM

## ELEMENTS, SYSTEMS AND ENABLERS

New technologies on their own do not make for an intelligent, high-functioning city.

A smart city is a system of connected elements and enablers working together to create a more liveable, sustainable and connected community.

To achieve this holistic and integrated approach we require a commitment to governance, innovation and collaboration, as illustrated by Figure 1.



Figure 1: Elements and enablers of a smart city





# GEELONG IN 2020

## WHY DO WE NEED TO BE A SMART CITY?

A smart Greater Geelong will harness data and insight to keep track of the health of our city, and the needs of our citizens. In the face of rapid societal, environmental and technological changes, we will be considered, proactive and prepared for our future.

Greater Geelong is experiencing record rates of population growth. By 2036 our population is expected to increase to 387,000 – an annual growth rate of 2.5%. At the same time, we're facing a number of significant environmental challenges, many of which are related to global climate change. To manage these challenges effectively, we need new ideas and solutions.

Smart technology helps us understand and respond to these challenges at the local level. Using our network of sensors (Internet of Things), we'll be able to 'switch on' objects in our physical and natural environment so they can draw valuable information. These insights will help us use resources in a smarter, more sustainable way, safe-guarding the liveability and prosperity of our region.

## OUR SMART STARTING POINT

We launched the *Digital Geelong Strategy* in 2015 in anticipation of new and emerging digital technologies and to ensure our organisation, the community and businesses were broadband-ready and digitally-enabled. While we've been working to fulfil the recommendations since then, the rapid pace of digital development means it is time for us to reconsider our priorities.

### WAYS THAT WE'RE ALREADY HARNESSING DATA AND INSIGHTS TO KEEP TRACK OF THE HEALTH OF OUR REGION AND THE NEEDS OF OUR CITIZENS INCLUDE:



Pedestrian sensors help us understand foot traffic and the use of public spaces and community services, so we can make data-driven planning decisions.



Soil sensors in our parks and gardens enable better water management, greener public spaces and enhanced biodiversity.







# SMART CITY INITIATIVES

The diagram below presents a snapshot of current smart city initiatives, pilots and projects now underway or completed in Greater Geelong.






Looking at these initiatives collectively helps us see how technology and innovation is improving the liveability, functionality and resilience of our region. This list will continue to grow and develop in the coming years as we work alongside our smart city partners, networks and stakeholders.



## KEY

-  Free Public WiFi
-  CCTV network
-  Smart lighting
-  Customer Experience & Digital Modernisation Program
-  AR Bollards
-  IoT (Internet of Things)
-  Smart nodes

## CITY-WIDE INITIATIVE

-  3D Digital Twin
-  Geelong Data Exchange
-  Geelong City Deal
-  UAV trials
-  Clean tech



**FREE PUBLIC WIFI**  
Helping bridge the digital divide.



**CCTV NETWORK**  
Improving perceptions of safety and preventing crime.



**SMART LIGHTING**  
Replacing 26,000 streetlights with LED and smart controllers.



**CLEAN TECH**  
Clean, innovative technologies, including smart soil sensors.



**AR BOLLARDS**  
'Activate Geelong' augmented reality (AR) App, bringing our famous bollards to life for residents and visitors.



**GEELONG CITY DEAL**  
10-year plan to continue revitalising our City, including investment in smart technologies.



**GEELONG DATA EXCHANGE**  
Making it easy for anyone to view, obtain, use and reuse city data.



**SMART NODES**  
Super-smart digital infrastructure provides free WiFi.



**CUSTOMER EXPERIENCE & DIGITAL MODERNISATION PROGRAM**  
Improving our internal systems and process for better community services and customer experience.



**3D DIGITAL TWIN**  
A virtual 3D city model representing terrain surfaces, buildings, vegetation, infrastructure and other objects in our urban space.



**UAV TRIALS**  
Drone trials to help the city deliver faster, smarter and safer services for our community.



**IOT (INTERNET OF THINGS)**  
Our network of internet-connected things and assets that are helping us collect valuable information and insights.



**ENVIRONMENTAL MONITORING**  
Climate sensors monitoring pollution, noise, light, temperature and humidity.



**SMART PARKING**  
Sensors placed in parking bays monitor vehicle occupancy to give us a detailed picture of parking behaviours and needs.



**PEDESTRIAN PATTERNS**  
Sensors counting WiFi-enabled devices to better understand how people move about our city and use different locations at different times.



**SMART WASTE**  
Ultrasonic sensors monitoring waste volume and temperatures to help inform collection frequency, optimise vehicle routes and provide insight into public space use.



**SMART PARKS AND GARDENS**  
In-ground sensors generating data on soil and plant health and enable better water management.

# OUR COMMITMENT TO COLLABORATION

A city that prioritises people is a city that enables healthy and vibrant communities. This Framework was co-created with our community to help realise this aspiration.

## HOW WE ENGAGED

Our community and stakeholders have been informing our smart city focus since early 2019 and in May 2020 a dedicated engagement process began. A series of online workshops were held with diverse stakeholder groups to raise awareness and discuss key priorities, concerns and opportunities to be addressed by the Framework. Surveys were also shared.

This revealed that our community are invested in and excited by the opportunities smart cities offer, although there is only moderate-low awareness of current smart city initiatives and efforts.

The infographic in Figure 2 describes the themes we uncovered during the consultation.

Figure 2: Smart city community consultation themes

## WHAT WE HEARD

### COMMUNITY ENGAGEMENT



Stakeholder engagement revealed the need for the Smart City Strategic Framework to have a strong commitment to community engagement, education and training. There are some misunderstandings about the principles, opportunities and benefits of a smart city that need to be addressed. The vast benefits and high-value outcomes of smart cities needs to be clearly communicated to the citizens of Greater Geelong.

### INNOVATION & CHANGE



As engagement was conducted at a time of peak restrictions for COVID-19, a significant point of discussion was economic recovery and the chance to use COVID-19 as a means for positive change. Innovation is inherent in the concept of a smart city, and Geelong's stakeholders are ready to embrace and engage with innovation and change.

### INCLUSION, ACCESSIBILITY & EQUITY



A core theme from stakeholder engagement was inclusion, accessibility and equity of smart initiatives and services. Both the community and Council staff showed strong support for smart initiatives that are accessible for all citizens, regardless of ability, circumstance or background.

### PRIVACY, SECURITY & SAFETY



The most significant stakeholder concern was the privacy and security of smart city data. Geelong's Smart City Framework should aim to outline the key standards, frameworks and processes that will ensure all data is secure and that the privacy of citizens is protected.



### TRANSPORT & MOBILITY



The top voted service priority from the Council staff survey was transport. The community survey also shared this sentiment for smart city development to enhance Geelong's public transport, parking, and 'walkability' outcomes.

### ENVIRONMENT & SUSTAINABILITY



A recurring theme from the digital workshop sessions was environmental protection, and the use of smart technology to enhance resource-use-efficiency. Geelong's green spaces and parks offer liveability outcomes that stakeholders believe can be enhanced through smart technology.

### PARTNERSHIP & COLLABORATION



One of the most discussed topics of the digital workshops was smart city partnership and collaboration opportunities. Stakeholders understand that smart city success relies on collaboration, but the frameworks and mechanisms for smart city partnerships needs to be clearly defined. Ongoing engagement with Council executives and Councillors is also a high priority.

### BRANDING & AWARENESS



Geelong is not starting from 'square one' in their smart city development, despite stakeholder engagement revealing a moderate-low awareness for smart city initiatives and efforts. Stakeholders suggested that stronger branding and communications about smart city development would help to increase awareness, buy-in and understanding of the benefits of smart cities.

# PARTNERSHIPS AND PARTICIPATION

A smart city requires commitment and collaboration. While Council may lead and guide these efforts, all members of our community will be valuable contributors – those who live, learn, work and visit Greater Geelong.

Examples of our key stakeholder groups and their opportunities for participation and partnering are presented in Figure 3.





These relationships, and others, will be the key to our success moving forward.

Figure 3: Stakeholder groups and participation opportunities

 <b>COUNCIL</b>	 <b>COMMUNITY</b>	 <b>EDUCATORS &amp; ACADEMICS</b>	 <b>DEVELOPERS</b>
Build understanding, awareness and support for goals and initiatives	Share ideas about key projects that can enhance liveability	Share ideas and knowledge, challenge assumptions	Identify opportunities to retrofit existing infrastructure with smart technology
Establish and communicate strategic direction	Participate in the co-design of smart projects	Develop students, researchers and academics that are smart city thinkers and innovators	Implement smart technology requirements for all new developments
Support and enable innovation, creativity and design	Provide feedback on current initiatives and projects	Participate in co-design and collaboration of smart city programs	Provide blueprints and frameworks for smart planning
Establish guidelines, policies, tools and resources	Empower vulnerable groups to engage with smart technology	Market Greater Geelong as a smart city that fosters creativity and innovation	Enable resource efficiency, sustainable practices, green energy and microgrids etc.
Foster champions, advocates and influencers	Working together to support new ideas and solutions to local issues	Use smart city data and tools in education and learning programs	
Involve citizens, businesses, innovators and academics in key initiatives		Develop programs or services which improve or enhance digital literacy and learning	
Share knowledge, learnings and progress			



PHOTO BY: Stacey Katsaros, Geelong After Dark, 2017

 <b>OTHER GOVERNMENTS</b>	 <b>BUSINESSES</b>	 <b>UTILITIES</b>	 <b>INDUSTRY &amp; ASSOCIATIONS</b>
<p>Collaborate to identify interconnectivities and synergies</p>	<p>Use data to identify problems, measure outcomes and drive continuous improvement</p>	<p>Advocate and support the uptake of smart meters and monitors</p>	<p>Use local expert knowledge and expertise in smart technology</p>
<p>Share ideas and insights into smart city development from other perspectives</p>	<p>Investigate opportunities for smart technology use, for the improvement of services and customer experiences</p>	<p>Collaborate on shared asset management, such as smart poles for multiple technologies</p>	<p>Share international best practice in smart city development and action</p>
<p>Pool funding for smart projects that can provide far-reaching benefit across jurisdictions</p>	<p>Use sensors to understand environmental impacts and seek sustainable solutions</p>	<p>Gather important utility usage data to inform our decision making and future efforts</p>	<p>Collaborate on agile and outcomes-based procurement</p>
<p>Engage with customers using innovative and digital tools and services</p>	<p>Engage with customers using innovative and digital tools and services</p>		<p>Establish shared asset management agreements for implemented smart technology</p>
<p>Participate in work to foster a new and modernised digital economy</p>	<p>Participate in work to foster a new and modernised digital economy</p>		<p>Improve the visibility and reach of flagship smart city projects</p>
	<p>Support the creation of immersive experiences for communities to use technology to creatively interact with the physical landscape and with each other.</p>		



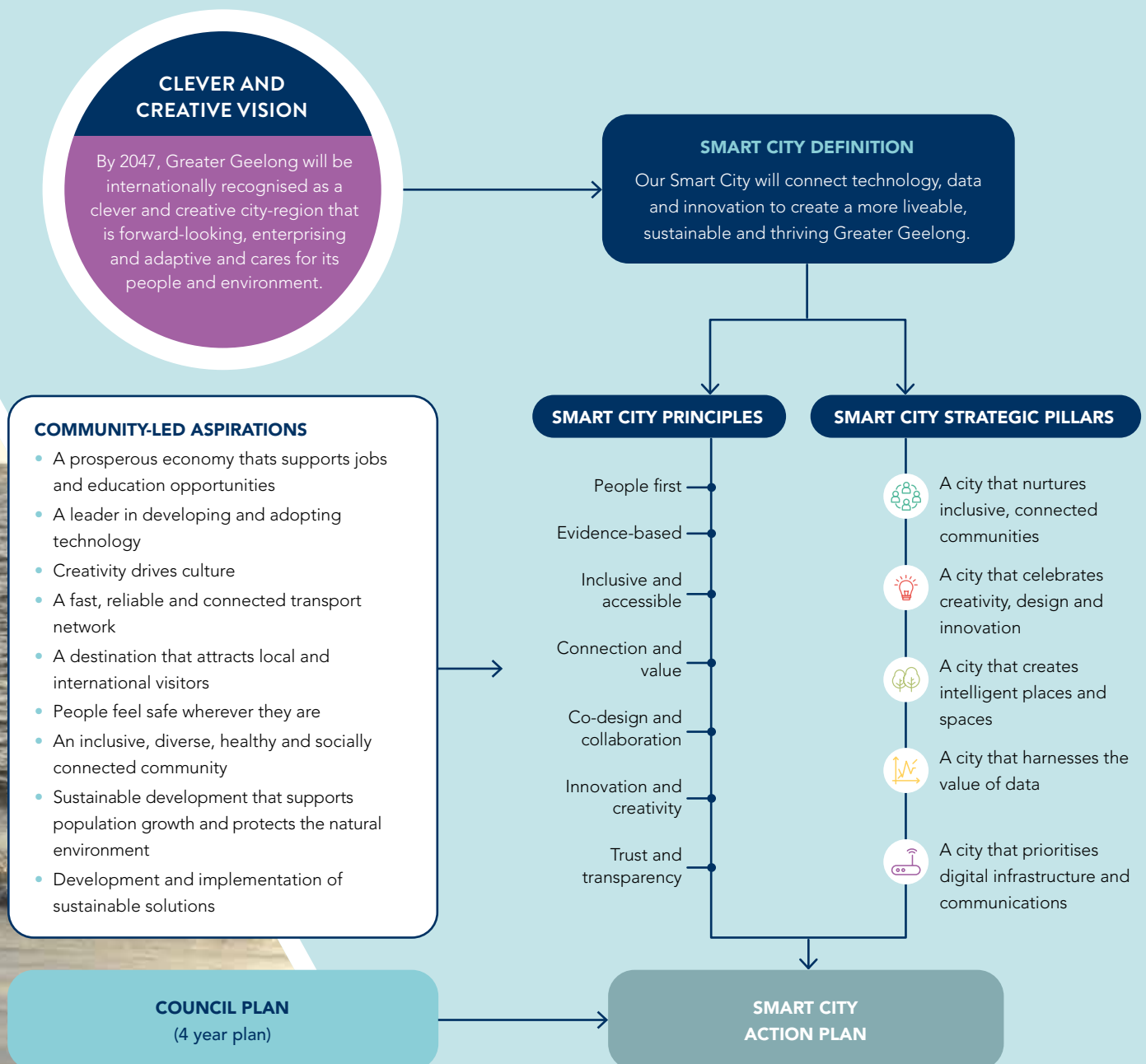
# THE FRAMEWORK

As Figure 4 shows, this Framework is designed to support our clever and creative community vision. A smart city relies on a clever and creative future, and vice versa. Using clever technology and innovation will also help us achieve our goals in the most efficient, effective and sustainable manner.

By aligning our principles and pillars to the community-led aspirations described in the vision, it will help us use smart-city thinking in a way that will bring about the change our community wants to see.

A four-year action plan will outline key projects and actions and integrate with our Council Plan. This action plan will be regularly updated to futureproof our efforts and help us keep pace with changing technologies and growth. This is particularly important when it comes to environmental protection and sustainable development.

Figure 4: Smart cities and our strategic planning framework



# SMART CITY DEFINITION

Our Smart City will connect technology, data and innovation to create a more liveable, sustainable and thriving Greater Geelong.

## PRINCIPLES

These seven principles will guide our decision-making and remind us of what's important in a smart city. Shaped by our community engagement process, they are designed to remain stable in the face of changing and advancing technologies.

### 1 PEOPLE FIRST

- Our smart city will put people first. We want our citizens to feel happy, safe and connected.
- We will take the time to listen and understand the needs and aspirations of our citizens before jumping to solutions.
- Technology will be used as an enabler only if it makes a meaningful difference to people's lives.

### 2 INCLUSIVE AND ACCESSIBLE

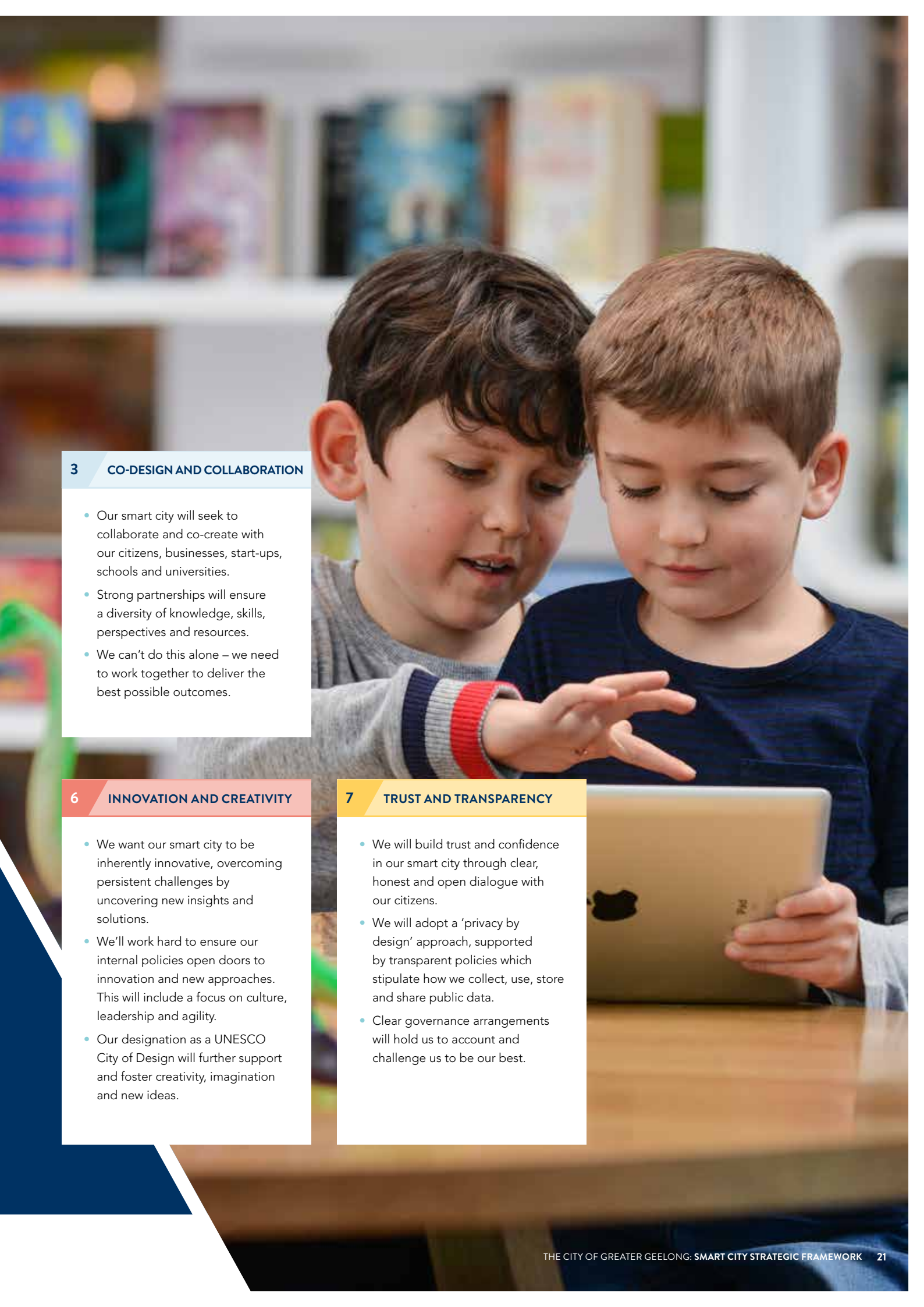
- Our smart city will be inclusive and accessible to all. Everyone should be able to access, participate and benefit from smart initiatives.
- We will take special care to ensure our most vulnerable community members are not further disadvantaged, with a focus on bridging the digital divide.

### 4 EVIDENCE-BASED

- When data is available, valuable and shareable, decisions and solutions can be grounded in evidence.
- Data will help us uncover the real challenges and opportunities unique to our city, as well as the smartest allocation of effort.
- We are committed to open data as it puts information in the hands of the people.
- An evidence-based smart city should be focused on measuring and sharing progress, outcomes and benefits.

### 5 CONNECTION AND VALUE

- The applications, platforms and systems we choose will be integrated, connected and truly smart.
- We will avoid relying on single technologies, tools or vendors.
- A whole-of-city approach to technology acquisition means we will prevent inefficiency, silos and lock-ins. Most importantly, it will enable us to be strategic, flexible and focused on the bigger picture.



### 3 CO-DESIGN AND COLLABORATION

- Our smart city will seek to collaborate and co-create with our citizens, businesses, start-ups, schools and universities.
- Strong partnerships will ensure a diversity of knowledge, skills, perspectives and resources.
- We can't do this alone – we need to work together to deliver the best possible outcomes.

### 6 INNOVATION AND CREATIVITY

- We want our smart city to be inherently innovative, overcoming persistent challenges by uncovering new insights and solutions.
- We'll work hard to ensure our internal policies open doors to innovation and new approaches. This will include a focus on culture, leadership and agility.
- Our designation as a UNESCO City of Design will further support and foster creativity, imagination and new ideas.

### 7 TRUST AND TRANSPARENCY

- We will build trust and confidence in our smart city through clear, honest and open dialogue with our citizens.
- We will adopt a 'privacy by design' approach, supported by transparent policies which stipulate how we collect, use, store and share public data.
- Clear governance arrangements will hold us to account and challenge us to be our best.

# STRATEGIC PILLARS

Our strategic pillars articulate five areas of focus. Each pillar contains key priorities to inform our action plan, including opportunities for further exploration and development.

They build on the initiatives already underway and leverage the strengths and opportunities unique to our region. They were further shaped by the feedback and insight received during community engagement.

We have also drawn on the growing body of smart city research, which outlines essential elements for smart city success. For more, see best practice and standards on page 29.



## PILLAR 1 A CITY THAT NURTURES INCLUSIVE, CONNECTED COMMUNITIES

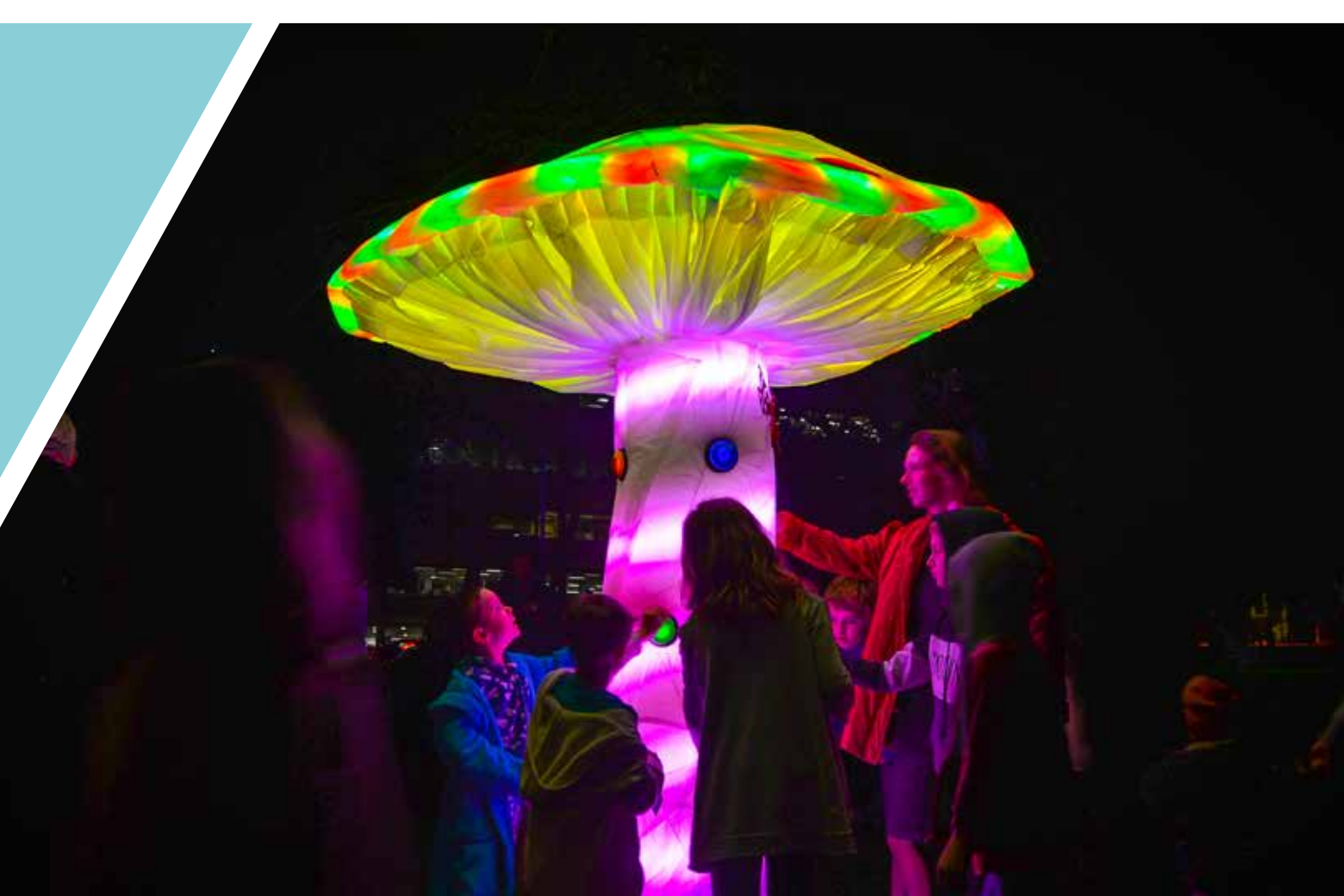
The City of Greater Geelong will be a place where people are at the centre of planning, service delivery, and decision-making. We will create an inclusive, diverse and socially connected community through digital technology and innovation. We will drive creativity, foster new ideas, and develop the skills, confidence and capability of our people.

### PRIORITIES

- 1.1 Enhance the digital literacy and capability of our community to improve connectedness and digital maturity.
- 1.2 Improve online safety, confidence and trust in digital tools and services.
- 1.3 Enhance digital inclusion and the accessibility of digital services.
- 1.4 Create opportunities for people from all sectors, backgrounds and ages to connect and participate in activities and events that foster knowledge, creativity and community.
- 1.5 Ensure the ongoing respect for digital rights – confidentiality, security, anonymity, and sovereignty.

### OPPORTUNITIES

- Digital inclusion will ensure that the Geelong community are engaged and aware of smart initiatives. Equal access to smart services will help to develop and support a culture of inclusion and trust in our community.
- With a strong education sector, Geelong can leverage researchers, educators and students to help develop innovative initiatives and projects, and drive smart partnerships and co-design.
- Smart city education and skills development is essential for long-term success. People are at the centre of a smart city, and as such, they need to be informed, aware and engaged in all smart initiatives.
- Upholding digital human rights principles of privacy, security, freedom of expression and democracy will enable our community to fully participate and benefit from trustworthy and secure digital services and infrastructure.



## PILLAR 2 A CITY THAT CELEBRATES CREATIVITY, DESIGN AND INNOVATION



The City of Greater Geelong will strive to develop a diverse and prosperous economy, that supports innovation, attracts investment, and drives creativity across the region. Greater Geelong will be a place that attracts and fosters talent to stimulate the knowledge economy and a dynamic culture of innovation. We will create a city that is renowned for creativity, design and collaboration.

### PRIORITIES

- 2.1** Enable new digital jobs and industries to increase opportunities for local businesses and residents.
- 2.2** Foster local innovation capacity and activity to support and grow local businesses.
- 2.3** Establish new smart city partnership models that actively support collaboration between stakeholders and the City.
- 2.4** Leverage Geelong as a UNESCO city of design to support innovation and grow the City profile.
- 2.5** Establish an improvement culture that supports the trialling of new approaches, technologies and procurement methods.

### OPPORTUNITIES

- Our city is forever changing. Clear frameworks and mechanisms for engaging with innovation and active change management will allow Geelong to adapt to the dynamic needs of the community and economy.
- Smart and remote working has increased since the COVID-19 pandemic and will continue to be a central aspect of Geelong's economy. Support for smart working will ensure Geelong's local economy is sustainable, resilient and vibrant.
- Geelong is a member of the UNESCO Creative City Network and is Australia's first and only 'City of Design'. The City of Design designation is about using creativity and innovation to build more sustainable, resilient and inclusive communities. Leveraging this international network, our aim is to make creativity an essential driver for sustainable urban renewal and development.



## PILLAR 3 A CITY THAT CREATES INTELLIGENT PLACES AND SPACES



Greater Geelong will be a place that promotes sustainable development, ensures the safety of its citizens, and seamlessly integrates digital technology into physical infrastructure. We are committed to developing smart places that are sustainable and safe through smart planning, design and deployment of technology.

### PRIORITIES

- 3.1** Improve data-driven decision making by increasing access to data and insights for monitoring, prediction and management of city assets and the local environment.
- 3.2** Improve appropriate technology deployment to ensure that our people feel safe in public spaces (e.g. CCTV and smart lighting).
- 3.3** Enhance citizen mobility using a connected and integrated parking and transport system that provides real-time information about movements and availability.
- 3.4** Increase the sustainability of our City through the use of smart technology to reduce emissions, resource consumption and environmental impacts.
- 3.5** Support the development of smarter suburbs by embedding innovation and smart city principles into procurement and planning activities.

### OPPORTUNITIES

- Smart technology, such as smart meters and environmental monitors, can provide vital data to improve resource-use-efficiency. Smart meters and monitors also help to increase awareness of climate change initiatives and to develop a culture of sustainability within businesses and the community
- Building upon a well-established CCTV network, supplementary smart technologies in our public spaces will enhance the sense of safety and support crime prevention. This includes smart CCTV, smart lighting, speakers, noise sensors, predictive analytics and 'push to talk' emergency systems.
- Integrating different modes of transportation and infrastructure can make transport safer, cleaner and more efficient. Smart mobility uses IoT to facilitate communication between modes of transportation and user interfaces via a wireless network. Through real-time route planning for vehicles, parking availability sensor networks and smart traffic signalling, we can better manage congestion and improve mobility. This can further enable ride-sharing, e-scooters and bike-sharing which bring environmental and community health benefits.



## PILLAR 4 A CITY THAT HARNESSES THE VALUE OF DATA

The City of Greater Geelong will improve decision making and knowledge sharing through increased collection, access and interoperability of data. We will be leaders in developing and adopting new technology that can be leveraged to inform new policies, collect community insights, and assist in the development of solutions to local problems.

### PRIORITIES

- 4.1** Further develop and promote open data and data platforms, which make it easy for community and business to draw insights and create value.
- 4.2** Embed a data-driven culture within our organisation and community.
- 4.3** Advocate for the widespread collection and sharing of interoperable data to ensure quality data is collected from all sources with permission from data owners.
- 4.4** Collaborate with the academic sector to create agile and innovative data partnerships.
- 4.5** Enable real-time, integrated data visualisation to further 'activate' data for deeper insight.

### OPPORTUNITIES

- Data is inherent in the idea of a smart city. Effective data management and risk mitigation will foster trust from the community, and ensure all smart technology is safe and secure.
- Data collection, analysis and sharing is central to the value-creation potential of a smart city. The mechanisms through which data is shared, viewed and collected will affect the trust, benefit and service improvements for the community and local business.
- The "Digital Twin" – a 3D virtual representation of the city, creates new possibilities for understanding, planning and modelling proposed infrastructure and development. Through the combination of digitised built environments, IoT advanced analytics and greater sophistication of 3D visualisation and immersive environments, we can identify challenges, provide accurate predictions and find the best solutions to emerging issues.

## PILLAR 5 A CITY THAT PRIORITISES DIGITAL INFRASTRUCTURE AND COMMUNICATIONS



Through the integration of digital urban infrastructure, the City of Greater Geelong will ensure that the community, businesses and industry are better equipped to achieve our vision for a clever and creative future. Greater Geelong will be leaders in adopting and integrating technology into the physical environment to activate public spaces and increase the interconnectivity of our region.

### PRIORITIES

- 5.1** Increase connected public spaces to allow people to work and study in more places, boosting access to education and employment opportunities.
- 5.2** Ensure that all new technology and systems are interoperable and unlock new efficiencies in processes and services.
- 5.3** Advocate for increased quality and coverage of mobile data and internet connectivity across our region.
- 5.4** Seek to integrate new technologies into existing assets to minimise technology clutter and avoidable costs.
- 5.5** Ensure that our physical environments are able to effectively use smart technology and can adapt to changing requirements in the future.

### OPPORTUNITIES

- Increased investment in smart city infrastructure, such as broadband and free public Wi-Fi, can assist in increasing the quality and accessibility of internet connectivity in the regions around the City of Greater Geelong.
- Embedding smart technology into the design of new or upgraded infrastructure will enable our public assets to sense, measure and report on their health, performance and effectiveness. This includes understanding the health of our trees and green spaces, to monitoring water quality in drinking fountains or having our roads and footpaths tell us when they need repairing.
- A free and open IoT Network will enable our community to utilise and benefit from sensor technology. Supporting local industry, organisations and businesses to embrace new and emerging technologies will help them to grow, strengthen and diversify. This also attracts new industries and investors to our region which supports local jobs and economic opportunity.

# KEYS TO SUCCESS

## LEADERSHIP AND GOVERNANCE

In order to embed smart city thinking and action, we will establish clear governance arrangements. This will help us remain focussed on achieving our goals while we're learning and collaborating with stakeholders. As an organisation we will lead by example, championing the value of smart cities, developing awareness and understanding, breaking down siloes and building influencers and advocates.

## FOUR-YEAR ACTION PLAN

This Framework is an overarching and guiding document. We will develop a dedicated action plan to outline the specific, measurable objectives and actions we will focus on during each council term.

The action plan will be reviewed annually to ensure efforts remain aligned with current local context, resourcing and global trends.



## OPTIMISING INVESTMENT

Identifying and attracting high value investments and financing strategies are critical to achieving a smarter City of Greater Geelong. We want to open doors to new opportunities, partnerships and business models to generate efficiencies, deliver community benefit, and create economic value.

Smart investment includes the pooling of resources through funding partnerships, and the effective use of existing budgets towards smart city outcomes. An example of such a process is the identification of smart city opportunities in organisational contract renewal, which is conducted within existing budgets, but allows smart city thinking to permeate into local businesses and the community.

Figure 5 shows the key action areas we will employ to optimise and maximise the benefit from smart city investment.

Figure 5: Optimising smart city investment and funding

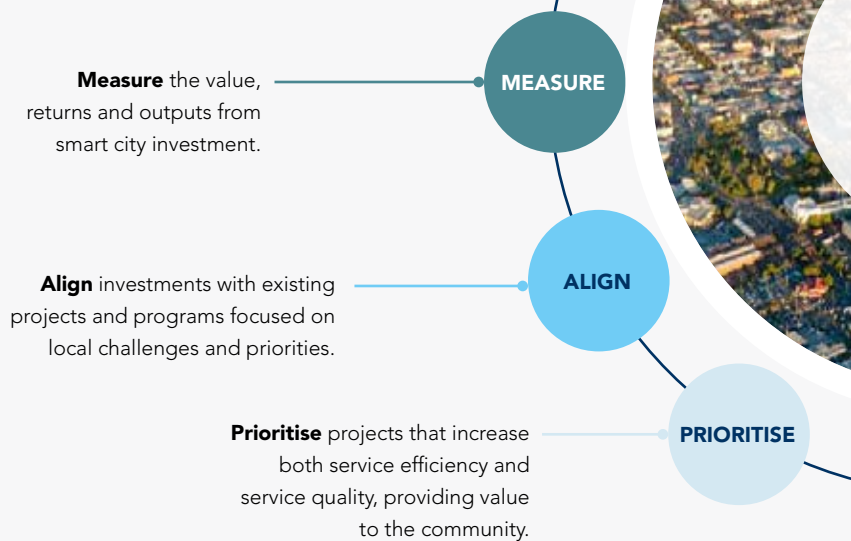




PHOTO BY: Aaron Collins, New Years Eve, 2015

## MEASURING PROGRESS

To track progress, promote accountability and fine-tune our approach we will implement a holistic smart city performance framework. This will cover performance metrics and indicators, data collection and analysis, progress reporting, continuous improvement and project evaluation.

To promote smart city performance, measurement and reporting we will:

- leverage the Australian Standards for measuring smart city progress (ISO 37120, 37123, 37101)
- align our performance framework with the Global Reporting Initiative (GRI) Standards and ensure alignment of its activities with the United Nations Sustainable Development Goals (SDG's) [Goals 3, 4, 5, 7, 8, 11, 12, 16, 17]
- set clear objectives and performance metrics for all smart city projects that support our community clever creative future and council plan priorities
- develop a program of smart city evaluations to assess and improve performance
- report progress and key indicators on our website.



## OPTIMISING INVESTMENT



### SEEK

**Seek** state and federal Government funding sources.

### ATTRACT

**Attract** private investment through identifying opportunities to progress outcomes.

### PARTNER

**Partner** with industry and developers to identify opportunities for investment.

### ENABLE

**Enable** new and innovative funding and financing models through policy and projects.

# SUPPORTING INFORMATION

## SMART CITY CONTEXT AND TRENDS

Below is a summary of the broader context surrounding this Framework – from global initiatives and standards, right down to specific strategies and policies employed by the City of Greater Geelong.

### INTERNATIONAL SMART CITY CONTEXT

<b>UNESCO: Creative Cities Network</b>	Geelong is a member of the UCCN, which supports cities across the world to use creativity and innovation to build more sustainable, resilient and inclusive communities. The UNESCO City of Design designation fits seamlessly with Geelong’s 30-year clever and creative vision.
<b>United Nations: Sustainable Development Goals</b>	The Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for all. Geelong is committed to upholding the values of the SDG’s and addressing the main challenges of poverty, climate change, peace and injustice.

### AUSTRALIAN SMART CITY CONTEXT

<b>Australian Government: Smart Cities Plan (2016)</b>	This Plan outlines the need for Australian cities to remain productive, accessible and liveable. The Plan represents Australia’s national agenda for smart city development and guides cities across the country in achieving higher levels of city performance.
<b>Australian Government: Smart Cities and Suburbs Program</b>	This Program offered government funding to cities and towns across Australia to support projects that improve liveability, productivity and sustainability outcomes. In round two of the Program, Geelong was awarded funding to develop ‘Clever and Creative Geelong,’ which supports the implementation of technology to gather data for enhanced evidence-based decision making within our organisation.

### LOCAL POLICIES & STRATEGIES

<b>Greater Geelong: A clever and creative future</b>	A product of engagement with over 16,000 community members and a sister document to this Framework, it captures the aspirations of the community until 2047. The vision itself states: “By 2047, Greater Geelong will be internationally recognised as a clever and creative city-region that is forward-looking, enterprising, and adaptive, and cares for its people and environment.”
<b>Sustainability Framework</b>	This Framework provides the foundation for a consolidated approach to addressing issues of sustainability across Council and the community. It aims to accelerate the development of a culture of sustainable practice, and of engagement with social, environmental, economic and governance risks (refer to complete list of City of Greater Geelong strategies which have informed the development of this Framework on page 31).
<b>G21 Regional Alliance</b>	The five G21 member municipalities have endorsed the G21 Geelong Region Plan, which provides a long-term shared vision for the region centred around the following pillars: Arts, Heritage & Culture; Economic Development; Education & Training; Environment; Health & Wellbeing; Planning & Services; Sport & Recreation; and Transport.
<b>Liveability Victoria International</b>	Liveability Victoria International promotes Victoria’s liveability capabilities internationally and connects Victorian businesses with targeted overseas markets to share Victoria’s leading services and expertise.
<b>Digital Victoria Guidelines</b>	The Victorian Government offers a suite of digital guidelines, policies and standards that enable the effective integration of best practice across Victoria. The guidelines are endorsed by the Victorian Government Chief Information Officer.

## BEST PRACTICE & STANDARDS

Adapting and adhering to best practice principles and standards will ensure Greater Geelong's smart city development is aligned with international smart city leaders.

### **International Organisation for Standardisation (ISO) Smart City Standards**

ISO 37106:2018 is the international smart city standard, and contains three main components: Strategy management; Citizen-centric service management; and Digital & physical resource management.

### **Standards Australia: Sustainable Cities & Communities – Indicators for Smart Cities**

AS ISO 37122:2020 is a set of indicators, definitions and methodologies for developing sustainable, smart and efficient cities in Australia.

### **Smart Cities Council Australia & New Zealand (SCCANZ) – Code for Smart Communities**

The Code was created by SCCANZ to help guide urban development practices through embracing technology, data and smart planning, as a catalyst for positive transformation and change (from the bottom-up) in our cities.

## DEFINITIONS

The following table presents definitions of common smart city terms and phrases

<b>Co-creation/ co-design</b>	Process of working with community to collaborate, design and create services and solutions.
<b>Co-working</b>	Model of working where a mix of individuals, innovators and organisations work in the same physical location, sharing space, ideas and technology.
<b>Data analytics</b>	A computer process that examines data for patterns, extracting meaning and drawing conclusions.
<b>Digital divide</b>	The gap in opportunities experienced by those with limited access to technology and the internet.
<b>Data-driven</b>	A process or system activity that uses data and analysis to drive planning and decision making.
<b>Digital literacy</b>	The skills and capabilities to effectively use and benefit from digital technology.
<b>Digital Twin</b>	A digital (3D) replica of the city representing terrain surfaces, buildings, vegetation, infrastructure and other objects or assets.
<b>Interoperability</b>	The ability for technology and systems to integrate and work in conjunction with each other.
<b>Internet of Things (IoT)</b>	A network of things, objects or assets which are connected to the internet with sensors and software. This enables 'things' in our physical and natural environment to collect valuable insights.
<b>Innovation ecosystem</b>	Network of people, institutions, programs, regulations, culture and resources that work to promote innovation.
<b>Living Lab</b>	The use of city space to test and evaluate new technology, services and ideas to promote innovation, dialogue and outcomes.
<b>Open data</b>	Data that is publicly available for anyone to view, obtain, use and reuse.
<b>Sensors</b>	Technology that monitors and measures inputs from the environment (motion, moisture, light, noise, temperature, location, pressure) and reports for analysis and decision making.
<b>Smart city</b>	A city that harnesses digital technology, data and innovation to enhance liveability, sustainability, creativity and productivity.



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### City of Greater Geelong vision and strategies

- Greater Geelong – A Clever and Creative Future. 2017
- Council Plan 2018 – 2022
- Geelong UNESCO City of Design. 2020
- Environmental Strategy 2020-2030
- Social Infrastructure Plan 2020-2023
- Zero Carbon Emission Strategy 2017-2020
- Sustainability Framework 2020
- Digital Geelong Strategy 2015-2018

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**CITY OF GREATER GEELONG**

PO Box 104

Geelong VIC 3220

**P:** 5272 5272

**E:** [contactus@geelongcity.vic.gov.au](mailto:contactus@geelongcity.vic.gov.au)  
[smartcity@geelongcity.vic.gov.au](mailto:smartcity@geelongcity.vic.gov.au)

[www.geelongaustralia.com.au](http://www.geelongaustralia.com.au)

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# SMART CITY STRATEGIC FRAMEWORK



## COMMUNITY ENGAGEMENT RESULTS

### THE CITY OF GREATER GEELONG IS CREATING ITS FIRST SMART CITY STRATEGIC FRAMEWORK 2021–25.

In order to foster a shared vision for the future of smart technology within our municipality, a series of community and stakeholder engagement activities were held between May and July 2020. Due to the coronavirus (COVID-19) pandemic, all activities were transferred to an online format and the engagement period was extended to give people more time to participate and offer their insight.

### HOW WE ENGAGED

Engagement consisted of digital 'Zoom' workshop discussions with distinct stakeholder groups, a community survey, and a council staff survey.

They were promoted via Your Say, social media, the City website, newsletters, community distribution lists and shared by our partners and stakeholders.



### COUNCIL STAFF AND COMMUNITY SURVEYS



To enhance digital engagement sessions, online surveys were released to council staff and the broader community to gather further insight.

The council staff survey received 53 complete responses, while the community survey received 138 complete responses.

### WHO WE ENGAGED

#### DIGITAL WORKSHOPS



Nine workshops were held with different stakeholder groups to raise awareness and discuss key priorities, concerns and opportunities to be addressed by the Smart City Strategic Framework.

These were attended by 130 individuals across the following sessions;

#### INTERNAL

- Project team workshop
- Mayor and Councillors workshop
- Executive leadership team workshop
- Key staff workshop
- General staff workshop

#### COMMUNITY

- Community members and groups workshop
- Government representatives workshop
- Innovation, Education, Business workshop
- Vendors and associations workshop

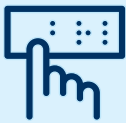
## WHAT WE HEARD:

The following represents a summary of the key priorities and themes from both workshops and surveys;



### COMMUNITY ENGAGEMENT:

Stakeholder engagement revealed the need for the Smart City Strategic Framework to have a strong commitment to community engagement, education and training. Misunderstanding about the principles, opportunities and benefits of smart city development need to be clearly addressed, and the vast benefits and high-value outcomes of smart cities needs to be communicated to the citizens of Greater Geelong.



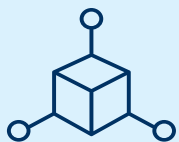
### INCLUSION, ACCESSIBILITY AND EQUITY:

A core theme from stakeholder engagement was inclusion, accessibility and equity of smart initiatives. Both the community and Council staff showed strong support for smart initiatives that are easily accessible to all citizens, irrelevant of ability, circumstance and background.



### TRANSPORT AND MOBILITY:

The top voted service priority from the Council staff survey was transport. The community survey also shared this sentiment for smart city development to enhance Geelong's public transport, parking, and 'walkability' outcomes.



### PARTNERSHIP AND COLLABORATION:

One of the most discussed topics of the digital workshops was smart city partnership and collaboration opportunities. Stakeholders understand that smart city success relies on collaboration, but the frameworks and mechanisms for smart city partnerships needs to be clearly defined. Ongoing engagement with Council executives and Councillors is also a high priority.



### INNOVATION AND CHANGE:

As engagement was conducted at a time of peak restrictions as a result of COVID-19, a significant discussion theme was economic recovery, and the chance to use COVID-19 as a means for enacting change. Innovation is inherent in the concept of a smart city, and Geelong's stakeholders are ready to embrace and engage with innovation and change.



### PRIVACY, SECURITY AND SAFETY:

The most significant concern stakeholders expressed during engagement was of the privacy and security of smart city data. Geelong's Smart City Strategic Framework should aim to outline the key standards, frameworks and processes that will be adhered to, to ensure all data is secure and that the privacy of citizens is not jeopardised.



### ENVIRONMENT AND SUSTAINABILITY:

A recurring theme from the digital workshop sessions was environmental protection, and the use of smart technology to enhance resource-use-efficiency. Geelong's green spaces and parks offer liveability outcomes that stakeholders believe can be enhanced through smart technology.



### BRANDING AND AWARENESS:

Stakeholder engagement revealed a moderate-low awareness for smart city initiatives and efforts. Stakeholders shared that stronger branding and communications about smart city development will help to increase awareness, buy-in and understanding of the benefits of smart cities.

## NEXT STEPS:

NOVEMBER	DECEMBER	FEBRUARY	MARCH
Final documents to Council for adoption.	Public exhibition period to gather final comments.	Final review by Council.	Begin implementing Geelong's first Smart City Strategic Framework and Action Plan.

## STAY IN THE LOOP:



To receive the latest updates, 'follow' the project at [yoursay.geelongaustralia.com.au/smartcity](https://yoursay.geelongaustralia.com.au/smartcity)



Or get in touch with the Smart City Office [smartcity@geelongcity.vic.gov.au](mailto:smartcity@geelongcity.vic.gov.au)

### **3. QUARTERLY FINANCIAL MANAGEMENT REPORT – SEPTEMBER 2020**

**Source:** Customer & Corporate Services – Financial Services  
**Director:** Michael Dugina

#### **Purpose**

1. To present to Council the financial performance information to 30 September 2020.

#### **Background**

2. On 30 June 2020 the 2020-21 budget was adopted with a recurrent operating deficit of (\$24.6m) and a non-recurrent surplus of \$110.2m, resulting in a net surplus of \$85.6m.
3. The financial statements and commentary are for the period July 2020 to September 2020.

#### **Key Matters**

4. The recurrent operating result for the three-month period is a deficit of (\$1.4m), which compares to the budgeted deficit of (\$4.6m). This represents a better than anticipated outcome by \$3.2m. A summary of the year to date variances are provided in **Attachment 2** of this report.
5. The non-recurrent result (e.g. gifted assets from development, capital income, sale of properties, developer cash contributions to infrastructure etc.) for the three months was a surplus of \$28.9m, which compares to the budgeted surplus of \$26.5m. This represents a better than anticipated outcome by \$2.4m. A summary of the non-recurrent variances is provided in **Attachment 2** of this report.
6. The total surplus of \$27.5m is \$5.5m favourable to the year to date budget.
7. Through the Working for Victoria fund, the City is set to receive around \$8m this financial year to employ just under 200 FTE to help stimulate employment throughout the region.
8. The City has also been sourcing Government grants to support recovery from COVID-19 pandemic. To date we have received funding of \$500k to support outdoor dining initiatives and further \$2.1m boost for local roads and infrastructure to fund shovel ready projects.
9. Capital expenditure year to date is \$25.5m against a year to date budget of \$27.0m. Spend on capital projects is continually being reviewed throughout the year. A summary of capital expenditure variances is provided in **Attachment 2** of this report.
10. The cash and investment balance of \$120.6m is \$19.6m higher than budgeted mainly due to higher loan borrowings, developer contributions and capital income, offset by lower rates collection and land sales. A summary of the cash and investments is provided in **Attachment 2** of this report.
11. During September a \$45m loan was taken out in order to fund the Civic Precinct and LED Streetlighting capital projects. The budget allows for total loan borrowings of \$66.9m for the financial year if required.
12. A full year forecast indicates a (\$33.4m) recurrent deficit, which is (\$8.8m) unfavourable to the budget. The movement is largely driven by additional COVID-19 support packages adopted by Council and additional revenue losses in Leisure Facilities (\$9.2m). Council support includes free 2P central Geelong car parking (\$1.8m), waiver of food/health registrations (\$1.6m). Unbudgeted building demolition costs (\$1.0m), have been partly offset by FTE vacancies and savings \$3.1m, additional childcare funding \$2.0m and surplus waste/landfill income \$1.4m.

**Cr Aitken moved, Cr Asher seconded -**

**13. That Council endorse the Financial Report to 30 September 2020.**

**Carried.**

**Attachment 1**

***Financial Implications***

1. Any financial implications are addressed within the body of the report.

***Community Engagement***

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

***Social Equity Considerations***

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

***Policy/Legal/Statutory Implications***

4. The report is provided in accordance with requirements under *The Local Government Act 2020*.

***Alignment to Council Plan***

5. The report is aligned to the Council Plan Strategic Objective 'Innovative Finances and Technology'.

***Conflict of Interest***

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

***Risk Assessment***

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

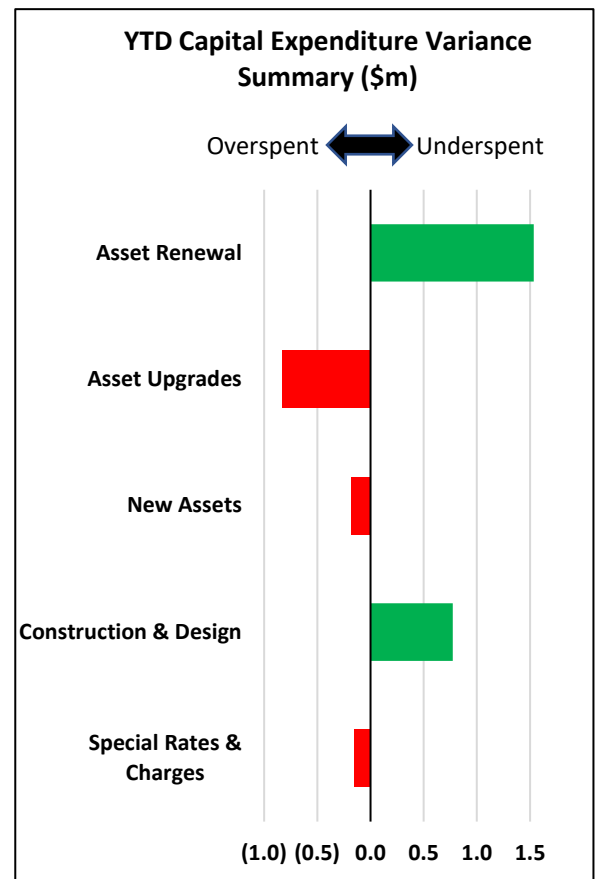
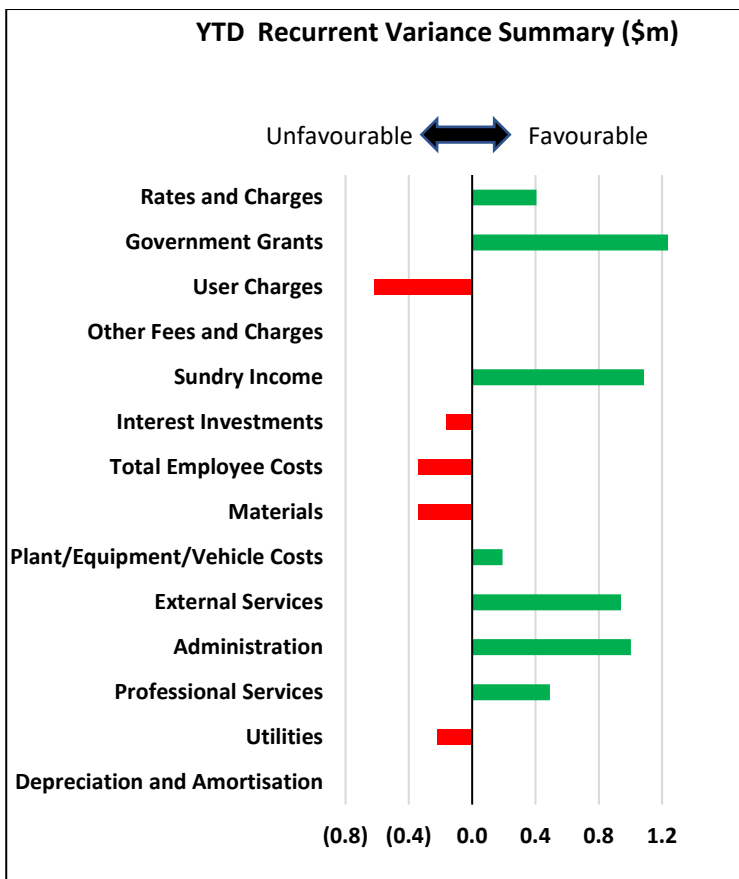
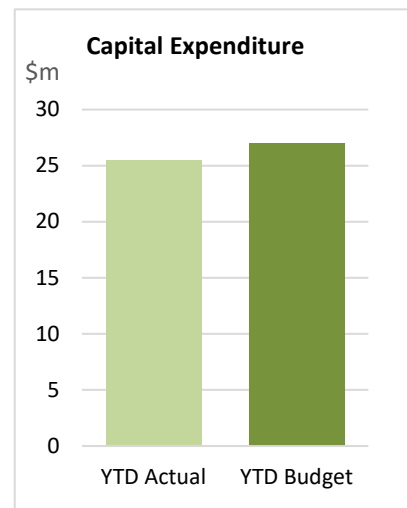
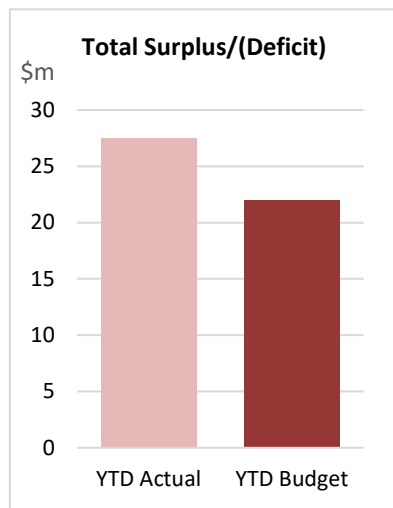
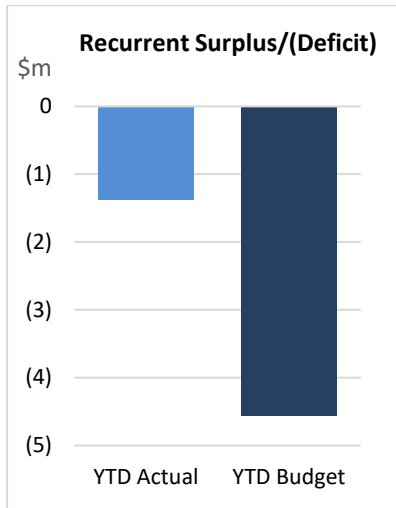
***Environmental Implications***

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

**Attachment 2**

**QUARTERLY FINANCIAL MANAGEMENT REPORT**

**September 2020**



1. The September data is provided in the following table to report year to date performance versus the budget. The full year high level forecast is expecting a recurrent (\$8.8m) unfavourable and non-recurrent \$11.6m favourable result.

<b>Overall Summary</b>						
	<b>YTD Actual \$m</b>	<b>YTD Budget \$m</b>	<b>YTD Var Fav/ (Unfav) \$m</b>	<b>FY Budget \$m</b>	<b>FY Forecast \$m</b>	<b>FY Var Forecast v Budget \$m</b>
Recurrent Surplus/(Deficit)	(1.4)	(4.6)	3.2	(24.6)	(33.4)	(8.8)
Non-Recurrent Surplus/(Deficit)	28.9	26.5	2.4	110.2	121.8	11.6
Net Surplus/(Deficit)	27.5	22.0	5.5	85.6	88.4	2.8
Capital Expenditure	25.5	27.0	1.5	160.4	160.4	0.0
Closing Net Cash Positive/(Negative)	120.6	101.0	19.6	106.6	74.8	(31.8)

<b>Recurrent Summary</b>						
	<b>YTD Actual \$m</b>	<b>YTD Budget \$m</b>	<b>YTD Var Fav/ (Unfav) \$m</b>	<b>FY Budget \$m</b>	<b>FY Forecast \$m</b>	<b>FY Var Forecast v Budget \$m</b>
Recurrent Income	92.0	90.1	2.0	372.4	367.2	(5.2)
Recurrent Expenditure	93.4	94.7	1.2	397.0	400.7	(3.6)
Recurrent Surplus/(Deficit)	(1.4)	(4.6)	3.2	(24.6)	(33.4)	(8.8)
<b>YTD Variance - \$3.2m Favourable</b>						

2. The following major variances contributed to this recurrent result:

**Income:**

- 2.1 Rates & Charges \$407k favourable** - Mostly driven by higher supplementary rates, however this is subject to be offset by objections as the year progresses.
- 2.2 Government Grants \$1,237k favourable** - Working for Victoria Fund \$1,600k (offset by \$322k expenditure), obtained to help stimulate employment in the region. Higher grants in Community Life due to the budget assuming closures/lower utilisation in childcare centres. Additional support grants for outdoor dining \$500k, offset by timing of VicRoads grant (\$680k).
- 2.3 User Charges (\$615k) unfavourable** - lower car parking fees (\$395k) due to free parking initiatives and program activity fees in Community Life (\$260k).
- 2.4 Sundry Income \$1,085k favourable** - \$384k favourable for Northern & Western Geelong Growth Areas payments (Creamery Rd Precinct) and favourable timing of budgeted COVID-19 provisions.

**Expenditure:**

- 2.5 Employee costs (\$342k) net unfavourable** - due to Leisure Centre's budgeted to be closed during Jul and August due to COVID-19, however many staff have been redeployed into other roles and Working for Victoria spend, offset by savings due to vacancies and no EBA uplift YTD (budget assumed 2.3%).

- 2.6 Materials (\$343k) unfavourable** - higher costs relating to health and safety provisions (\$261k).
- 2.7 External Services \$941k favourable** – Timing of contractors \$1,089k, contributions \$947k (mostly Event Services), waste disposal/recycling \$652k (savings to due redirecting waste from Wyndham – lower gate fees and transport costs), grants \$402k and events/functions \$273k, offset by early payment of Q2 Library contribution (\$2,760k).
- 2.8 Administration \$1,003k favourable** - timing of training/development costs \$385k, lower printing/stationery/photocopying costs \$211k, computer software \$148k and debt collection costs \$137k.
- 2.9 Professional Services \$492k favourable** - \$354k relating to the timing of spend of the 2020 council election.

<b>Non-Recurrent Summary</b>						
	<b>YTD Actual \$m</b>	<b>YTD Budget \$m</b>	<b>YTD Var Fav/ (Unfav) \$m</b>	<b>FY Budget \$m</b>	<b>FY Forecast \$m</b>	<b>FY Var Forecast v Budget \$m</b>
Non-Recurrent Surplus/(Deficit)	28.9	26.5	2.4	110.2	121.8	11.6
<b>YTD Variance – \$2.4m favourable</b>						

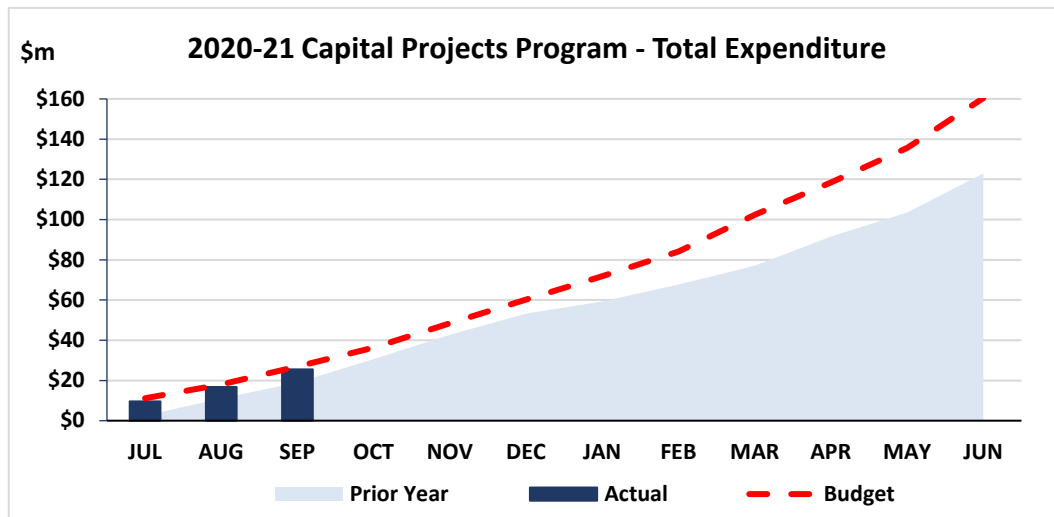
3. This non-recurrent result was driven by favourable developer contributions \$8.2m, capital income \$6.7m and the favourable operating position \$3.2m, offset by lower than expected subdivision gifted assets (\$10.6m) and gain on property sales (\$2.4m).

<b>Capital Expenditure Summary</b>				
	<b>YTD Actual \$m</b>	<b>YTD Budget \$m</b>	<b>YTD Var Underspent/ (Overspent) \$m</b>	<b>FY Budget \$m</b>
Capital Expenditure	25.5	27.0	1.5	160.4
<b>YTD Variance – \$1.5m underspent</b>				

4. The capital program is currently \$1.5m underspent, major project variances as follows:

<b>Project</b>	<b>YTD Var Underspent/(Overspent) \$m</b>
C20420 - Civic Accommodation Project	2.40
C20312 - Safe Travel in Local Streets	1.38
C11206 - New Corio / New Station Estates - Voluntary Purchase Scheme	0.54
C19201 - Waterworld Canopy Replacement	0.50
C19413 - Polworth Pavilion and West Oval - Pavilion Construction	(0.71)
C20307 - Coriyule Rd - Stormwater drainage outfall stage 2	(0.71)
C68902 - DCP – Jetty Road / Tivoli Drive Curlewis - R001, R003 and P003	(0.76)

5. The graph below summarises total capital gross expenditure to date.



### Environmental Upgrade Agreements

6. The City has two environmental upgrade agreements in place.

6.1 An environmental upgrade agreement was entered into in June 2017 for Lot 2 on Plan Subdivision 041455, Volume 08704 Folio 526.

- The total charge for this agreement is \$115k and all payments that have fallen due have been remitted.
- The total value of payments that are yet to fall due is \$77k.

6.2 An environment upgrade agreement was signed in April 2020, with payments deferred until 30 September 2020 due to COVID-19 for Lot 3 on Plan Subdivision 74780, Volume 08651 Folio 328.

- The total charge for this agreement is \$122k. The first payment was due to be remitted 30 September 2020 and is still outstanding.

## OPERATING STATEMENT As at 30 September 2020

<i>Figures in \$000s</i>	Current Month			Year to Date			Full Year		
	ACT	BUD	Δ BUD	ACT	BUD	Δ BUD	F/CAST	BUD	Δ BUD
Rates and Charges	21,306	21,049	257	65,650	65,243	407	254,744	254,042	702
Government Grants	2,458	2,842	(384)	13,290	12,053	1,237	58,000	45,907	12,093
User Charges	2,033	2,570	(537)	7,804	8,419	(615)	35,990	50,943	(14,953)
Other Fees and Charges	987	933	54	2,834	2,835	(1)	13,380	15,877	(2,497)
Sundry Income	241	249	(8)	2,248	1,163	1,085	4,370	4,236	134
Interest Investments	50	105	(55)	214	375	(161)	754	1,400	(646)
<b>Total Recurrent Income</b>	<b>27,075</b>	<b>27,748</b>	<b>(674)</b>	<b>92,040</b>	<b>90,087</b>	<b>1,953</b>	<b>367,238</b>	<b>372,405</b>	<b>(5,166)</b>
Salaries	13,555	13,412	(143)	40,633	40,214	(419)	169,521	169,903	382
Workcover	185	229	44	611	688	77	2,532	2,724	192
General Works - Materials	659	530	(129)	1,933	1,590	(343)	7,710	7,734	24
General Works - Plant/Equipment/Vehicles	942	730	(212)	1,830	2,023	193	8,703	8,609	(94)
General Works - External Services	6,204	7,434	1,230	23,408	24,349	941	103,783	103,050	(733)
Administration	809	1,015	206	2,294	3,297	1,003	13,530	14,582	1,052
Professional Services	772	779	7	1,748	2,240	492	11,895	8,278	(3,617)
Utilities	763	883	120	2,827	2,607	(220)	12,422	12,232	(190)
Efficiency Dividend	-	(200)	(200)	-	(600)	(600)	(2,400)	(2,400)	-
Depreciation	5,926	6,035	109	18,226	18,227	1	72,913	72,263	(650)
(Gain)/Loss on Sale of Plant & Equipment	(2)	5	7	(88)	15	103	58	59	1
<b>Total Recurrent Expenditure</b>	<b>29,811</b>	<b>30,852</b>	<b>1,041</b>	<b>93,422</b>	<b>94,650</b>	<b>1,228</b>	<b>400,669</b>	<b>397,034</b>	<b>(3,635)</b>
<b>Recurrent Surplus/(Deficit)</b>	<b>(2,736)</b>	<b>(3,103)</b>	<b>367</b>	<b>(1,380)</b>	<b>(4,564)</b>	<b>3,184</b>	<b>(33,429)</b>	<b>(24,627)</b>	<b>(8,802)</b>
Subdivision Gifted Assets	4,863	6,250	(1,387)	8,187	18,750	(10,563)	80,000	75,000	5,000
Capital Grants and Income	6,201	510	5,691	10,183	3,447	6,736	20,128	16,801	3,327
Developer Contributions	7,773	2,129	5,644	11,544	3,370	8,174	24,995	14,510	10,485
Gain/(Loss) on Sale of Property	-	791	(791)	-	2,374	(2,374)	6,225	9,495	(3,270)
<b>Total Non-Recurrent Income</b>	<b>18,836</b>	<b>9,681</b>	<b>9,156</b>	<b>29,914</b>	<b>27,941</b>	<b>1,973</b>	<b>131,348</b>	<b>115,806</b>	<b>15,542</b>
Loss on Disposal of Infrastructure	18	464	446	166	1,393	1,227	5,570	5,570	0
Disbursements	-	-	-	-	-	-	3,967	-	(3,967)
Prior Year Adjustments	43	-	(43)	838	-	(838)	-	-	-
<b>Total Non-Recurrent Expenditure</b>	<b>61</b>	<b>464</b>	<b>403</b>	<b>1,004</b>	<b>1,393</b>	<b>388</b>	<b>9,536</b>	<b>5,570</b>	<b>(3,967)</b>
<b>Non-Recurrent Surplus/(Deficit)</b>	<b>18,775</b>	<b>9,217</b>	<b>9,559</b>	<b>28,910</b>	<b>26,548</b>	<b>2,361</b>	<b>121,812</b>	<b>110,236</b>	<b>11,575</b>
<b>TOTAL SURPLUS/(DEFICIT)</b>	<b>16,039</b>	<b>6,114</b>	<b>9,926</b>	<b>27,530</b>	<b>21,985</b>	<b>5,545</b>	<b>88,383</b>	<b>85,609</b>	<b>2,774</b>

**STATEMENT OF FINANCIAL POSITION  
As at 30 September 2020**

<i>Figures in \$000s</i>	<b>YTD ACTUAL</b>	<b>PRIOR MONTH</b>	<b>Comments on major monthly movements</b>
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	120,571	57,455	Increased due to \$45m loan drawdown and Q1 rates instalments paid during Sep.
Trade and Other Receivables	248,978	288,056	Reduction mostly due to continued rate payments.
Prepayments	6,049	5,976	
Inventories	1,396	1,304	
<b>TOTAL CURRENT ASSETS</b>	<b>376,994</b>	<b>352,790</b>	
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	52,469	58,760	
Unearned Income	196,993	220,656	Reducing as revenue is recognised on the Operating Statement.
Loans	11,745	11,333	
Refundable Deposits	11,269	11,221	
Employee Benefits	36,660	34,729	
Landfill Provision	124	124	
<b>TOTAL CURRENT LIABILITIES</b>	<b>309,260</b>	<b>336,822</b>	
<b>NET CURRENT ASSETS</b>	<b>67,733</b>	<b>15,968</b>	
<b>NON-CURRENT ASSETS</b>			
Land and Buildings	1,225,150	1,223,018	
Plant and Equipment	32,158	32,615	
Infrastructure	1,486,283	1,488,220	
Intangible Assets	2,741	2,773	
Work In Progress	83,183	74,991	
Right Of Use Assets	5,601	5,841	
Investments	11,835	11,835	
Receivables	9,429	9,429	
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,856,380</b>	<b>2,848,722</b>	
<b>NON-CURRENT LIABILITIES</b>			
Developer Contributions Liability	26	26	
Loans	116,620	73,039	\$45m loan drawdown in Sep, less loan principal repayments.
Employee Benefits	2,170	2,367	
Landfill Provision	16,559	16,559	
<b>Carbon Tax Future Liability</b>	<b>0</b>	<b>0</b>	
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>135,375</b>	<b>91,992</b>	
<b>NET ASSETS</b>	<b>2,788,738</b>	<b>2,772,698</b>	
<b>Represented by:</b>			
<b>RATEPAYER EQUITY</b>			
Surplus Year to Date	27,530	11,490	
Accumulated Surplus	1,541,041	1,541,041	
Asset Revaluation Reserve	1,187,580	1,187,580	
Reserves	32,588	32,588	
<b>TOTAL RATEPAYER EQUITY</b>	<b>2,788,738</b>	<b>2,772,698</b>	

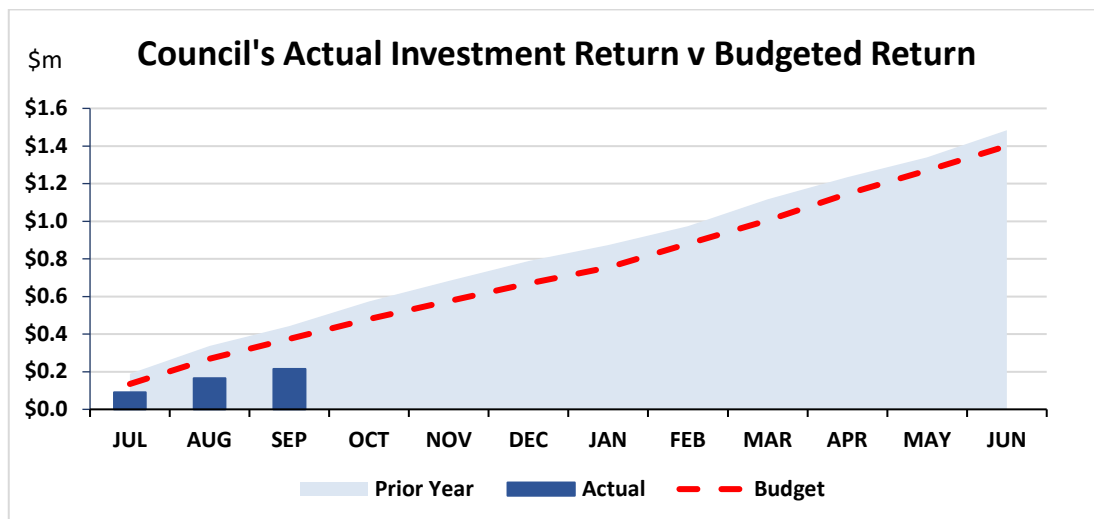
## STATEMENT OF CASH FLOWS As at 30 September 2020

<i>Figures in \$000s</i>	ACTUAL	BUDGET	Δ BUDGET
<b>Cash Flows from Operating Activities</b>			
<i>Payments</i>			
Employee Costs	(41,328)	(43,184)	1,856
General Works / Utilities / Disbursements	(44,335)	(32,494)	(11,841)
Administration / Professional Services	(3,766)	(5,020)	1,254
Interest Expense	(610)	(605)	(5)
	<b>(90,039)</b>	<b>(81,304)</b>	<b>(8,735)</b>
<i>Receipts</i>			
General Rates	30,333	44,217	(13,884)
Fire Services Levy	1,528	0	1,528
Fees and Charges	16,295	12,986	3,309
Investment Income	214	375	(161)
GST Recoveries on Operating Transactions	6,498	2,348	4,150
Government Grants	13,320	12,053	1,267
	<b>68,188</b>	<b>71,979</b>	<b>(3,791)</b>
<b>Net Cash Inflow/(Outflow) from Operating Activities before Capital Income</b>	<b>(21,851)</b>	<b>(9,325)</b>	<b>(12,526)</b>
<b>Cash Flows from Investing Activities</b>			
Payments for Land & Buildings, Plant & Equipment and Infrastructure Assets	(25,508)	(27,001)	1,493
Capital Income	10,183	3,423	6,760
Proceeds from Sale of Land & Buildings	0	6,062	(6,062)
Proceeds from Sale of Plant & Equipment	188	326	(138)
Developer Cash Contribution	11,544	3,370	8,174
<b>Net Cash Outflow from Investing Activities</b>	<b>(3,593)</b>	<b>(13,820)</b>	<b>10,227</b>
<b>Cash Flows from Financing Activities</b>			
Repayment of Borrowings	(2,354)	(2,216)	(138)
Proceeds from New Loans	45,000	23,000	(22,000)
<b>Net Cash Outflow from Financial Activities</b>	<b>42,646</b>	<b>20,784</b>	<b>21,862</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>17,202</b>	<b>(2,361)</b>	<b>19,563</b>
Cash at the Beginning of the Financial Year	103,369	103,369	
<b>Cash at the End of Current Period</b>	<b>120,571</b>	<b>101,008</b>	<b>19,563</b>

<b>Cash and Investments</b>				
	<b>YTD Actual \$m</b>	<b>YTD Budget \$m</b>	<b>YTD Var Fav/ (Unfav) \$m</b>	<b>FY Budget \$m</b>
Closing Net Cash Positive/(Negative)	120.6	101.0	19.6	106.6
<b>YTD Variance – \$19.6m favourable</b>				

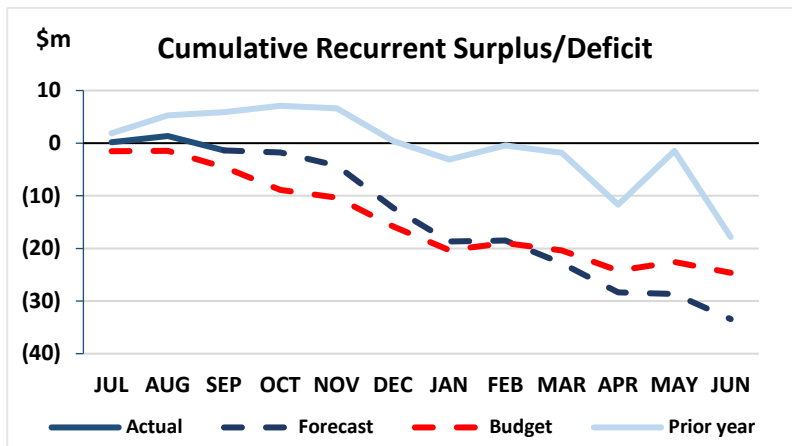
7. As at the end of September the cash and investments balance was \$120.6m or \$19.6m favourable, mostly due to higher loan borrowings, developer contributions and capital income, offset by lower rates collection and land sales.
8. Council has future commitments for \$49.4m, as detailed below:
 

Long service leave	\$23.1m
Statutory reserves	\$ 7.4m
Refundable deposits	\$11.3m
Income in advance	\$ 7.5m
Asset development	\$ 0.1m
<b>Total</b>	<b>\$49.4m</b>
9. The landfill provision balance is currently \$16.6m.
10. Working capital funds are invested in short term deposits and investment returns are as follows:



11. Investment returns are currently (\$161k) below budget and (\$228k) lower compared to the same time last year, due to declining interest rates.

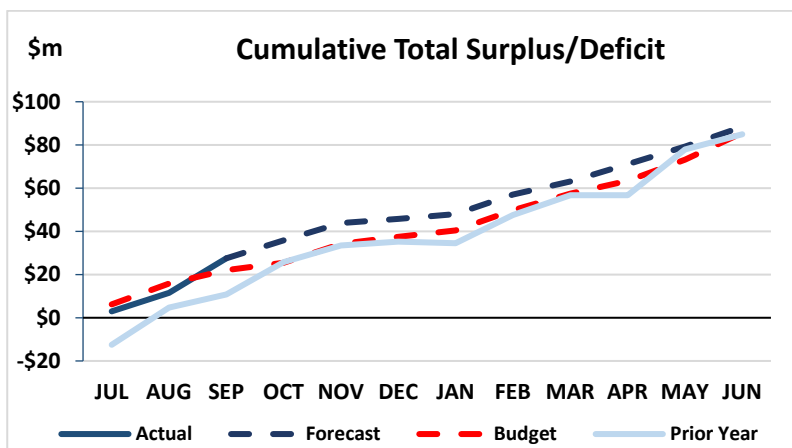
## Financial Performance Indicators



Our recurrent deficit of (\$1.4m) is \$3.2m favourable to budget due to timing variances including the receipt of the Working for Victoria Fund (\$0.3m of the \$1.6m received spent to date), council election costs, corporate training and contractors.

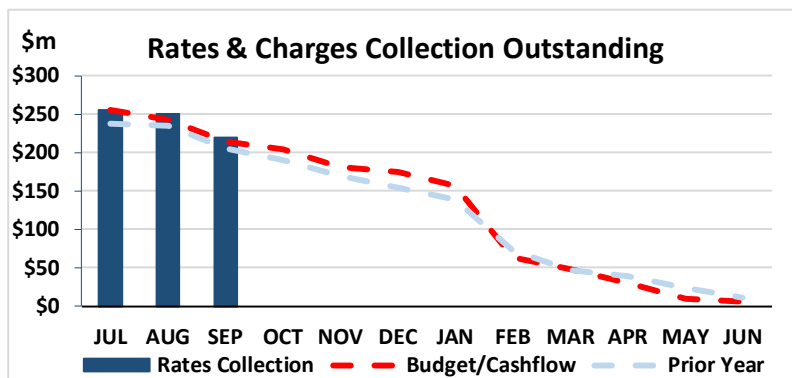
At the same time last year, the recurrent surplus was \$5.9m. In the current year, user charges are unfavourable by (\$7.5m), employee costs by (\$3.5m) and depreciation by (\$1.4m). This is partly offset by higher rates and charges \$4.0m and government grants income \$1.5m.

The full year forecast indicates a deficit of (\$33.4m).

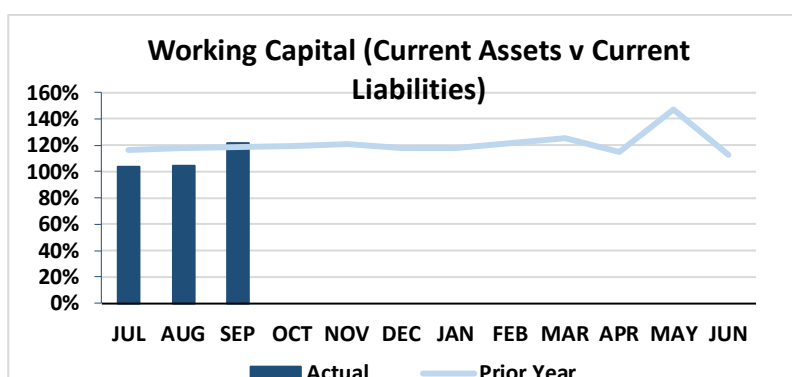


Year to date surplus of \$27.5m, which is \$5.4m favourable to budget due favourable developer contributions \$8.2m, capital income \$6.7m and the favourable operating position \$3.2m, offset by lower than expected subdivision gifted assets (\$10.6m) and gain on property sales (\$2.4m).

The full year forecast indicates a surplus of \$88.4m.



Rates collection is slightly behind budget and is being closely monitored.



Working capital ratio is favourable compared to the same time last year, mostly due to a higher cash balance due to a \$45m loan taken out during September 2020. This loan is to fund the Civic Precinct and LED Streetlighting capital projects.

The budget allows for total loan borrowings of \$66.9m to be taken out during the financial year if required.

#### **4. COUNCIL PLAN QUARTERLY REPORT – SEPTEMBER 2020**

**Source:** Governance, Strategy & Performance – Strategy & Performance  
**Director:** Rebecca Leonard

##### **Purpose**

1. To present the Council Plan Quarterly Report – September 2020 for consideration and endorsement by Council.

##### **Background**

2. Council adopted the *Council Plan 2018–22 Update 2020–21* at the Council Meeting on 30 June 2020. The Council Plan identified the objective and priorities of Council. This quarterly report tracks the progress against Council Plan's 11 strategic priorities, four-year key priorities and one-year actions.

##### **Key Matters**

3. We report on 124 initiatives within *Council Plan 2018–2022, Update 2020–21*.
  - 3.1 Achievements this quarter include:
    - 3.1.1 Delivery of the Small Business Festival to support existing and generate new small business owners; and
    - 3.1.2 Engaging the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government's gender equity target.
  - 3.2 The two 'off-track' initiatives are due to COVID-19:
    - 3.2.1 Develop and launch the Positive Ageing Strategy; and
    - 3.2.2 Deliver Geelong After Dark 2021.
4. At the end of September 2020, 111 initiatives were 'on track', three were 'complete', five were 'not started', three were 'needs improvement' and two were 'off track COVID-19'.

##### **Cr Aitken moved, Cr Grzybek seconded -**

5. That Council endorse the Council Plan Quarterly Report – September 2020.

**Carried.**

## **Attachment 1**

### ***Financial Implications***

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

### ***Community Engagement***

2. *Council Plan Quarterly Report* has been prepared in consultation with Managers, Coordinators and Officers from across the organisation. The report will be made available to our community online through our website ([www.geelongaustralia.com.au](http://www.geelongaustralia.com.au)) after the Council Meeting, three times a year with the year end results appearing in *The City of Greater Geelong Annual Report*.

### ***Social Equity Considerations***

3. *Council Plan Quarterly Report* documents the work we are undertaking to improve access and inclusion for all.

### ***Policy/Legal/Statutory Implications***

4. Our activities are guided by the *Council Plan 2018–22 Update 2020–21*, which was adopted in accordance with the *Local Government Act (Vic) 1989*. The implementation of Council Plan is monitored via the quarterly and annual reports.

### ***Alignment to Council Plan***

5. *Council Plan Quarterly Report* tracks the progress against Council Plan's 11 strategic priorities, four-year priorities and one-year actions.

### ***Conflict of Interest***

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

### ***Risk Assessment***

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

### ***Environmental Implications***

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



THE CITY OF  
GREATER GEELONG

# COUNCIL PLAN 2018–22 QUARTERLY REPORT

UPDATE 2020–21

SEPTEMBER 2020



## ABOUT THE PLAN

***Council Plan 2018–22 – Putting Our Community First, Update 2020–21 outlines how we are working towards making Greater Geelong a clever and creative city-region. It guides how we allocate resources so we can deliver infrastructure, services and programs to the community in a sustainable way.***

The current 11 strategic priorities are:

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

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

### Links to the vision

*Greater Geelong: A Clever and Creative Future* is the 30-year community vision for the region. *Council Plan 2018–22, Update 2020–21* outlines how we will work towards making Greater Geelong a clever and creative city-region.

### Status update

We committed to 124 initiatives in our Council Plan this year. At the end of September 2020:

- **111 ‘on track’**
- **Three ‘complete’**
  - *Improve the environmental performance of new developments using planning controls.*
  - *Deliver the Small Business Festival to support existing and generate new small business owners.*
  - *Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government’s gender equity target.*
- **Five ‘not started’**
  - *Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.*
  - *Develop the Innovate Reconciliation Action Plan 2021.*
  - *Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.*
  - *Continue shopping centre streetscape renewal projects.*
  - *Help to renew industrial precincts.*
- **Three ‘needs improvement’**
  - *Progress the Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.*
  - *Implement an online booking and ticketing system for the City’s facilities and assets.*
  - *Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.*
- **Two ‘off-track COVID-19’**
  - *Develop and launch the Positive Ageing Strategy.*
  - *Deliver Geelong After Dark 2021.*

# IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

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

■ On track    
 ◆ Needs improvement    
 ■ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete





Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (2017)	60% <sup>#</sup>	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59% (2017)	60%	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41% (2017)	60% <sup>^</sup>	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.14% (2019–20) 73.17% (2018–19)	We've observed consistent participation rates in recent years, even considering that some face-to-face services were moved online due to COVID-19 directives from the Victorian Government.	◆

<sup>#</sup>2022 target was increased from 57% to 60% this year.

<sup>^</sup>2022 target has been increased from 43% to 60% this year.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	<i>Implement actions in the Ba-gurrk Gender Equity Framework.</i>	We completed the state government's gender equity pilot program. This will form part of our ongoing work to inform and enable gender equity across our programs and services.  We anticipate that the gender impact analysis audit will be trialled again in 2021, after the release of the framework for the Gender Equality Act.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support local organisations that address homelessness, substance abuse, family violence and food shortages.	<i>Support the establishment of an expanded Food Distribution Centre in the Geelong Region*.</i>	We developed a capital and service funding contract that is currently under consideration by the Geelong Food Relief Centre.	■
	<i>Support the work of key partner agencies to address homelessness.</i>	We work in partnership with Neami to address homeliness across the municipality. One initiative we implemented during the COVID 19 pandemic is offering showers at one of our Senior Citizens Centres.	■
Develop a housing policy to provide a range of social and affordable housing options.	<i>Implement actions from the Social Housing Plan 2020–41.</i>	We continued the implementation of the <i>Social Housing Plan 2020–41</i> , including: <ul style="list-style-type: none"> <li>• recruitment of two positions at the City</li> <li>• establishment of our Council's Affordable Social Housing Advisory Committee.</li> </ul>	■
Improve safety in our community.	<i>Provide support to vulnerable members of the community and support community recovery efforts in response to COVID-19.</i>	We have distributed the following items to our vulnerable community members to assist them with COVID-19 restrictions: <ul style="list-style-type: none"> <li>• 5,720 disposable masks</li> <li>• 540 reusable masks</li> <li>• 10 hygiene packs (masks, gloves, disinfectant and hand sanitiser).</li> </ul> In addition, we provided resources and support to the Geelong Food Relief network to operate in a COVID-19 safe environment.	■
Provide safer public spaces.	<i>Partner with key agencies to respond to emerging issues and community concerns regarding safety in public spaces.</i>	We prepared and submitted a grant application to the Department of Justice about community safety in several parks and public open spaces. We currently await the outcome of our application.	■
Encourage responsible pet ownership.	<i>Continue to implement the Domestic Animal Management Plan 2017–21.</i>	We implemented the following actions: <ul style="list-style-type: none"> <li>• completed the July 2020 cat desexing program</li> <li>• installed 560 dog signs across the municipality</li> <li>• painted over 80 stencils on our shared paths and trails with messaging on responsible dog ownership</li> <li>• conducted the "Fury Friends" pet competition to celebrate the human-animal bond</li> <li>• had the "Pet Ownership in the City of Greater Geelong" brochure translated into five common culturally and linguistically diverse languages</li> <li>• obtained pet surrender statistics across Greater Geelong to identify suburbs with the highest surrender rates</li> <li>• commenced work with our Health Promotion Officers about pets and domestic violence.</li> </ul>	■
Promote healthy eating and support active living.	<i>Deliver the Healthier Eating and Active Living Program in partnership with other agencies across the G21 region.</i>	We continued our work in partnership with multiple agencies to deliver the <i>Healthier Eating and Active Living Program</i> .	■
	<i>Design and implement the Mental Health Action Plan to promote positive mental health outcomes.</i>	Our <i>Mental Health Action Plan</i> transitioned into six projects. These will inform how we contribute to the mental health and wellbeing of our community.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Create and facilitate environments for all ages and abilities to engage in regular exercise.</i>	<p>We continued to deliver online exercise classes, recipes, and health and fitness tips to all members of the community as our leisure and recreation facilities remained closed due to COVID-19 restrictions. We also ensured the upskill of our leisure and recreation employees in first aid, lifeguarding and CPR, with over 200 qualification updates completed.</p> <p>The changes to restrictions in September 2020 allowed us to open the following facilities in a limited capacity:</p> <ul style="list-style-type: none"> <li>• Kardinia Aquatic Centre</li> <li>• Lara Aquatic Centre</li> <li>• Leisuretime Centre outdoor soccer pitch</li> <li>• Balyang Par 3 Golf Course</li> <li>• Lara Golf Course.</li> </ul> <p>From October 2020, we will reopen the Belmont Market outdoor stalls and SEDA College will return to Geelong Arena.</p>	
Create healthy environments in children's settings.		<p>We continued to protect the health and safety of children and educators throughout the COVID-19 pandemic by:</p> <ul style="list-style-type: none"> <li>• the introduction of COVID safe workplans</li> <li>• temperature checking</li> <li>• face masks (as required)</li> <li>• increased vigilance to not accept ill children.</li> </ul>	
Work towards having the safest roads in Victoria.	<i>Update the Geelong Road Safety Strategy 2012–17 to reduce deaths and serious injuries on Geelong roads.</i>	We are developing the update to the <i>Geelong Road Safety Strategy 2012–17</i> and will undertake community engagement on the draft plan from early 2021.	
	<i>Deliver the Safe Travel in Local Streets Program in South Geelong and Norlane.</i>	Our project plans are in place and designs complete to deliver this program. We commenced or completed construction on several projects that target 14 streets in Corio/Norlane and 15 locations across South Geelong, East Geelong and Geelong.	

\*Major Initiative

## LINKS TO THE CLEVER CREATIVE VISION



PEOPLE FEEL SAFE  
WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE,  
HEALTHY AND SOCIALLY  
CONNECTED COMMUNITY

# INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

■ On track    
 ◆ Needs improvement    
 ⬢ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (November 2017)	Maintain	2,202.7 ha (568 sites) (June 2020) 2,177.9 ha (549 sites) (2018)	An increase of 19 sites and 24.8 hectares since 2018. An increase of 38 sites and 55.1 hectares on the baseline result of 2017, with no net loss in any suburb.	■
Plans for key community infrastructure projects completed.	Annual	37 key community infrastructure projects have been identified for delivery by 2022.	100%	81% (June 2020) 65% (June 2019)	We completed 31 of the 37 priority projects, in addition to new and priority projects that have emerged in the first two years of our council plan.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Undertake detailed design for an outdoor pool to cater for the needs of a growing Bellarine community.</i>	Council endorsed Drysdale as the pool location in August 2020. In addition, we prepared a brief to seek the expertise of consultants and architects.	■
	<i>Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.</i>	We are investigating how to implement this action without funding from the 2020–21 budget.	Not started
	<i>Develop an inclusive and accessible play space at Rippleside Park.</i>	We completed community engagement on our concept plan for the play space at Rippleside Park in September 2020 and are analysing the feedback.	■
Support the growth of localised and regional sporting facilities.	<i>Upgrade lighting, facilities and changerooms at sporting reserves across the municipality including Barwon Heads, Grovedale, Geelong West, Herne Hill, Lara, Portarlington, North Shore and Thomson.</i>	We received funding from the Victorian Government in August 2020 for seven lighting projects across the municipality. We are developing briefs for each project.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver accessible and attractive community infrastructure, based on local and municipal community need.	<i>Design new community infrastructure including the Barwon Heads Arts and Community Hub, Lara Family Hub and Library, the Jetty Road Children's and Community Hub and the Drysdale Integrated Children's Centre*.</i>	<p>We worked with key stakeholders to complete the concept designs for a new Barwon Heads Arts and Community Hub. In July 2020, we entered into a \$1 million funding agreement with the state government to progress the project's design and construction.</p> <p>We finalised the scope of the co-located family hub and library in Lara and are currently out to tender seeking architects to undertake the next design phase of the project.</p> <p>We are currently scoping a new children's and community hub in the new Jetty Road Growth Area in Drysdale/Clifton Springs. Ideas for the new centre and a community engagement plan have been produced in preparedness for engaging with the community later in 2020.</p> <p>The new Drysdale integrated children's centre, 'Bella Wiyn Birraleee Family Centre' opened in April 2020.</p>	■
	<i>Planning for the repurpose of the early years centre at Eversley Street, Drysdale for community use.</i>	We have completed the concept plan to repurpose the former early years centre at Eversley Street, Drysdale and are now working on proceeding to detailed design and costing alongside the development of the new Drysdale Library.	■
	<i>Develop a social infrastructure report for the Armstrong Creek Town Centre Master Plan.</i>	We presented key findings to the Managing Growth Committee (MGC) in August 2020. We are drafting a final report for be presented to the MGC and the executive leadership team in November 2020.	■
	<i>Review the Barwon Heads Village Park Master Plan.</i>	We completed engagement with key stakeholders and are preparing a revised draft <i>Barwon Heads Masterplan</i> . We plan to undertake further engagement on this draft in November 2020.	■
	<i>Endorse and commence implementation of the Social Infrastructure Planning and Investment Policy and Social Infrastructure Plan 2014–2031.</i>	<p>Council endorsed a new social infrastructure plan and policy in July 2020.</p> <p><i>Our Community Places, Spaces and Services, A Social Infrastructure Plan for the City of Greater Geelong – Generation One: 2020-2023</i>, includes the <i>Social Infrastructure Planning and Investment Policy</i> and replaces the previous <i>Social Infrastructure Plan 2014–2031</i>.</p> <p>We are currently developing the tools to implement the Policy and Plan, including a strategic resource plan.</p>	■
Maintain our public open space.	<i>Ensure planning approval and handover of new parks and reserves in growth areas and new subdivisions.</i>	We implemented a new process for the handover of new parks and reserves in growth areas and new subdivisions.	■

\*Major Initiative

## LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY



PEOPLE FEEL SAFE WHEREVER THEY ARE



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

# A MORE INCLUSIVE AND DIVERSE COMMUNITY



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

■ On track    
 ◆ Needs improvement    
 ⬢ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults who feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5% (2014)	80%	-	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
More community facilities with gender-neutral and accessible toilets or change areas.	Annual	-	Increase	7 facilities (June 2020) 8 facilities (June 2019)	A total of 15 new and upgraded facilities were completed in the first two years of our council plan.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Advocate for and help to achieve the priorities set by local Aboriginal people.	<i>Implement the Reflect Reconciliation Action Plan 2020.</i>	Our first ever Reconciliation Action Plan (RAP) was endorsed by Reconciliation Australia in September 2020. Over half of the actions in the plan are under way or have been completed including: <ul style="list-style-type: none"> <li>• using Wadawurrung language in the naming of the new civic precinct</li> <li>• preparation of a First Nations Heritage Grant program to fund the identification, conservation, and promotion of Aboriginal heritage places</li> <li>• establishing Terms of Reference for the RAP Working Group.</li> </ul>	■
	<i>Develop the Innovate Reconciliation Action Plan 2021.</i>	Our second Reconciliation Action Plan will be developed during 2021–22, demonstrating our ongoing commitment to reconciliation and fostering strong relationships.	Not started
Advocate for inclusive, multicultural activities and respect for cultural diversity.	<i>Implement the second year of the Multicultural Action Plan 2018–2022.</i>	We continued to deliver the second year of the Multicultural Action Plan including: <ul style="list-style-type: none"> <li>• promoting a new resource around equal opportunities for members of our Culturally and Linguistically Diverse (CALD) community</li> <li>• supporting several new programs and initiatives that foster and strengthen our relationship with our CALD community.</li> </ul>	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support activities that improve social connections in our community.		<p>We provided social support across the community through initiatives including:</p> <ul style="list-style-type: none"> <li>• the Healthy and Connected Communities Grant Program</li> <li>• the Neighbourhood House Grant Program</li> <li>• digital engagement and development programs for young people to help them remain connected the COVID-19 lockdown</li> <li>• assisting community members maintain important connections and to build new social connections during COVID-19 through our role in the Victorian Government’s Community Activation and Social Isolation initiative (CASI)</li> <li>• \$90,375 of COVID-19 Quick Response Community Grants for local community groups to enable COVID safe operation during the relief and recovery period</li> <li>• conducting an employment pathways information session to engage young people from Corio/Norlane with the John Holland project at Lara</li> <li>• facilitating an online social group aimed at improving social connections and reducing social isolation for parents and carers of children with Autism Spectrum Disorder in the Greater Geelong region.</li> </ul>	
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<i>Invest in programs and facilities to support gender equity in sport*.</i>	We will be re-launching VicHealth’s ‘This Girl Can’ campaign aimed at encouraging and supporting female participation in sport and physical activity by providing a seminar on 17 November as part of the Sport and Recreation Development series. The seminar, delivered in partnership with several agencies, will be free for all to attend.	
Facilitate employment programs for the communities that need it most, including young people.	<i>Address social and economic development through the Vital Communities Program which improves social inclusion and workforce participation for local communities.</i>	We have made considerable progress in Vital Communities Program, particularly around the theme of job readiness and employment. We are currently undertaking research exploring reasons for social disadvantage and the impacts of the pandemic on our community. It is expected that this work will be completed by March 2021. Due to the impact of COVID-19 restrictions, we postponed planned community engagement opportunities for members to explore employment opportunities with major contractors who are commissioning projects in the City of Greater Geelong.	
Improve access to facilities and programs for people of all abilities.	<i>Continue to implement the Access and Inclusion Plan 2018–22.</i>	<p>We have engaged with community members, stakeholders, students and artists through the My Story project which aims to give people with disability and/or mental health conditions the opportunity to team up with a professional facilitator and tell their story through different mediums. These stories will be showcased in an exhibition at the end of the year.</p> <p>Council endorsed the appointment of five new members to the Access and Inclusion Advisory Committee. To date, the committee has provided input on the Ripplside Park inclusive play space concept designs.</p>	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise our returned service men and women.	<i>Establish new and upgrade existing memorials and recognitions in Anakie and Norlane to honour returned service men and women.</i>	<p>We continued to work on digitisation and cataloguing of Geelong Maritime Museum including some significant naval objects and stories.</p> <p>We have developed concept designs for the new Malaya Borneo Memorial in St. Helens Park and consultation with the veteran community is progressing.</p> <p>We have undertaken routine cleaning and maintenance across our memorial collection with all war memorials to be cleaned prior to Remembrance Day on 11 November 2020.</p>	
Further develop programs that support older people and young people in our community.	<i>Develop and launch the Positive Ageing Strategy.</i>	We have postponed community engagement for the Positive Ageing Strategy due to COVID-19 restrictions with plans to resume engagement in January 2021.	

\*Major Initiative

### LINKS TO THE CLEVER CREATIVE VISION



AN INCLUSIVE, DIVERSE,  
HEALTHY AND SOCIALLY  
CONNECTED COMMUNITY










PEOPLE FEEL SAFE  
WHEREVER THEY ARE

# PLANNED SUSTAINABLE DEVELOPMENT

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

■ On track    
 ◆ Needs improvement    
 ⬢ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares* (December 2018)	Increase	1,275.703 (June 2020) 1,275.471 hectares (June 2019)	We have increased the natural habitat that we manage by 376.991 hectares since December 2018.	<span style="color: green;">■</span>
15 years of residential land supply planned.	Annual	14+ years (January 2017)	Maintain	26 years (October 2019) 26 years (June 2019)	There are a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.	<span style="color: green;">■</span>
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (December 2016)	40%	25.8% (2019) 23.0% (2018) 27.0% (2017)	High levels of dwelling growth have been sustained in recent years. While the number of dwellings constructed in existing areas has remained constant, this development is declining in proportion to overall development due to the rapid expansion of major greenfield growth fronts.	<span style="color: red;">⬢</span>
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	100% (2019–20) 100% (2018–19)	The Bella Wiyn Birralelee Family Centre, Korayn Birralelee Family Centre and Highton Early Learning Centre all met these standards in 2019–20.	<span style="color: green;">■</span>
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	100% (2019–20) 100% (2018–19)	The Armstrong Creek Sports Pavilion, Highton Enhanced Children's Centre and St Mary's social room extension reached this standard.	<span style="color: green;">■</span>
Mandatory sustainable design assessment of all new developments.	Annual	n/a	Planning controls in place	-	The Environmentally Sustainable Development guidelines were incorporated into the Greater Geelong Planning Scheme via a planning scheme amendment, gazetted on 17 October 2019.	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Ensure housing supply, diversity and affordability meets the needs of our growing community.	<i>Implement the City's Settlement Strategy, a plan to meet Geelong's housing needs through to 2036.</i>	Council adopted amendment C395 in August 2020 to implement the <i>Settlement Strategy</i> . The amendment has now been referred to the Minister for Planning for final approval.	
Facilitate opportunities for infill residential development.	<i>Work with the Victorian Government to deliver an updated planning framework for Central Geelong.</i>	<p>We continue to support several initiatives including:</p> <ul style="list-style-type: none"> <li>• providing ongoing design advice for infill development applications (pre-app and referrals), including participating in Victorian Design Review Panels for major developments</li> <li>• providing input into the development of the Central Geelong Structure Plan and Urban Design Guidelines, currently being developed by Department of Environment, Land, Water and Planning.</li> </ul> <p>We are also working on:</p> <ul style="list-style-type: none"> <li>• exploring the development of a Geelong Design Initiative to improve architectural and urban design quality</li> <li>• a new policy for public realm design guidance to support new development</li> <li>• the 'Living 3220' project which aims to encourage inner city living and stimulate the conversion, redevelopment, renovation and reuse of existing city buildings, particularly shop tops.</li> </ul>	
	<i>Unlock barriers to investment in key development areas, urban renewal areas and station precincts.</i>	We are undertaking community consultation on the urban design framework for South Geelong. The plans for Pakington Street Geelong West and Gordon Avenue and the Geelong Saleyards Precinct are currently being reviewed following community consultation this year.	
Continue to develop urban growth areas across the region.	<i>Continue to progress delivery of the Armstrong Creek Urban Growth Area.</i>	We are reviewing public submissions on the Planning Scheme amendment C410 which proposes to apply a public acquisition overlay (PAO) in the Armstrong Creek growth area. The PAO process will allow for long-planned water management, transport, recreation and public open space projects to be rolled out in a timely manner.	
	<i>Work with the Victorian Government to deliver the Geelong Growth Areas Transport Infrastructure Strategy.</i>	We are working with Department of Transport and Victorian Planning Authority to prepare the scenarios that will be tested to inform the strategy following the completion of initial modelling of the transport network.	
	<i>Work with Victorian Government and Barwon Water to deliver the Integrated Water Management Strategy for the Northern and Western Geelong Growth Areas.</i>	A draft integrated water management strategy will be completed this year to inform the next phase of planning for the Northern and Western Growth Areas Precinct Structure Plans.	
	<i>Commence a precinct structure plan in each of the Northern and Western Geelong Growth Areas.</i>	We are undertaking the technical work to inform the precinct structure plans. Ongoing consultation with landowners and developers is included in the program.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Manage the impact of development on the character of our townships.	<i>Work with the Victorian Government to conserve the Bellarine Peninsula as a distinctive landscape area.</i>	We continued to work with the Department of Environment, Land, Water and Planning (DELWP) on the Distinctive Area and Landscape project. The next stage will be for DELWP to release a draft statement of planning policy.	■
	<i>Progress the Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.</i>	Our <i>Heritage Strategy 2017–2021</i> comprises 50 separate projects. We expect to commence or complete most of these actions by 30 June 2021, with a small number not able to proceed or no longer relevant. Several matters will continue into next financial year and be completed in 2022.  We completed community engagement in August 2020 to inform our <i>Arts and Culture Strategy</i> and Council endorsed the <i>Tree Management Policy</i> in September 2020.	◆
	<i>Prepare, review and update strategic plans for townships, precincts and places*.</i>	We commenced community engagement on the South Geelong Urban Design Framework.  We are reviewing submissions on the Saleyards Precinct Plan that is due for consideration by Council in 2021.	■
Improve the environmental performance of new developments using planning controls.		We incorporated the new Environmentally Sustainable Development guidelines into the Greater Geelong Planning Scheme, via a planning scheme amendment gazetted on 17 October 2019. The guidelines have since been implemented in many developments across our region.	✓
Preserve nature reserves, rural and coastal environments.	<i>Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.</i>	We are completing field work to survey for spiny rice flower, striped legless lizard and golden sun moth.	■
	<i>Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.</i>	We have not finalised the Livestock and Information Exchange Feasibility Study and therefore there are no recommendations to review at present.	Not started

\*Major Initiative

## LINKS TO THE CLEVER CREATIVE VISION





SUSTAINABLE DEVELOPMENT  
THAT SUPPORTS POPULATION  
GROWTH AND PROTECTS THE  
NATURAL ENVIRONMENT

# EFFECTIVE ENVIRONMENTAL MANAGEMENT





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








■ On track    
 ◆ Needs improvement    
 ⬢ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete




City of Greater Geelong			Target	YTD		
Measures of Success	Frequency	Baseline	2022	Sep 2020	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	55.73% (2019–20) 54% (2018–19)	Green waste and recycling ratios have been relatively consistent over the past few years.  The growing population is increasing green organic and waste tonnage, but recycling tonnage has remained the same because of changes in product stream, newspapers and glass content.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use by 2020.	Annual	23,135 tCO <sub>2</sub> -e (2014–15)	50% reduction	21,886 tCO <sub>2</sub> -e (2019–20) 22,633 tCO <sub>2</sub> -e (2018–19)	Despite an increase in building stock, there has been a 5.4 per cent decrease in emissions, compared to the baseline. Annual emissions have decreased due to improved energy efficiency and a greater capacity to generate energy from roof-top renewables.	⬢
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in- house annually 3,000 tonnes of concrete to recycling annually (2017–18)	Increase	8,745 tonnes of asphalt and 6,547.5 tonnes of concrete (2019–20) 8,000 tonnes of asphalt and 3,000 tonnes of concrete (2018–19)	Future volume increases are dependent on the type of construction and maintenance work carried out each year.	■

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increased suburban tree canopy.	Every five years <sup>^</sup>	14% (June 2017)	16%	14% (November 2019)	Although we've increased our street and park planting programs, we are not anticipating an increase in urban tree canopy for the next 10 years. This is partially because of the time taken for current plants to mature, but also because of rapid urban growth. Urban tree canopy includes public and private land. Bigger houses on smaller blocks limit space to retain and plant canopy trees on private land. We're working with the community and developers to address this.	
Increased number of street trees planted per annum.	Annual	-	>1,850	2,890 (2019–20) 1,489 (2018–19)	In addition to our street tree planting program, 365 trees were planted in parks in 2019–20.	

<sup>^</sup>Frequency changed from every two years to every five years in 2019.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Implement the Environment Strategy 2020–30.</i>	We switched our small Council buildings over to green power from July 2020 with large buildings to follow in January 2021.  We also partnered with Geelong Sustainability to deliver Sustainable House Day online due to COVID restrictions.	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Enhance our waste management by implementing the Waste and Resource Recovery Strategy 2020-2030.</i>	We continued our community education activities including: <ul style="list-style-type: none"> <li>• commencing distribution of recycling guide fridge magnets</li> <li>• distribution of the ReThink Your Rubbish Newsletter</li> <li>• “Keep your recycling loose” advertising campaign</li> <li>• the kerbside bin inspection program.</li> </ul>	
	<i>Continue the hard waste collection service trial*.</i>	We have seen an increase in requests compared to the first half of 2020. This is due to an extensive advertising campaign and expansion of the service to include mattresses.	
	<i>In partnership with key stakeholders implement the Victorian Government Recycling Victoria Policy.</i>	We submitted a transition plan for a move to a four-bin or equivalent waste service to meet the requirements of the Victorian Government's new circular economy policy. The policy requires councils to have services in place for the separate collection of glass by 2027; comingled recycling for paper, cardboard and metals; collection services for food and garden organics by 2030; and residual garbage collection. A new household food service trial is expected to commence by July 2021.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Implement the Stormwater Services Strategy 2020-30.</i>	Council endorsed our <i>Stormwater Services Strategy 2020–30</i> in June 2020. As part of the strategy, we are working in partnership with Barwon Water to help progress regional integrated water management projects. We are also reviewing the Flood Management Plan 2013 and the Stormwater Quality Plan 2015.	
	<i>Generate community awareness and support community initiatives that enhance and protect our local environment.</i>	We funded the Nature Stewards program being run by Outdoors Victoria in Geelong across September-December 2020. The 10-week program will educate people with an interest in the environment and encourage them to become volunteers and advocates. Greater Geelong will be the first Victorian regional municipality to offer the program.	
Use sustainable materials to construct and renew roads, footpaths and street furniture.		Our procurement tenders for roads encourage the use of recycled materials. We currently use crumb rubber in road asphalt overlays and are exploring the option of using recycled glass. Recycled concrete is used as a base material for footpaths.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		We are currently negotiating an agreement to update 14,000 streetlights in residential areas.	
Construct a green organics facility.	<i>Increase the volume of materials processed at the Green Organics Composting Facility.</i>	Our garden organics processing site is undergoing further improvements to increase the quantity of materials that we can process onsite.	
Commence Drysdale landfill rehabilitation.		The draft <i>Drysdale Landfill Rehabilitation Plan</i> has been prepared following engagement with members of the Drysdale Landfill Community Consultation Group. This draft plan provides an outline of key features and functions of the site post closure and will guide rehabilitation works.	
Plant more trees to green and cool our urban areas.	<i>Continue to implement the Urban Forest Strategy 2015–2025.</i>	We completed the following actions as part of our implementation of the <i>Urban Forest Strategy 2015–2025</i> : <ul style="list-style-type: none"> <li>• planted 1,375 trees in streets and parks</li> <li>• created an avenue of trees in Rossack Drive, Grovedale</li> <li>• partnered with Friends of Rippleside Park and Environs Inc. to plant a canopy trees in St Helens Reserve, Rippleside.</li> </ul> In addition, Council endorsed our <i>Tree Management Policy</i> in September 2020. This will guide us on when to plant, prune or remove a tree, as well as actions to protect and enhance the tree population.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Reduce single-use plastic across the region.	<i>Introduce the Wastewise Policy to reduce waste at City events.</i>	Council adopted the Prevention of Single-Use Plastics Policy in September 2020. The policy recognises the environmental harm caused by single-use plastics and commits the City to progressively phase out the use of these products from all council operations and council managed events. There may be some impact on the progress of this initiative due to the City's response to COVID-19.	
Manage pests, plants and animals more effectively.		We have ongoing pest plant and animal control works underway across 1300 hectares of reserves and roadside areas with high biodiversity. We engaged with the community on the draft Rabbit Control Plan across July-August. The plan outlines how we will control rabbits on City-managed land, while supporting the wider community to reduce rabbit impacts more broadly. Feedback is now being reviewed.	
Deliver biodiversity conservation programs.		We completed engagement with the community on the draft 20-year master plan for the Sparrovale wetlands. We are currently reviewing community and stakeholder feedback and will prepare a summary report of key findings.	

\*Major Initiative

## LINKS TO THE CLEVER CREATIVE VISION



DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

# VIBRANT ARTS AND CULTURE

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

■ On track  
 ◆ Needs improvement  
 ⬢ Off track  
 ⚙️ Off track COVID-19  
 △ Not yet available  
 ✓ Complete





Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	17.57% (2019–20) 18.20% (2018–19)	The definition of this indicator changed in 2019–20 and now averages the past three years data. The result is therefore not comparable to past years. COVID-19 restrictions had a significant impact on collection use as Geelong Regional Library Corporation branches were closed from 19 March to 8 June 2020, then opened to restricted hours and patron limits.  Note this indicator only measures collection item loans and doesn't capture other library activity, such as events, programs, Wi-Fi use and in-library attendance.	◆
Increased employment in creative occupations.	Every five years	4.75% (2016)	Increase	-	Data available from 2021 Census. The next Census results are due to be released in the 2021–22 financial year.	△
Increased number of objects actively cared for within our arts and heritage collections.	Annual	11,971 <sup>^</sup> (30 June 2018)	Increase	12,475 (30 June 2020) 12,273 <sup>^</sup> (30 June 2019)	We added 200 new objects to the National Wool Museum Collection in May 2020 and we also acquired two objects as part of the Maritime Collection.	■
Increased access to cultural collections through online engagement.	Annual	49,093 (30 June 2018)	Increase	157,767 (30 June 2020) 68,815 (30 June 2019)	The 68,815 reported at 30 June 2019 did not accurately capture some of our online engagements, which are now included in the current data.	■

<sup>^</sup>We completed an audit as part of *Our Heritage, Our Collection*. This revealed that 5,354 objects of the Maritime Museum Collection belonged to the Maritime Association and these were incorrectly reported in our baseline data and this has been corrected in this report.

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Maintained visitation to our key cultural facilities (National Wool Museum - NWM, Potato Shed, Geelong Gallery, Platform Arts – previously Courthouse Youth Arts, Geelong Library & Heritage Centre).	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 Courthouse Youth Arts 13,940 Geelong Library & Heritage Centre 456,934 (2017–18)	Maintain	NWM 806,404 Potato Shed 67,051 Geelong Gallery 46,836 CYA 5,995 GL&HC 320,813 (2019–20)	COVID-19 restrictions had a significant impact on visitor numbers at all cultural facilities in 2019–20.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.	<i>Identify public art and heritage opportunities across the region, including the new Civic Precinct development.</i>	We identified opportunities for public art commissions and integrated design opportunities as part of several initiatives including: <ul style="list-style-type: none"> <li>the Potato Shed redevelopment</li> <li>new Civic Precinct</li> <li>Revitalising Central Geelong’s Arts and Cultural Precinct Masterplan and Green Spine projects</li> <li>the Arts Industry Commissions program providing support to professionals working in the arts, cultural and heritage sectors who have been impacted adversely by COVID-19.</li> </ul>	
	<i>Continue to support the implementation of Armstrong Creek Public Art Strategy.</i>	We are progressing public art opportunities within large scale residential developments including Armstrong Creek, The Point, Anchorage and the North West growth corridor.	
Recognise and share our heritage through storytelling.	<i>Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.</i>	We have developed a discussion paper to further inform the review of the Connecting Memory App. Further development of the Arts and Culture Trails App will not continue this financial year as budget has been redirected to support arts COVID recovery efforts. We also continued to deliver Our Heritage, Our Collection - a digital exhibition that celebrates the City of Greater Geelong’s heritage in 50 objects. Social media campaigns have featured one 'new' object or image and story each week.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise and celebrate Geelong’s Aboriginal culture and history.	<i>Work with Wadawurrung to ensure Aboriginal culture, heritage and stories are presented.</i>	<p>We will present projections on City Hall as part of NAIDOC week commencing 8 November 2020. We engaged with Traditional Owners on several initiatives including:</p> <ul style="list-style-type: none"> <li>the National Wool Museum’s redevelopment of the Wool Harvest, Gallery One, to incorporate story of place name and the role of Aboriginal people in the wool and textile industry.</li> <li>the review of the National Wool Museum draft 30 Year Vision Strategic Plan</li> <li>public art commissions and integrated design opportunities for Green Spine, Drysdale Library and project scope for Aboriginal cultural recognition in Civic precinct.</li> </ul>	
	<i>Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.</i>	<p>Our Indigenous Traineeship funded by Creative Victoria was cancelled due to the impact of COVID restrictions on the ability to provide a culturally safe and meaningful traineeship.</p> <p>The indigenous song writing mentorship was also postponed and budget reallocated to the Arts Industry Commissions program as part of the COVID-19 recovery. Discussions continue with Strong Brother Strong Sister around collaborating to design a future First Nation music development program in 2021 following the successful delivery of the Koori Youth Group Music Development program in 2020.</p> <p>We created a Geelong and Bellarine showcase as part of Isol-Aid, an online music festival and gathering space, where artists play sets streamed live via their Instagram accounts. Eight local musicians performed to an international audience of over 18,000 with local First Nation musician Mick Ryan who performed with his band at Narana featured in several media articles.</p>	
Work with galleries and museums to improve our public art and heritage offering.	<i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i>	Council adopted Osborne House Sustainable Development Plan in September 2020. We are designing the Expression of Interest process which will be presented to council in January 2021.	
Attract new and support existing creative industries.	<i>Deliver the Creative Communities Grants and establish the First Nations Heritage Grants*.</i>	We conducted the main round of the 2020-21 Creative Communities Grants for arts projects and festivals grants July-September 2020. An additional \$150,000 was allocated for a new COVID-19 Arts Culture & Heritage Recovery Grants to support those working in the arts, cultural and heritage sectors who have been impacted adversely by COVID-19.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver UNESCO City of Design creative outcomes.	<i>Adopt and implement the first year of the Arts and Cultural Strategy.</i>	We completed the first stage of the Arts and Cultural Strategy engagement with a summary of findings report currently being drafted. Stage two of development has commenced. A total of 890 individual community and industry representatives have contributed to the consultation process to date.	
	<i>Deliver Geelong After Dark 2021.</i>	The 2021 Geelong After Dark was cancelled due to the uncertainty of COVID restrictions. Funding has been reinvested in the Arts Industry Commission program to support to our region's artists and creative industries impacted by COVID-19 restrictions. We completed a review and online engagement for Mountain to Mouth. Work is now being undertaken to align key strategic priorities with the developing Arts and Cultural Strategy.	
	<i>Create a future vision plan for the National Wool Museum.</i>	We have completed a first draft of a 30-year vision strategic plan for the National Wool Museum. The draft is currently under review and engagement with employees and Wadawurrung Traditional Owners.	
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.	<i>Endorse and implement the recommendations of the Our Heritage, Our Collections strategic report.</i>	We cleaned and repaired outdoor art and heritage collections that were reviewed during the <i>Our Heritage, Our Collections</i> audit. We also completed significant cataloguing of the National Wool Museum indoor collection during this period. Council approved a new Senior Collections Officer role to assist in the management and care for our collections.	

\*Major Initiative

## LINKS TO THE CLEVER CREATIVE VISION



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

# INTEGRATED TRANSPORT CONNECTIONS









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

■ On track    
 ◆ Needs improvement    
 ■ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increased kilometres of bicycle, walking paths and shared paths <sup>^</sup> .	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	223 km bike paths 1,822 km footpaths (June 2020) 210 km bike paths 1,755 km footpaths (June 2019)	Bike paths increased by 13 km in 2019–20 and 17 km since the baseline measurement. Footpaths increased 67 km in 2019–20 and 148 km since the baseline measurement.	■
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	60 (2020) 54 (2019)	Community satisfaction with sealed local roads increased by 6 index points in the 2020 survey and 11 index points since 2018.	■
Renewal gap for road management reduced.	Annual	\$4.5 million (2017)	Reduce	\$3 million (2020) \$3 million (2019)	The asset modelling data that produces this result has not changed. New condition assessment data and modelling are due by the end of 2020.	■

<sup>^</sup>We added shared paths to this measure for 2020–21.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support projects in the <i>G21 Region Roads Transport Plan 2017–2027</i> .		We participate in the G21 Transport Pillar and associated projects. We are developing an integrated comprehensive transport plan that will provide a cohesive transport and land use planning framework for the City and align with the <i>G21 Region Roads Transport Plan 2017–2027</i> .	■
Work with VicRoads to deliver the <i>Network Operating Plan</i> .		Council rejected a proposed Transport Network Operating Plan for Central Geelong, instead requesting that work begin on new 10 and 20-year transport plans for Greater Geelong. We continue to work with the Department of Transport on transport initiatives through Central Geelong.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Improve our road management and engagement program.	<i>Continue to seek input from the community on the planning and delivery of transport infrastructure.</i>	We are engaging on a range of road infrastructure projects. A review of the Road Management Plan is expected to commence in October 2020 and be completed in June 2021.	
	<i>Implement planned council program of infrastructure upgrades including streets, roads and drains.</i>	We progressed significant improvements to road and safety conditions on Anakie Road. The \$3.5 million road rehabilitation project aims to help increase local employment, enhancing the economy of Lara and the wider region.  We also completed major drainage works in Epworth Street, Ocean Grove. This \$1.66m project aims to provide improved flood protection to multiple properties, within and surrounding Epworth Street.	
Deliver better-connected walking, cycling and trail paths across our region.	<i>Upgrade and deliver new footpaths and cycling paths and focus on linkages between paths.</i>	We are developing an integrated comprehensive transport plan that will provide a cohesive transport and land use planning framework for the City. Active transport modes and routes will be identified and prioritised as part of this plan.	
	<i>Deliver actions in the Shared Trails Masterplan*.</i>	Council adopted the Shared Trails Masterplan in March 2020. Detailed investigation is now underway to identify suitable routes for four key links on the Bellarine.	
Advocate to improve rail, road and sea connections for our region.	<i>Advocate on behalf of our residents to have access to safe, reliable and consistent transport including rail.</i>	We continue to work with G21 councils and the Department of Transport through the G21 Alliance. Work has also commenced to scope the Integrated Transport Plan which will be a key advocacy and action plan document for the region.	
Work with government to improve freight connections to the Geelong Port.		We are undertaking projects to support freight logistics and access to the Geelong Port with recent completion of local road upgrades improving the safety for freight vehicle access.  We continue to assist the regional channel authority for the planning and provision of freight access and the future introduction of the Spirit of Tasmania to Geelong Port.	
Support further international flights at Avalon.		Tourism Greater Geelong and The Bellarine (TGGB) continue to support Avalon Airport throughout this period via our tourism partnership. Avalon Airport has been non-operational due to COVID-19 restrictions including international and state border closures. Avalon Airport are advocating to be considered as a regional Victoria gateway to airlines in a bid to provide a safe interim solution that would enable interstate travel to recommence.	
Support the redevelopment of the rail station precinct, including a modern bus terminal.		Council continues to be a partner in the Revitalising Central Geelong program, including advocating for the Geelong Station precinct redevelopment.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver the <i>Better Bike Connections</i> project.	<i>Deliver the southern section of the Better Bike Connections program from Central Geelong to Highton.</i>	We completed detailed design for the southern link of the Better Bike Connections project. Procurement for the construction phase is expected to commence late 2020.	■

\*Major Initiative

## LINKS TO THE CLEVER CREATIVE VISION



A FAST, RELIABLE AND  
CONNECTED TRANSPORT  
NETWORK






# A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

■ On track    
 ◆ Needs improvement    
 ⬢ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	17,995 businesses (30 June 2018) 18,850 businesses (30 June 2019)	Businesses increased 855 in 2019–20, and by 659 in the previous financial year.	■
15 years of industrial land supply planned.	Annual	21 years (September 2018)	Maintain	28 years (June 2018) 28 years (June 2019)	There are a range of industrial development areas for new and existing businesses, however there's a shortage south of the Barwon River. The North East Industrial Precinct and West Employment Precinct at Armstrong Creek will be important to address this local shortage of supply.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	<i>Work with the Victorian Government to deliver the Central Geelong Planning Framework Review.</i>	We are working with the Department of Environment Planning Water and Planning on the Central Geelong Central Geelong Structure Plan which will be finalised early in 2021.	■
Work with government to deliver City Deal projects.	<i>Plan and prepare for the delivery of Revitalising Central Geelong projects funded through the Geelong City Deal.</i>	We completed planning for the integration of City Deal projects with the Revitalising Central Geelong Action Plan.  The Safe Harbour project will be completed by the Royal Geelong Yacht Club by December 2020.  Design work for the Geelong Arts Centre is well underway with the building contractor being engaged.	■
Use Geelong's UNESCO City of Design designation to secure economic development projects.	<i>Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation*.</i>	We continue to progress the delivery of Geelong Design Week 2021 and Geelong's pitch to host the 2021 sub network meeting. The framework plan has been delayed due to the teams focus on business response to COVID-19.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Attract new investments to the region.	<i>Coordinate the Geelong Defence Alliance to support Hanwha's Land400 Phase 3 bid to create an elite defence production facility in Geelong.</i>	In partnership with Regional Development Victoria, we continued to support Hanwha in their search for a manufacturing location. Hanwha had been selected as the preferred supplier to manufacture howitzers and Land400 tanks in Geelong.	
	<i>Create opportunities to increase the number of start-up and entrepreneurial businesses in the region.</i>	We delivered the Geelong Small Business Festival in partnership with the state government in September 2020 to support local businesses owners. A Small Business Victoria workshop on starting a small business was delivered to more than 40 participants.	
	<i>Deliver the Cleantech Innovation Geelong Business Plan to encourage and enable sustainable practice in local business and use of clean technologies.</i>	We continue to implement the actions from plan including <ul style="list-style-type: none"> <li>• the investigations into a Cleantech precinct</li> <li>• funding four Cleantech demonstration projects</li> <li>• implementing the procurement for innovation training for employees</li> <li>• supporting our procurement process to reuse recycled materials for road surfaces.</li> </ul>	
Help to renew industrial precincts.		There are no planned activities to support this priority in 2020–21.	Not started
Execute strategies for economic growth in the region's north.	<i>Continue to deliver the Regional Industry Sector Employment program.</i>	The first of eight Regional Industry Sector Employment (RISE) programs had 10 registered participants complete the program in September 2020.  In addition, the Advisory Group for RISE agreed to Terms of Reference and key performance indicators for the program for these eight programs for delivery over the next two years.	
Support and promote across the region, local businesses, markets and products.	<i>Deliver the Small Business Festival to support existing and generate new small business owners.</i>	We delivered the tenth Geelong Small Business Festival online from 1-18 September 2020. It provided 40 events over the three weeks and attracted over 15,000 participants.	✓
	<i>Support the recovery of businesses in the region following COVID-19 through the delivery of Geelong's Business Support Package.</i>	We have several small business support packages in place, including a voucher for businesses to access free professional advice in legal, finance, marketing, grant writing, COVID-19 safe operations and human resources. To date, 113 business support vouchers have been approved.  We funded and promoted training programs, including COVID-19 safe operations and grant writing.  We continue our e-Concierge point of contact service that is part of our business support COVID-19 relief and recovery programs.	
	<i>Continue shopping centre streetscape renewal projects*.</i>	We have no active shopping centre streetscape renewal projects underway at present.	Not started

\*Major Initiative

## LINKS TO THE CLEVER CREATIVE VISION



A PROSPEROUS ECONOMY  
THAT SUPPORTS JOBS AND  
EDUCATION OPPORTUNITIES



A DESTINATION THAT  
ATTRACTS LOCAL AND  
INTERNATIONAL VISITORS

# GROWING OUR TOURISM AND EVENTS






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



■ On track    
 ◆ Needs improvement    
 ⬢ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete

Municipal Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Annual increase in visitors <sup>^</sup> .	Annual	5.1 million (Apr 17 to Mar 18)	2.1 per cent per annum	6.0 million <sup>#</sup> (Apr 19 to Mar 20) 6.0 million <sup>^</sup> (Apr 18 to Mar 19)	An increase of 0.2 per cent.	◆
Annual increase in expenditure by visitors <sup>^</sup> .	Annual	\$936 million (Apr 17 to Mar 18)	3.8 per cent per annum	\$1.1 billion <sup>#</sup> (Apr 19 to Mar 20) \$1.1 billion <sup>^</sup> (Apr 18 to Mar 19)	An increase of 1.7 per cent.	◆
Annual increase in international overnight visitors <sup>^</sup> .	Annual	55,900 (Apr 17 to Mar 18)	4.9 per cent per annum	56,900 <sup>#</sup> (Apr 19 to Mar 20) 61,800 <sup>^</sup> (Apr 18 to Mar 19)	A decrease of 7.9 per cent.	⬢
Annual increase in domestic overnight visitors <sup>^</sup> .	Annual	1.3 million (Apr 17 to Mar 18)	1.9 per cent per annum	1.6 million <sup>#</sup> (Apr 19 to Mar 20) 1.6 million <sup>^</sup> (Apr 18 to Mar 19)	A decrease of 1.3 per cent.	⬢
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6 per cent per annum	Estimated 5,961 (2019–20) Estimated 6,226 (2018–19)	A decrease of 4.3 per cent. Tourism employment was adversely impacted by the restrictions COVID-19 restrictions.	⚙️
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	45:1 (2019–20) 49:1 (2018–19)	\$53 million of event spending was generated, despite six major events being cancelled due to COVID-19 restrictions.	■

<sup>#</sup>The methodology used to collect tourism data changed, so caution should be applied when comparing results from January 2019 onwards with previous years.

<sup>^</sup>Data reported in the 2018–19 annual report was for the period January 2019 to December 2019 and has been corrected in this report.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.	<i>Work with government to deliver City Deal tourism infrastructure projects.</i>	Tourism Greater Geelong and The Bellarine continues to work with government through representation on the Geelong City Deal Advisory Group that supports the City Deal Implementation Committee by providing independent advice on progress and strategic direction for the City Deal.	
Deliver the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i> .	<i>Support Parks Victoria in the development of the You Yangs and Serendip Sanctuary Master Plan.</i>	A draft master plan developed by Parks Victoria in partnership with Regional Development Victoria was released on 1 September 2020 for public comment. Council has recognised community concerns about the draft plan's content and direction and will raise them with Parks Victoria's board and management.	
	<i>Support the Study Geelong initiative to attract international students to the region.</i>	Study Geelong launched the International Friends Program through our COVID-19 Support Package. The program matches an international student with a local person/family for 12 weeks to get to know each other and share culture. Applications are being sought from the community to become hosts and from international students as participants.	
	<i>Support and secure business events to the region via the activities of Business Events Geelong.</i>	Business Events Geelong (BEGeelong) has been moving through the Crisis Management and Recovery Strategy that was implemented in response to the COVID-19 pandemic. Phase 1 (Crisis Management) and phase 2 (Recovery Planning) have been delivered with the focus now on phase 3 (Execution). This involves the launch of the 'You Belong in Geelong' campaign scheduled to commence in November 2020 which aims to drive smaller residential business events into the region. This campaign will be supported through a targeted trade media push along with several virtual trade events scheduled to occur throughout November.	
	<i>Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow visitor demand.</i>	TGGB launched a new campaign to promote the area as an experience greater than the sum of its parts. "Greater Than" has been formed through extensive brand research and stakeholder engagement. The campaign divides the municipality into six sub-regions: Queenscliff and Point Lonsdale, South Bellarine, North Bellarine, Geelong, Moorabool Valley and the You Yangs region. A master brand has been developed for Geelong and the Bellarine with each of the sub-regions having its own brand atlas. Hard copy sub-region atlases were provided to operators as well as a digital Master Brand Atlas containing all sub regional information for businesses without a physical location or who operate across several of the sub regions. Briefings have also taken place with several other stakeholders including local governments and the Visit Victoria marketing team. The campaign activity will be targeting the Victorian short break market who are already familiar with the region, engaging at the destination level.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Help the region reach its potential through the delivery of critical infrastructure through advocacy for tourism priority projects as outlined in the Tourism Development Plan.</i>	<p>TGGB continue to provide a high level of support, advocacy and leadership towards delivering on major infrastructure projects and masterplans for the region including:</p> <ul style="list-style-type: none"> <li>• 18 accommodation developments worth \$320 million adding an additional 1,228 room stock to an existing 3,075 stock</li> <li>• 14 attraction and experience developments worth \$290 million</li> <li>• 13 visitor infrastructure developments worth over \$460 million plus an addition \$1 billion development town centre development</li> <li>• Six projects aligned to the City Deal including a Convention and Exhibition Centre totalling \$420 million.</li> </ul>	
Build on the current events program and increasing cross-promotional opportunities.	<i>Attract and procure major events to the region*.</i>	Geelong Major Events approved funding for Festival of Sails, Archie 100 (a touring exhibition celebrating 100 years of the Archibald Prize) and an international SailGP event in 2021–22. Several events were postponed due to COVID-19 restrictions and are rescheduled for 2021 pending state government announcements on large gatherings.	

\*Major Initiative

#### LINKS TO THE CLEVER CREATIVE VISION



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



## INNOVATIVE FINANCES AND TECHNOLOGY

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

■ On track  
 ◆ Needs improvement  
 ■ Off track  
 ⚙️ Off track COVID-19  
 △ Not yet available  
 ✓ Complete

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the city 11 council facilities with free community Wi-Fi (1 July 2018)	Increase	106 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2020)	We have added 14 new Wi-Fi access points since 2018. This is in addition to the free Wi-Fi at two City-owned facilities last year.	■
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for Service 24,074 (2017–18)	Increase	Payments 124,431 Forms 24,109 Requests for service 29,187 (2019–20)	All online transactions increased in 2019–20; payments by 7.4 per cent, forms by 43.9 per cent and requests for service by 9 per cent. COVID-19 closures of our customer service centres are the likely cause of this.	■
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	>5% (2019–20) 5% variation (2018–19)	The 8.7 per cent variation was caused by better-than-expected gifted assets of \$35 million and higher developer contributions. This was partially offset by an operating result that was (\$19 million) lower than expected – \$10.5 million of which was related to COVID-19 impacts.	■
Increased revenue streams.	Annual	-	Increase	-	An increase in the 'rates and charges' revenue stream in 2019–20 was caused by rateable property growth, as well as supplementary valuations.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children's services.	<i>Implement the first year of the LED Street Light and Smart Remote Controller Program.</i>	We completed the purchasing phase of the LED Street Light and Smart Remote Controller Program and are preparing for phase one installation in early 2021. As part of the City Deal initiatives, we are investigating how sensors and new technologies can improve the management and driver experience with parking in Central Geelong. Work will begin on this part of the program later in 2020.	
Develop digital tools and technologies to improve service delivery and our customer experience.	<i>Implement an online booking and ticketing system for the City's facilities and assets.</i>	We completed a significant engagement with business stakeholders to produce a fit for purpose go-to-market document. We are now in the request for proposal evaluation phase of this project which has identified a dependency for the booking system on the Business Systems Refresh program. We expect implementation of the ticketing system solution/s to commence later in 2020 and from early 2021 for the online booking system.	
	<i>Implement the City's new risk management and reporting software solution.</i>	We completed several actions, including: <ul style="list-style-type: none"> <li>• privacy impact assessment</li> <li>• business risk assessment</li> <li>• technical security penetration test.</li> </ul> We continue to investigate a solution for data integration into the cloud and our risk management module requirements will commence in October 2020.	
Increase free Wi-Fi in public spaces and community facilities.	<i>Provide new Wi-Fi points at various locations across the municipality.</i>	We have commenced our Wi-Fi project in the northern suburbs which will be complete in April 2021.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Develop a strategic plan for the Smart City program, which uses technology and data to improve the lives of people in the community.</i>	We drafted the <i>Smart City Strategic Framework</i> and it will be presented to Council in December 2020.	
	<i>Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.</i>	We are finalising the Bellarine enhanced broadband project contracts and detailed specifications. The project start is pending the completion of an environmental and heritage report.	
Attract more technology-focused businesses to our region.		We managed ongoing enquires about technology-focused businesses.	
Examine our budget to fund future initiatives.	<i>Continue to review our processes and services to find and implement efficiencies.</i>	Our 2020–21 budget and grants program contain new and continued initiatives to support Greater Geelong's COVID-19 recovery. We completed our 2020–21 budget process review and the findings will enhance our 2021–22 Budget procedure.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Establish sustainable financial and infrastructure management systems for our future.	<i>Implement the City's Digital Modernisation program to increase digital capability across the business and increase opportunities for the community to interact and transact with us online*.</i>	We are in the final stages to select the organisation that will assist us to implement our Digital Modernisation program.	
	<i>Continue the Asset Management Transformation program, including delivery of the Asset Management Strategy.</i>	<p>We continued to undertake the following work that was started last year:</p> <ul style="list-style-type: none"> <li>• a review of data, systems, processes and procedures</li> <li>• a review of internal roles and responsibilities</li> <li>• modelling to assess the impact of increasing renewal</li> <li>• gaps, our growing asset base and our ability to support service delivery in the future.</li> </ul> <p>In addition, the <i>Local Government Act (Vic) 2020</i> requires development of 10-year asset management plans. We drafted a number of these plans and will develop the remaining plans throughout the year.</p>	

\*Major Initiative

#### LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY







A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

# ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE







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






■ On track    
 ◆ Needs improvement    
 ⬢ Off track    
 ⚙️ Off track COVID-19    
 △ Not yet available    
 ✓ Complete





City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	60 (2020) 58 (2019)	The public's perception of overall council performance has improved again in 2020 (up 2 index points from 2019 and 6 index points from 2018).	◆
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	73 (2020) 71 (2019)	Our community's satisfaction with customer service has increased 3 index points since 2018. This result may be due to a focus on resolving customer enquiries at the frontline and better online transaction options.	◆
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	56 (2020) 55 (2019)	Live streaming of council meetings and community focus meetings continue to have a positive impact on our community.	◆
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	53 (2020) 55 (2019)	Community satisfaction decreased slightly in the 2020 survey, but there has been an overall upward trend over the past four years.  A new Have Your Say platform and other resources introduced this year have made engagements more accessible to the community, despite COVID-19 restrictions impacting our ability to engage face-to-face.	◆
Increased community satisfaction with overall council direction.	Annual	54 (2018)	>70	54 (2020) 55 (2019)	Community satisfaction has been consistent over the past three surveys and will remain a focus for improvement.	⬢

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Sep 2020	Progress comments	Status
Decreased Lost Time Injury Frequency Rate.	Every three months	14.9 (June 2018)	Decrease	17.5 (September 2020)	Reported every three months. The LTFIR continued to trend slightly downward during this quarter. Results have been impacted by a consistent number of reported injuries each month, coupled with reduced number of Hours Worked.	
Increased employee engagement.	Annual	54% (2017)	70%	52% (2020) 52% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	
Increased employee satisfaction.	Annual	62% (2017)	80%	63% (2020) 58% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	
Increased positive media coverage <sup>^</sup> .	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	38.33 (Average July to September 2020)	Positive sentiment for over the past few months has been influenced by COVID-19 support for community and businesses, sustainability initiatives such as the plan to phase out single-use plastics and the endorsement of the sustainability framework and action plan.	

<sup>^</sup>The methodology used to collect this data changed in 2019–20, so caution should be applied when comparing results with previous years.

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Proactively manage our assets, including land holdings.	<i>Develop a Sales and Acquisitions Strategy.</i>	We drafted a <i>Sales and Acquisitions Strategy</i> and are currently aligning this work with other key strategies.	
Consolidate the City of Greater Geelong offices.	<i>Commence construction and build of the new Civic Precinct*.</i>	We are building a new Civic Precinct. The planning permit was issued at the end of June 2020 and construction has commenced with: <ul style="list-style-type: none"> <li>• Corio Street Car Park demolished, and piling started</li> <li>• demolition of 4 Bayley Street, Geelong complete and demolition of 6-10 Bayley Street, Geelong underway</li> <li>• drainage relocation in progress.</li> </ul>	
Communicate and engage more effectively with the community, in areas of need.	<i>Support the voice of the youth in the community by promoting and supporting the 2020 Junior Youth Council.</i>	We supported the Youth Council through an advisory and leadership program that included: <ul style="list-style-type: none"> <li>• 10 youth councillor coaching sessions</li> <li>• three Youth Council meetings</li> <li>• five Councillor Connect mentoring programs</li> <li>• one planning meeting</li> <li>• one Youth Council Steering Group meeting.</li> </ul> The Youth Council provided advice to headspace, commission for children and young people and to our internal departments.	
Continue to transform our workplace culture.	<i>Deliver the Working Better Together program to achieve a positive workplace culture.</i>	We have delivered the following actions as part of the Working Better Together program: <ul style="list-style-type: none"> <li>• a series of team building sessions with our Executive Leadership Team</li> <li>• leadership enablement sessions with our Executive, Manager and Coordinators from across the City.</li> </ul> We have planned further sessions for all people leaders in December 2020.	
Use data and analytics to make better decisions.	<i>Embed the Sustainability Framework within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework*.</i>	Council endorsed the amended <i>Sustainability Framework 2020 and revised Sustainability Framework Action Plan 2020-2022</i> in July 2020. <p>A report on measures and targets for the Sustainability Framework is due to be presented back to Council in December 2020.</p>	
Make our processes more effective and efficient.	<i>Establish an Enterprise Project Management Office to support consistent and strategically planned project delivery across the organisation.</i>	Our Enterprise Project Management Office is being scoped with initial implementation actions underway. We are developing the required governance and organisational systems to support consistent and strategically planned project delivery across the City.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	<i>Deliver the second year of the City's Service Planning Program and implement our Service Review Framework to ensure we are servicing and meeting existing and emerging needs of our community.</i>	We commenced the second year of our service planning program. Refreshed service plans will provide updated data and insights to inform our internal programs. In addition, we are developing a <i>Service Review Framework</i> .	
	<i>Deliver the Clever Together Project change program to ready our workforce for working in new ways.</i>	Our Clever Together Project brings together the Civic Precinct and Digital Modernisation programs to improve the experience of our customers and employees. Some of the activities in this plan that are complete or underway include: <ul style="list-style-type: none"> <li>• community and Aboriginal engagement in matters such as the naming of the Civic Precinct and scar tree relocation</li> <li>• vendor selection for the Digital Modernisation program and resource modelling to deliver associated projects</li> <li>• extensive employee engagement that has included workspace design workshops and new ways of working e.g. mobility and paperlite</li> <li>• regular union briefings about the new Civic Precinct and digital changes.</li> </ul>	
	<i>Mobilise the City's resources to enable delivery of organisational and community recovery following the COVID-19 pandemic.</i>	Council has extended the COVID-19 support packages of \$10.8 million announced in 2019–20, by a further \$4.2 million.	
	<i>Deliver organisational changes in line with the new Local Government Act 2020.</i>	We adopted a range of policies, charters and delegations to meet our <i>Local Government Act (Vic) 2020</i> (Act) obligations. Council adopted the following key documents at the special meeting on 1 September 2020: <ul style="list-style-type: none"> <li>• Public Transparency Policy</li> <li>• Governance Rules</li> <li>• Council Expenses Policy</li> <li>• updated Audit and Risk Committee Charter</li> <li>• new Delegated Committees and a Community Asset Committee</li> <li>• updated Chief Executive Officer and employee delegations.</li> </ul> We completed all current legislative requirements to implement to the new Act.	
Increase state and federal funding for the region.		We meet regularly with state and federal Members of Parliament. Following Council elections in October, a key priority will be establishing these relationships of with the new Mayor and Deputy Mayor. Our City Deal communications plan supported the execution of committed state and federal funding.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Develop, promote and improve the City's brand.	<i>Set a baseline with brand awareness research.</i>	We commenced our work into brand awareness for the City and Council at the end of last financial year, establishing baseline information that will allow us to develop our marketing and communications strategy to our community.	
Lead major local organisations in collaborative projects.		We collaborated with key Geelong organisations on the following advocacy matters: <ul style="list-style-type: none"> <li>• Northern Aquatic and Community Hub</li> <li>• City Deal Implementation</li> <li>• Australia's Gateway Cities alliance.</li> </ul> We provided: <ul style="list-style-type: none"> <li>• briefings to G21 and Committee for Geelong</li> <li>• panel representation on Committee for Geelong forums</li> <li>• regular COVID-19 Members of Parliament Meetings</li> <li>• hosting at Central Geelong taskforce forums</li> <li>• participation in Barwon Regional Partnership COVID-19 recovery discussions</li> <li>• successful advocacy for the Australian Tax Office to remain in Geelong.</li> </ul>	
Use better communication to strengthen our strategic priorities.	<i>Engage the community to attract a diverse and representative field of candidates for the 2020 Council General Election and meet the State Government's gender equity target.</i>	We hosted two webinars in August 2020 for women interested in standing as candidates in the 2020 Council General Election. Leadership expert and author Ruth McGowan OAM shared her experience in local politics and information for prospective candidates to plan and deliver a successful campaign. We partnered with the Municipal Association of Victoria to deliver Council Community and Candidate Information Sessions and the Victorian Electoral Commission on a Voter Education Session for our CALD community. We also promoted Your Community Country and Council sessions run by the Victorian Local Governance Association.	
	<i>Build the advocacy function to support the City to utilise and attract state and federal funding for the region.</i>	We integrated our engagement, government relations, advocacy and communications functions. This centralisation will support our advocacy for key projects and created a main point within the City for collaboration with other key advocacy agencies for Geelong. In addition, we are developing: <ul style="list-style-type: none"> <li>• an advocacy framework</li> <li>• centralised reporting and oversight of incoming grants</li> <li>• enhanced relationship management with all tiers of federal and state governments.</li> </ul>	

\*Major Initiative

## **5. 2019-20 TOURISM GREATER GEELONG AND THE BELLARINE (TGGB) ANNUAL REPORT AND TOURISM PERFORMANCE**

**Source:** Economy, Investment & Attraction – Tourism  
**A/Director:** Tim Ellis

### **Purpose**

1. To provide Council with an update on the progress and performance of Tourism Greater Geelong and The Bellarine Inc (TGGB) and local visitor economy, as per the 2019-20 Annual Report recently adopted at TGGB's Annual General Meeting on 29 October 2020.

### **Background**

2. The City of Greater Geelong has long recognised the importance of the visitor economy in strengthening and diversifying the economic base of the municipality since 1993. Council has supported the tourism sector through a formal partnership with the industry via a Memorandum of Understanding (MOU) 2017-18 – 2020-21.
3. As per the MOU, TGGB's Visitor Economy Strategy 2017-18 – 2020-21 sets the vision, opportunities and priorities relating to Promotion, Development and Leadership. An Annual Action Plan is developed and implemented to guide the activities of the organisation that corresponds to the results the 2019-20 Annual Report (**Attachment 2**).

### **Key Matters**

4. 2019-20 has been a year like no other for the visitor economy of Greater Geelong. Prior to COVID-19, the region experienced strong success with record growth and several significant developments and transport link announcements. As an organisation, TGGB was recognised as a leading regional tourism board at the 2019 Victorian Tourism Awards receiving awards for training and development as well as visitor services.
5. Prior to COVID-19, the Greater Geelong visitor economy was worth a record \$1.1 billion to the local economy up 1.7% year on year attracting 6 million visitors, with nights spent in the region up 10.3% to 5.5 million nights.
6. The visitor economy directly supported 2,635 business who employed 7,551 people in the community and a further 3,713 people indirectly via the visitor economy supply chain.
7. Between April and June 2020, the visitor economy suffered a combined loss of \$280 million within the accommodation, hospitality, arts and retail sectors due to COVID-19.
8. Despite these challenges, TGGB has continued to lead a strong and coordinated tourism industry with a united and compelling voice during 2019-20, successfully pivoting the organisation to be fully focused on providing the necessary industry and recovery support during COVID-19. TGGB successfully adapted the annual action plan to support this, which is reflected in the 2019-20 Annual Report.

**Cr Sullivan moved, Cr Murrhiy seconded -**

9. **That Council note the progress and performance of the Regional Tourism Board - Tourism Greater Geelong and The Bellarine Inc. and local visitor economy as per the 2019-20 Annual Report.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

1. Funding for Tourism Greater Geelong and The Bellarine (TGGB) is agreed via Council's annual budget process. As per the MOU 2017-18 – 2020-21, Council funds the staffing and administration costs with further specific budget lines for Business Events and Visitor Services functions.
2. The City's financial contribution to TGGB for 2019-2020 was \$2.112 million relating to Tourism administration \$1,250,459, Visitor Information Centres \$382,640 and Business Events Geelong \$479,294.
3. TGGB's operating result (Council, State Government and Industry) was \$3.679 million with non-Council revenue of \$1.567 million to support the Annual Action Plan.
4. State Government funding of \$275,000 to TGGB is subject to a formal contract and is specifically directed towards the implementation of the Annual Action Plan. Other non-Council revenue is received via tourism business memberships and partnerships, grants, industry buy-in to marketing and development programs.
5. The City of Greater Geelong COVID Community and Economic Support Package, confirmed in late June 2020 included funding totalling \$633,000 for initiatives that TGGB will deliver during 2020-21 across leisure marketing, business event procurement and international student support.

### ***Community Engagement***

6. TGGB has invested significantly in the development and implementation of an enhanced digital footprint that engages with both industry and visitors to our region. A dedicated industry engagement program has been initiated that includes weekly newsletters to industry and constant engagement with Industry Engagement Officers.
7. TGGB develops community, visitor and tourism industry engagement actions for individual projects to ensure that projects are developed with evidence-based research.
8. TGGB rolled out a new membership category in May 2020 that enables local businesses and staff to subscribe to TGGB for free, broadening the organisations reach and ability to engage with a broader sector than those directly involved in the visitor economy and financially capable of contributing to the association. This also included waiving all membership fees from April 2020 until December 2020 to support businesses.
9. As of 30 June 2020, TGGB signed on 112 new member businesses increasing total membership to 617 local businesses.
10. As a recognised Regional Tourism Board, TGGB participate in and engage with Visit Victoria, Regional Development Victoria, Victorian Tourism Industry Council, Tourism Australia and relevant State and Federal Government departments.

### ***Social Equity Considerations***

11. The visitor economy contributes \$1.1 billion to the local economy and directly employs over 7,551 people directly and 3,713 people indirectly in a diverse range of jobs across the region in the tourism and hospitality sector.
12. Due to the impact of COVID-19 and subsequent business closures between April and June 2020, it has been estimated that 2,187 jobs had been lost within the accommodation and food services industry alone followed by a further 2,308 on Job Keeper during the same time period.

13. TGGB has been a key driver in the development of the Destination Accessible program with the Australian Federation of Disability Organisations (AFDO), which focuses on building capability of tourism businesses in the region to cater for community and visitors with a disability. 2019-20 saw the completion of the second year of a three-year project with over 100 businesses within the region complete the 1 on 1 mentoring program to ultimately improve accessibility in the region.
14. TGGB has led the continued development of Study Geelong to engage closely and ensure over 4,000 international students are fully connected into our community through student activities, ambassador programs and professional mentoring.
15. The social impacts of tourism have been well documented and will continue to play a major role in guiding the future developments of the region and activities of TGGB.

***Policy/Legal/Statutory Implications***

16. There is no policy, legal or statutory implications resulting from this report.
17. The partnership arrangement between Council and the tourism industry via Tourism Greater Geelong and The Bellarine Inc. is consistent with Council's Tourism Policy.
18. As an Incorporated Association, TGGB Inc. complies with the legislation and management principles that govern incorporated associations in Victoria namely the *Associations Incorporation Reform Act 2012*. The Annual Return has been lodged with Consumer Affairs Victoria to record the Annual General Meeting held on 29 October 2020.

***Alignment to Council Plan***

19. Tourism Greater Geelong and The Bellarine's 2019-20 Annual Report aligns directly to *Strategic Priority 9. Growing our Tourism and Events*. The results and activities from the 2019-20 Annual Report align directly with the key priorities of this Strategic Priority and deliver on the measures of success reported in Council's Annual Report.

***Conflict of Interest***

20. No City Officers or Contractors involved in the activities of this report have a direct or indirect interest.

***Risk Assessment***

21. TGGB plays a pivotal role in advocating on tourism related issues and opportunities in a variety of settings and at different levels of Government.
22. Without an organised and united approach, the tourism industry would most likely suffer or remain stagnant. The partnership allows for long term planning to be adopted in cooperation with the tourism industry and neighbouring Regional Tourism Boards.
23. TGGB has a Tourism Development Plan for the region designed to guide advocacy efforts and prioritise projects that will meet visitor expectations, service future demand and ensure the visitor economy in Greater Geelong and The Bellarine reaches its full potential.
24. TGGB has continued to evolve its corporate risk profiling in cooperation with the City and the TGGB Board to ensure that risks are identified, analysed and evaluated to either control or eliminate risks. This has included a TGGB Board Governance Evaluator process which is conducted by external governance consultants.

***Environmental Implications***

25. TGGB continues to implement and support accreditation programs Earth Check and City Switch. Earth Check is a program aimed at reducing the impact of tourism related activities on the environment and includes training and incentives for those who participate and meet the prescribed benchmarks and standards.
26. TGGB received a 6-star rating from City Switch for the business's environmental standards and usage in 2020.



ANNUAL REPORT  
2019-2020



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## Acknowledgement of Country

**We acknowledge Geelong and The Bellarine is Wadawurrung country.**

We welcome visitors to our region, a place we acknowledge has been cared for by the Wadawurrung people of the Kulin Nation for thousands of years.

The environment is a key reason visitors choose this destination. Traditional Owners sharing the beauty and joy of these lands and waterways is a privilege, one we repay with respect for their country, Elders and people.

# A NOTE FROM THE CHAIR

At about this time every year we pause to reflect on the achievements of our industry and our organisation. Usually we have positive growth to report on, great stories to tell and meaningful insights to share.

This has been a year like no other we've tackled. From the giddy highs of record numbers, new developments and trophies, we've also experienced absolute lows with huge swathes of the industry closed while others survived by reinventing themselves on the ever-shifting sands of public health restrictions.

As an organisation, like all our members and partners, we've been adapting to new scenarios. Our plans have been adjusted, rewritten and, on occasion, thrown out and begun again.

As Chairperson I wish to thank the TGGB Board Members for their ongoing leadership and support through what has been TGGB's greatest challenge to date. Our Board consists of members who, like all of our Partners and members, are addressing the challenges brought about by COVID-19 related issues within their own businesses or the Councils they represent. The Board has continued to provide the effective governance that has been a hallmark of the TGGB Board. Having such first-hand experience within the Board has been invaluable in helping TGGB to plot an alternate course.

I also wish to thank the TGGB staff's ongoing professionalism and their willingness to take on the challenges we have faced to date, and continue to deliver positive outcomes. This effort has been extremely well led by our Executive Director, Brett Ince and, more latterly, our Acting Executive Director, Tracy Carter.

We always work to support the visitor economy, but the tourism businesses we represent have been at the heart of every single decision we've made since March. With the welfare of tourism businesses and the people who run them in mind, our Board moved quickly to waive membership fees for the remaining 9 months of 2020.

Of course, our bottom line has been impacted but adjusting our plans for that outcome was a better option than to expect payment from businesses truly hurting from the COVID related downturn.

Our communications team has spent time after every government announcement poring through information to find the most relevant and useful resources, sharing them with regular email updates and through a dedicated COVID resource centre. We've helped share the 'support local' message so businesses with adjusted trading models might benefit from custom from near (rather than far) when travel restrictions have been in place.

The complete up-ending of the year forced the adjustment of priorities – the 'COVID pivot'. While working to support the industry in the immediate term, we also revisited our own strategies and structures and have made some significant changes to our organisation that will deliver benefits in the long run for our membership structure, our marketing messages and our development programs.

On the very last day of the 2019/20 financial year, we received positive news that the City of Greater Geelong COVID Community and Economic Support Package included \$633,000 for initiatives our team will deliver in marketing, business event procurement and international student support.

We approach 2020/21 buoyed by the support of our municipal partners the City of Greater Geelong, Borough of Queenscliffe and Golden Plains Shire. We're optimistic about the future of our region and industry because the businesses we represent are stoic, resilient, spirited and driven to recover and rebuild the visitor economy in Geelong and The Bellarine, together.

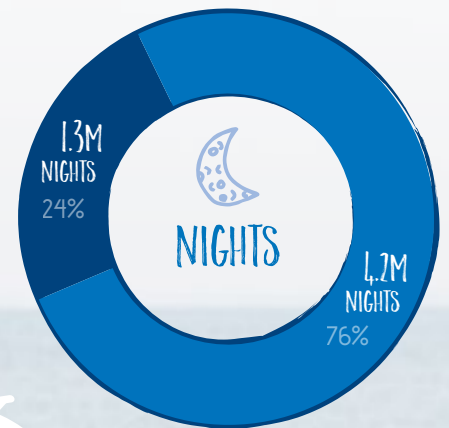
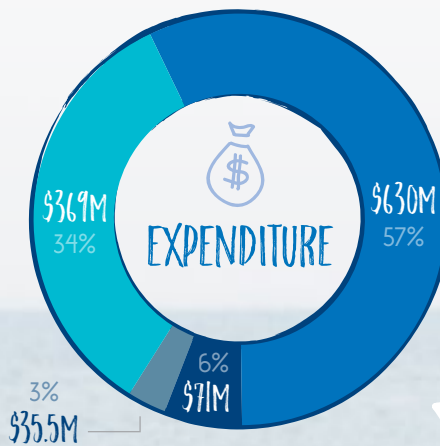
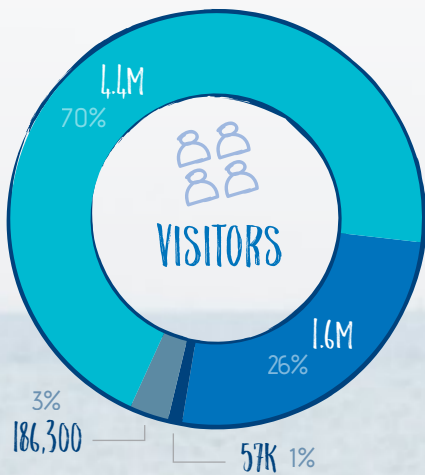
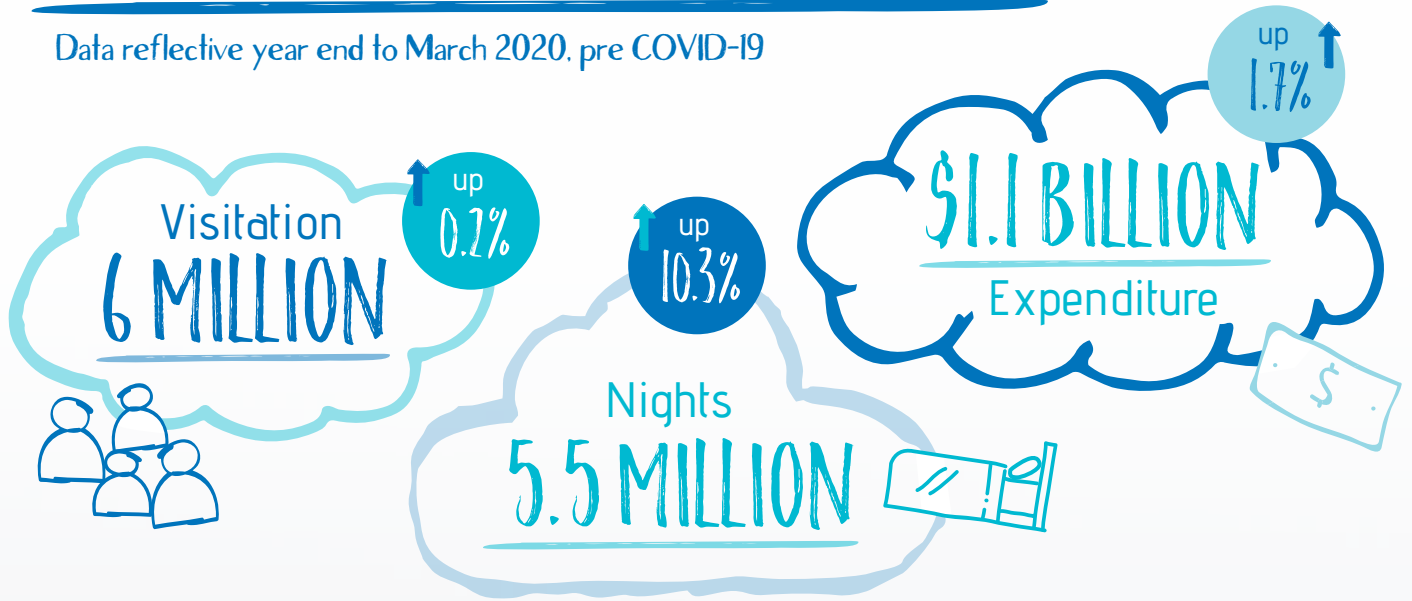


A stylized, handwritten signature in white ink, which appears to read 'John Stevens'.

**John Stevens**  
Chairperson

# VISITOR ECONOMY SNAPSHOT

Data reflective year end to March 2020, pre COVID-19



■ Domestic Day Visitors     ■ Domestic Overnight Visitors  
■ International Overnight Visitors     ■ International Day visitors

**INTERNATIONAL VISITATION** is a small segment of the visitor profile but is high yielding and saw solid growth during this period.

**57K** overnight visitors, spending **\$71 MILLION**



## INTERNATIONAL MARKET SHIFTS

↑ 33%	New Zealand	15.9%
↑ 2%	USA	8.7%
↑ 24%	Singapore	7.6%
↑ 68%	India	6.6%



# MARKET SHARE

Share of visitation and nights in regional Victoria



# WHERE DID THEY STAY?

Friends or relative's property	49.3%	Personal holiday house	7.9%
Caravan park	12%	Rental	8.5%



# COMMUNITY VALUE



According to the local government survey the community perceived tourism as one of the **THREE HIGHEST PERFORMING** services the City of Greater Geelong provides.

Source: National Visitor Survey and International Visitor Survey, YE Mar 20, Tourism Research Australia (TRA)

# TIMELINE - YEAR OF 2019/2020



## July 2019

- > Geelong hosts the Victoria Tourism Industry Council conference



## August 2019

- > The Bollards come to life through augmented reality



## September 2019

- > Geelong hosts the annual Australian Cruise Association conference



## October 2019

- > The Dunes, Ocean Grove hosts TGGB's Annual General Meeting
- > VietJets Citilink announces new international route into Avalon Airport



## November 2019

- > Caledonian Sky cruise ship arrives into Geelong
- > 2 x Gold for TGGB & 3 x Gold for Team Tourism Operators at the RACV Victorian Tourism Awards



## December 2019

- > Port Phillip Ferries maiden voyage between Geelong and Docklands
- > A record 6.4 million visitors recorded for 2019
- > Team Tourism celebrates the year with industry party at Rocklea Farm



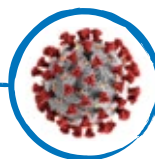
## January 2020

- > Bushfires devastate the East Coast of Australia, severely impacting tourism for much of Victoria



## March 2020

- > TGGB creates digital COVID-19 Resource Centre
- > Government declares COVID-19 pandemic:
  - Nationwide restrictions immediately impact tourism industry
  - Work from home orders in place
- > City of Greater Geelong & The Borough of Queenscliffe announce the first round of Business Support Packages
  - 500 businesses participate



## April 2020

- > TGGB announces financial relief measures for members
  - > Spirit of Tasmania announces it will be coming to Geelong in 2022
  - > TGGB workshops and training opportunities transition to 100% online delivery

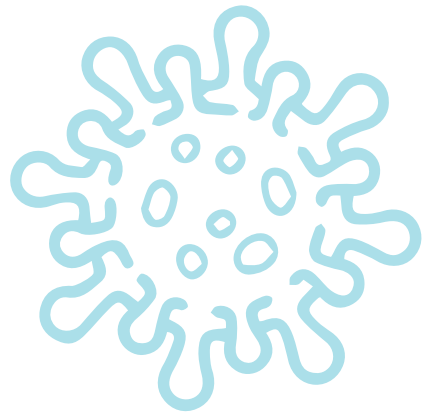


## June 2020

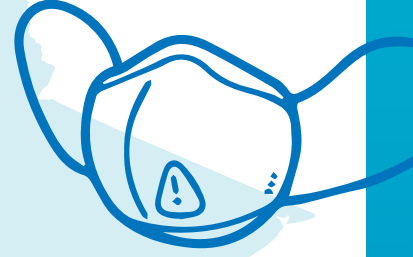
- > TGGB secures \$50k from State Government via Visit Victoria to support marketing activity
- > TGGB secures \$633k from City of Greater Geelong for marketing, business events procurement and international student support



# HOW COVID-19 AFFECTED THE VISITOR ECONOMY



In **VICTORIA** in 2019, tourism was worth **\$32.5 BILLION**. Economic modelling from Visit Victoria based on the industry impact of Coronavirus projects a **72%** fall to **\$9.2 BILLION**.



## IN GEELONG AND THE BELLARINE



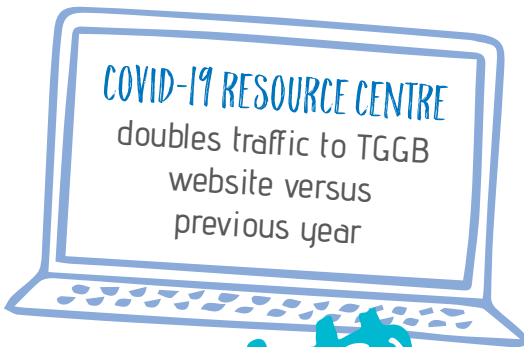
**ACCOMMODATION** and **FOOD SERVICES** suffered a combined loss of **\$127 MILLION** for the June quarter alone



**RETAIL** and **THE ARTS**, recording losses of **\$87 MILLION** and **\$67 MILLION** respectively for the same quarter.

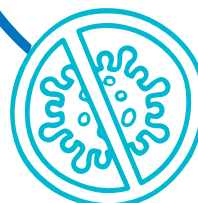


**COVID-19 RESOURCE CENTRE** doubles traffic to TGGB website versus previous year



### COVID SUPPORT

The City of Greater Geelong, Borough of Queenscliffe and Golden Plains Shire combined to provide **\$11.1 MILLION** in support to businesses and the community.



**7 EVENTS** moved online, with over **254** registrations



# MEET OUR TEAM

## The Board



**John Stevens**  
Dench McClean Carlson  
Chairperson



**Helen Butteriss**  
Bellarine Business Advisors  
Skills Based Finance



**Karen Jackson**  
Novotel Geelong  
Skills Based Business Events



**Mel Stewart**  
Hyper Social  
Skills Based Marketing



**Terry Jongebloed**  
Clyde Park Vineyard & Bistro  
Geelong



**Nadine Kuc**  
Baie Wines  
Bellarine



**Christine Smith**  
Great Ocean Stays  
Bellarine



**Jon Helmer**  
Geelong Cellar Door  
Geelong



**Cr Ross Ebbels**  
Borough of Queenscliffe



**Cr Owen Sharkey**  
Golden Plains Shire



**Cr Trent Sullivan**  
City of Greater Geelong



# MEET OUR TEAM

## Team Tourism



EXECUTIVE TEAM



**Brett Ince**  
Executive Director



**Tracy Carter**  
Deputy Executive Director, Marketing & Communications Manager

STRATEGY & DEVELOPMENT



**Brendan Sanders**  
Business Manager



**Carla Garner**  
Tourism Project Officer



**Elise Getson**  
Industry Development Officer



**Felicity McKenzie**  
Senior Administration Officer



**Simone Budd**  
Student Engagement & Project Officer

STUDY GEELONG

MARKETING & PR



**Narelle Needham**  
Marketing & Communications Officer



**Will Barber**  
Digital Marketing Officer



**Di Nelson**  
Business Development Manager



**Abbey Jones**  
Membership Engagement Officer



**Fiona Tuddenham**  
Membership Engagement Officer

MEMBERSHIP

VISITOR INFORMATION CENTRES



**Joshua Harris**  
Visitor Services Coordinator



**Isla Foy**  
Visitor Services Officer



**Mark Day**  
Business Events & International Manager



**Brooke Jaworski**  
Business Events Marketing & Communications Officer



**Bonnie Van Dorp**  
Business Events Marketing & Communications Officer

BUSINESS EVENTS GEELONG





# PROMOTION

Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow demand.

# PROMOTION

## Content and Digital Marketing

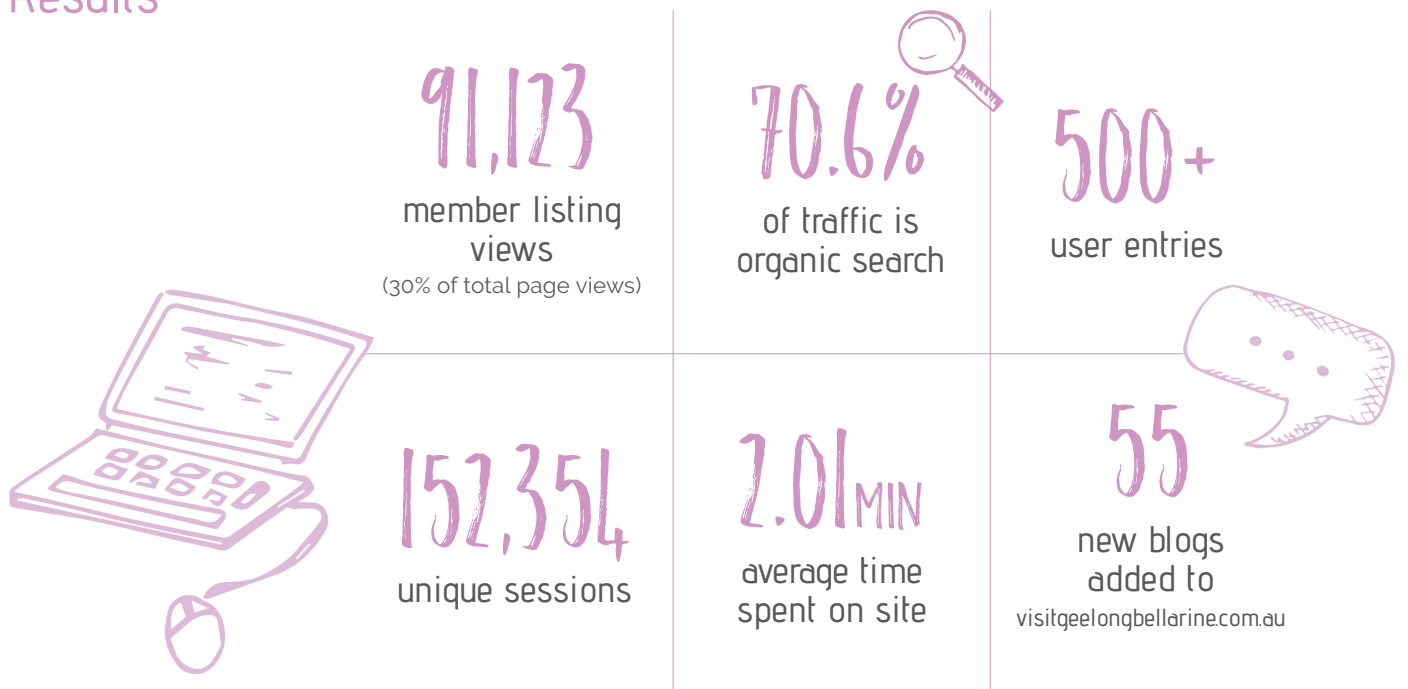
### Objective

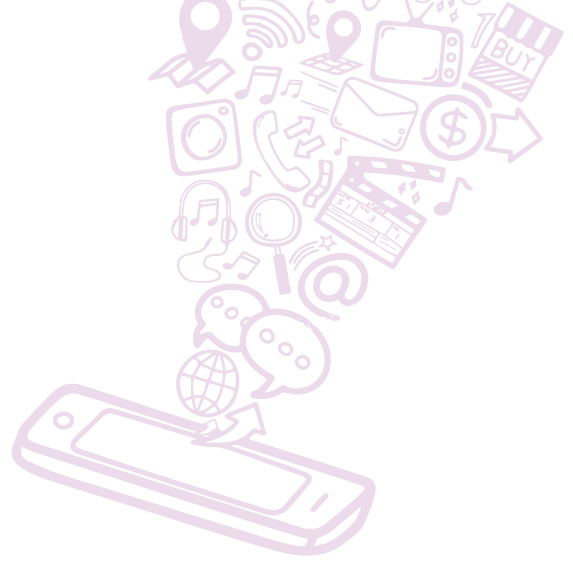
Implement an active schedule of content marketing that leads with the experiences that drive visitation.

### Highlights

1. The #SummerUnleashed User Generated Content campaign celebrated creativity around the region and engaged the Visiting Friends and Relatives market.
2. Launched first stage of our revamped cycling campaign page, featuring a range of popular routes transferred from print to interactive Google Maps.
3. Coordinated a series of photo shoots to build our visual asset catalogue to include more diverse ages, abilities and cultures.

### Results





# Public Relations and Media

## Objective

Implement a proactive public relations strategy to build the brand of Geelong and The Bellarine with strategic focus on competitive advantages, signature experiences and destination brands.

COVID-19 brought a change in strategy to focus on the region, how it was adapting and the businesses who had successfully changed their operating model to suit the dramatically altered environment. To that end, considerable positive media stories were generated.

## Highlights

1. Achieved an estimated \$800K in media exposure through PR program.
2. Whilst COVID forced a change in message, strong media relationships were leveraged to achieve outstanding publicity during a very challenging year.
3. Highlighted the extraordinary efforts that industry went to during COVID-19 lockdowns to achieve media attention to Geelong and The Bellarine through national entertainment shows, state-wide news services, high rating breakfast radio shows and the Victorian newspaper with largest distribution.

## Results



Targeted media campaign resulting in coverage that extended nationwide, in publication such as:



Through the promotion of business' milestones and achievements during COVID-19, TGGB secured multiple mentions on the highest rating radio program in the state, a nightly news feature on mainstream television, mentions on **Have You Been Paying Attention**, feature article in the **Herald Sun** to name a few. Delivering considerable attention to the region, with zero marketing costs to Tourism Greater Geelong and The Bellarine.

# PROMOTION CONT.



## Marketing Programs

### Objective

Provide inspiration and information to connect visitors with experiences they desire including Visiting Friends and Relatives program, niche marketing activity, Taste Trails and Cruise Ship activity.

### Highlights

1. Hosted the 23rd annual Australian Cruise Association Conference in Geelong, showcasing our region to over 130 delegates and key stakeholders within the Australian and global cruise industry.
2. Coordinated dedicated training and familiarisation programs for premier onshore tour agents including Abercrombie and Kent, to evolve the product and experience offering to cruise passengers.
3. Delivered the 'Geemanji' Visiting Friends and Relatives campaign, gamifying the region for residents to encourage greater exploration and engagement with local businesses.

### Results



Geemanji had **1,277** groups totalling **3,575** players. **87%** said they discovered new places in the region they hadn't been to before.

Official Visitor Guides and Maps **190,000** - items printed. The impact of COVID-19 means this stock of printed material will be distributed until Easter 2021.

### BELLARINE TASTE TRAIL

- review undertaken with implementation to drive direction in 2021.





## Marketing Partnerships

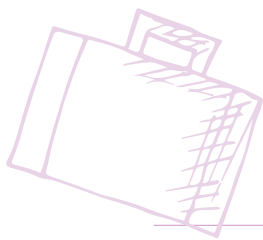
### Objective

Work cooperatively with state, national and industry marketing bodies to leverage broader opportunities.

### Highlights

1. Developed a five-year International Tourism Strategy that provides a roadmap to deliver our vision of Geelong and The Bellarine being a globally recognised destination that delivers world standard visitor experiences.
2. Partnered with Air Asia and Avalon Airport on cooperative and collaborative activity to continue to strengthen the regions exposure to the South East Asia markets.
3. Partnered with Tourism Australia and Visit Victoria to deliver familiarisation experiences with leading agents and international market managers from key international markets including New Zealand, India and Malaysia.

### Results



**26** businesses represented through TGGB international marketing programs which included **3** new participating businesses

Members were represented at **7 TRADE SHOWS** across **12 COUNTRIES** to **1,200** travel trade reps

**47** Premier Aussie Specialist agents from Singapore, Malaysia, Indonesia, India and New Zealand experienced the region firsthand





# PROMOTION CONT.



## Business Events

### Objective

Promote the region as a Business Events destination including developing marketing initiatives to highlight the product offering.

### Highlights

1. Launched the 2020-21 biennial MEET Geelong Planners Guide, showcasing the region's leading venues, accommodation, experiences and support services.
2. Hosted thirteen top-level incentive planners from Southeast Asia on an exclusive four-day experience in partnership with Melbourne Convention Bureau, Mornington Peninsula Tourism and AirAsia.
3. Delivered a series of buyer-seller activations including domestic and international trade shows, media and corporate familiarisations and standalone events.

### Results

237 increase in WeChat followers resulting in 7,878 article views



48%

lead conversion rate

\$5.1 MILLION

in estimated economic benefit delivered through Business Events Geelong sourced business opportunities

21 lead referrals delivered to business event properties in Geelong & The Bellarine



1.37 MIN

average time spent on China hosted website

# PROMOTION CONT.



## Visitor Services

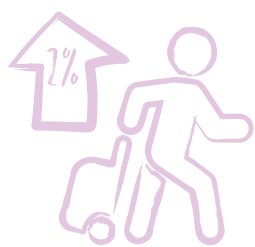
### Objective

Provide informative, inspirational and influential advice when and where the visitor wants it. Delivering an exceptional experience for the visitor and great return on investment for the region.

### Highlights

1. Awarded gold for Visitor Services at the RACV Victorian Tourism Awards and Finalist at the Australian Tourism Awards.
2. Maintained a strong visitor information service throughout 19/20, swiftly switching between full service, remote service and temporary service as required.
3. Balanced visitor demand with safety of volunteers and staff. Despite challenges we serviced major events including Deakin Open Day, Festival of Sport, Seniors Week Shuttle, MS Caledonian Sky, Presidents Cup Golf, Great Southern Rail, Seven Seas Navigator and the AFL Country Round.

### Results



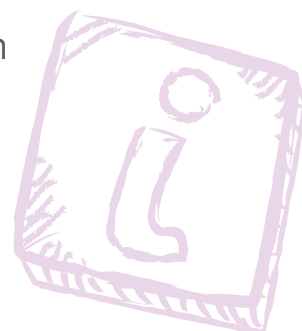
Growth of **2%** in visitor numbers assisted through the service - Visitor stats were down approximately **35%** with slow visitation from March 2020.

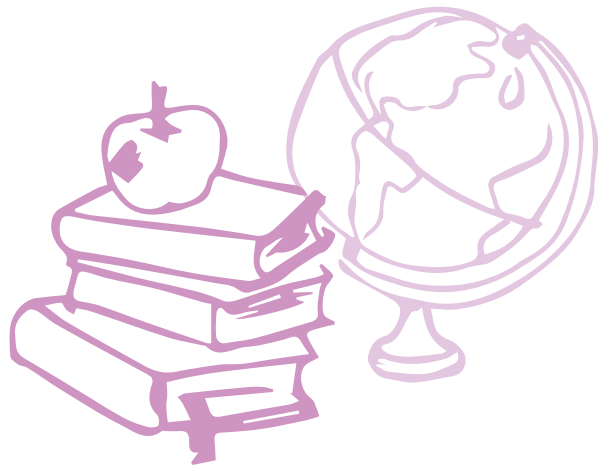
Postal survey respondents average **4.96** a star rating for the service.



**86%** of respondents said we influenced their plans and **49%** spent more money in the region as a result of their visit to the information centre.

Redirected resources from the G&GOR VIC in January to focus on delivering actions outlined in new strategic plan.





# Study Geelong

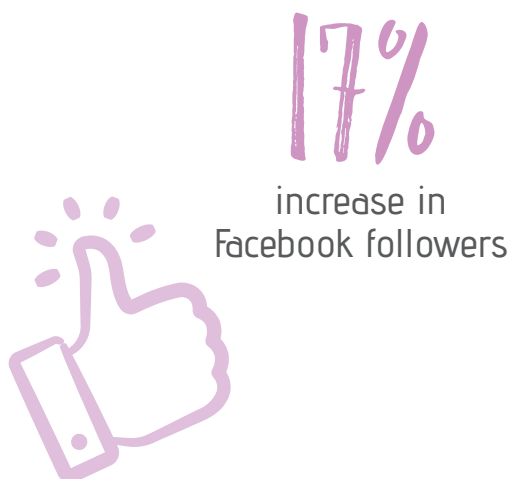
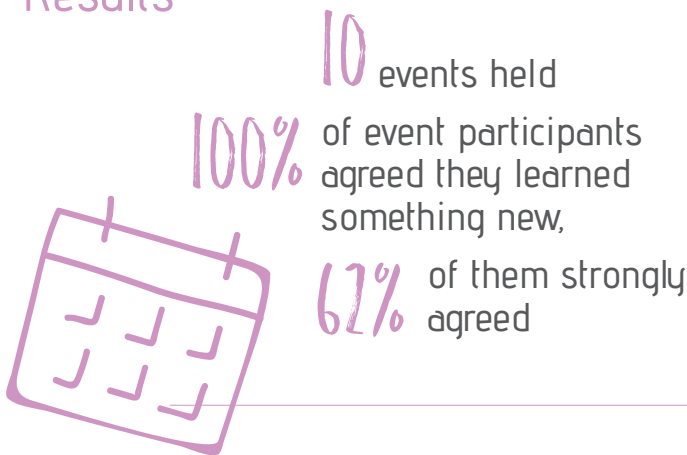
## Objective

Work cooperatively with state, national and industry marketing bodies to leverage broader opportunities.

## Highlights

1. Delivered the My Geelong Tour Guide campaign to encourage Visiting Friends and Relatives yield by empowering students as hosts and tour guides.
2. Completed the inaugural Study Geelong Career Mentoring Program.
3. Avalon Airport International Student Welcome pilot program.

## Results



**100%** of attendees at the launch of My Geelong Tour Guide said they enjoyed the event and would tell others about it

**85%** strongly agreed that the campaign tools looked useful





# DEVELOPMENT

Enrich the visitor experience by supporting and sustaining a high performing tourism industry that exceeds visitor expectations.



# DEVELOPMENT

## Industry and Professional Development

### Objective

Implement an inspired program of industry development that engages, informs and grows industry capacity with relevant education and training delivered by respected experts.

### Highlights

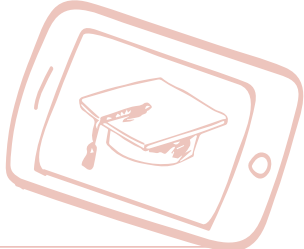
1. Awarded gold at the RACV Victorian Tourism Awards for our Training & Development program.
2. Team Tourism's end of year party had the highest attendance in the history of the event.
3. Achieved an excellent result for Destination: Accessible, completing the two year program and delivering all of the key outcomes.

### Results


An average of **45** people registered per session



Training and Events page on [tourismgeelongbellarine.com.au](http://tourismgeelongbellarine.com.au) had an increase of **198%** on the previous year



**2,484** views on our training registration page



**187** attended annual end of year celebration

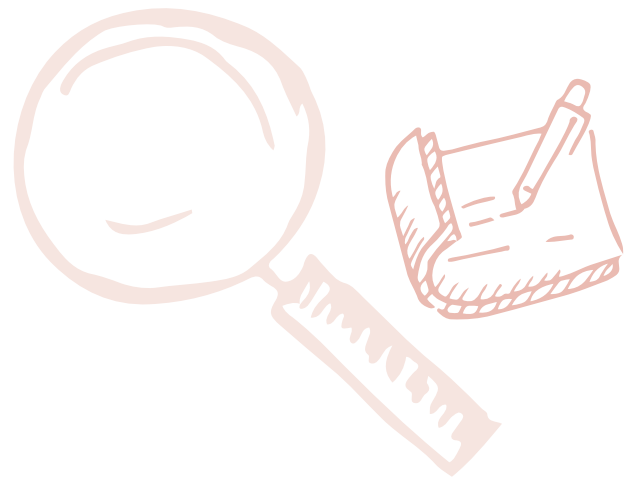


Training webpage average time **1:44MIN**





# DEVELOPMENT CONT.



## Research and Planning

### Objective

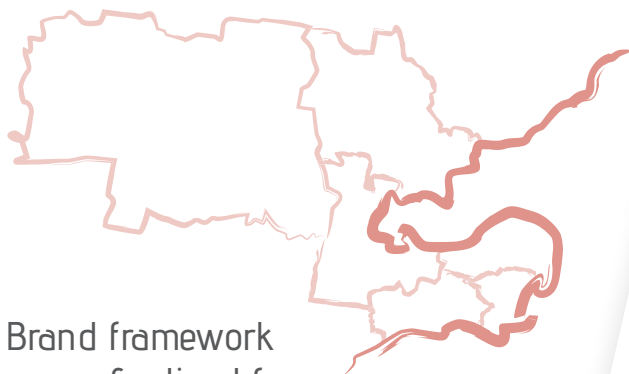
Provide relevant insights and research to understand performance trends, consumer sentiment and support good decision-making.

### Highlights

1. Finalised the sub-region brand narrative project.
2. Developed a Tourism Recovery Scenario Plan for Greater Geelong in a wider collaboration with the 10 other Regional Tourism Boards of Victoria.
3. Reviewed and updated the Tourism Development Plan, providing destination specific insights and visitor research to support and substantiate several significant developments, investments and policy reviews.

### Results

Strengthened our understanding of the region's visitor market, motivations and attitudes, engaging with an **additional** research partners on top of the existing partnerships.



Brand framework finalised for

**6 SUB REGIONS.**





## Industry Communication

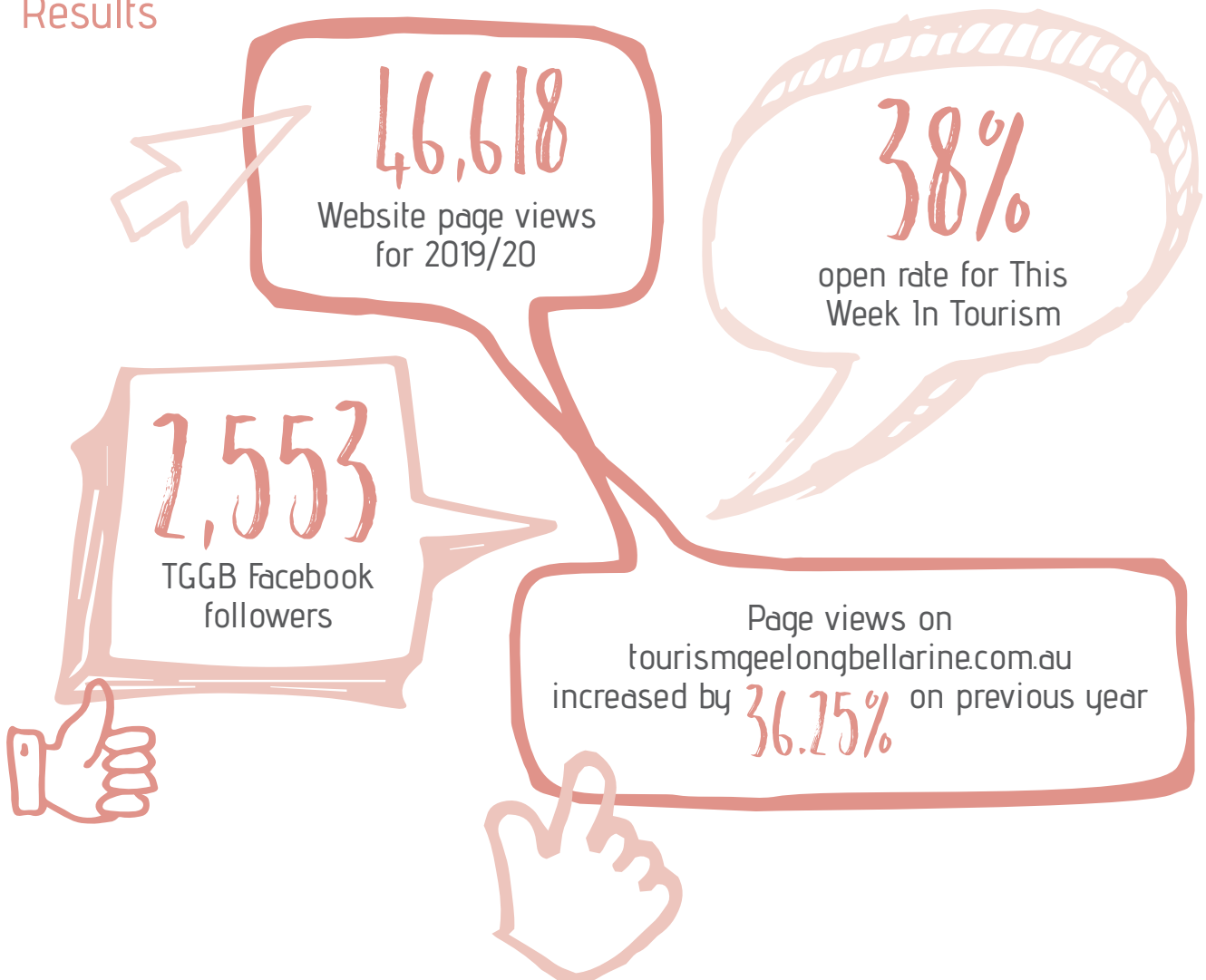
### Objective

Implement a timely and effective industry communications program to build an informed and engaged stakeholder base.

### Highlights

1. COVID Resource Centre provided the industry with up-to-date and specific information from the very start of the pandemic.
2. Developed a Team Tourism private Facebook group.
3. Provided educational blogs for members to access at any time.

### Results





# DEVELOPMENT CONT.



## Tourism Development

### Objective

Help the region reach its tourism potential through the delivery of critical infrastructure.

### Highlights

1. Commencement of Port Phillip Ferries service between Geelong and Melbourne.
2. Announcement of Spirit of Tasmania moving to Geelong.
3. Executive Director of TGGB joined the Advisory Group, ensuring the successful delivery of the Geelong City Deal projects.

### Results

Support for **58** major infrastructure projects and an additional **9** masterplans identified through the pipeline of major infrastructure projects.

- **18** accommodation developments worth **\$320M** adding an additional **1,228** room stock to an existing **3,075** stock.
- **14** attraction and experience developments worth **\$290M**
- **13** visitor infrastructure developments worth over **\$460M** plus an additional **\$1B** development town centre development
- **6** projects aligned to the City Deal including a Convention and Exhibition Centre and the Queenscliff Ferry Terminal totalling **\$420M**



Bellarine Peninsula declared as a distinctive area and landscape (DAL) under a 50-year vision to better protect the distinctive and natural features of the region.



s On?



# LEADERSHIP

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Lead a strong and coordinated tourism industry with a united and compelling voice.



# LEADERSHIP

## Tourism Member Relations

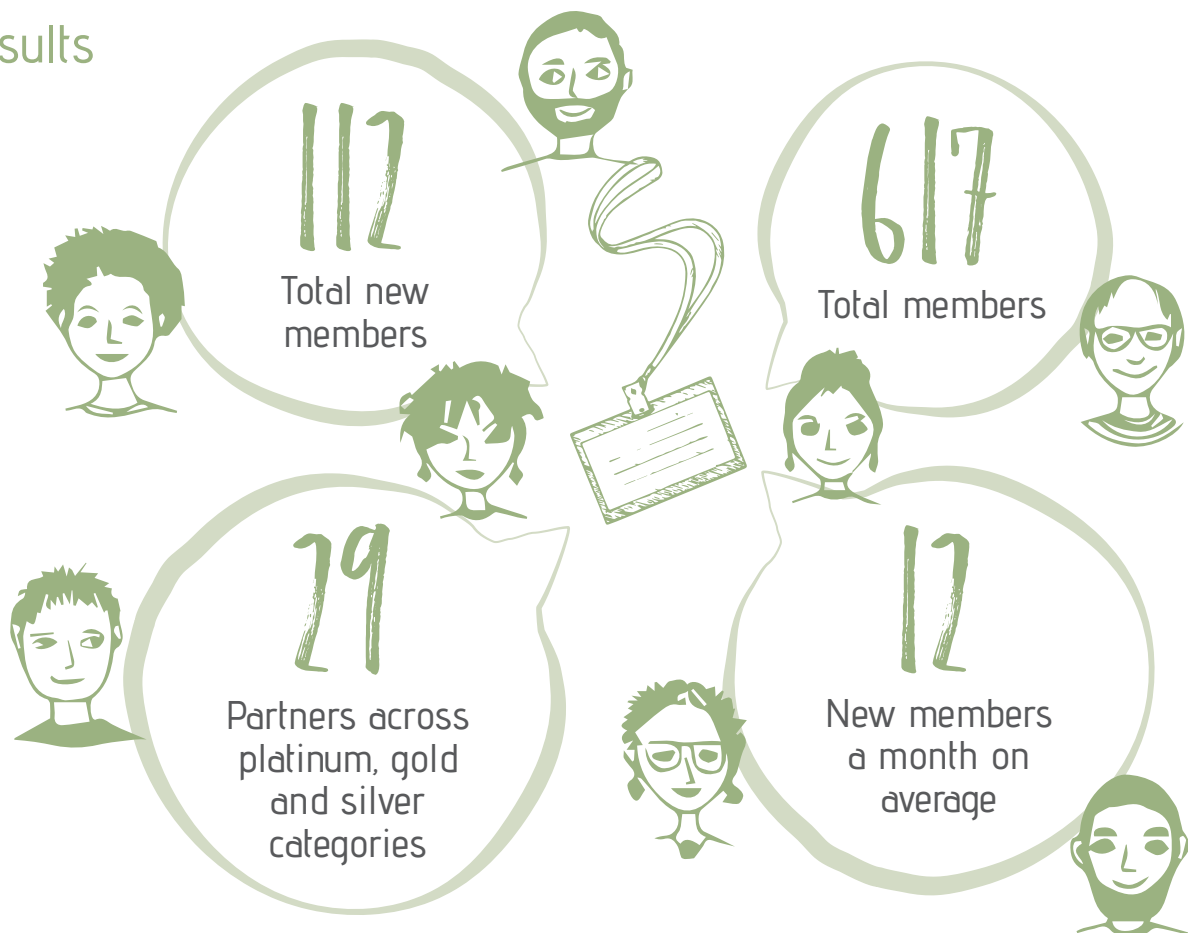
### Objective

Build an active and engaged membership base that represents the various tourism sectors and categories within our region.

### Highlights

1. Delivered a series of Membership Engagement activities including 60 new member visits and 'Team Tourism' drop in sessions.
2. 85% of eligible members have an ATDW listings on the Visit Geelong Bellarine website.
3. The Tourism Partnership Program has continued to grow, with the cohort of leaders enhancing the reputation of Geelong & The Bellarine through their advocacy and support.

### Results







# DIRECTORS' REPORT

# DIRECTORS' REPORT

Directors submit their report for the financial year ended 30th June 2020 made in accordance with a resolution of the directors.

## Directors

The names of the directors in the office at the date of this report are:

John Stevens, Independent Chair

Helen Butteriss, Treasurer

## Principal Activities

The principal activity of the association in the course of the year was Tourism.

## Trading Results

The net amount of deficit in marketing capital for the association for the financial year after income tax was \$1,949.

## Indemnities

The association has not, during or since the financial year, in respect of any person who is or has been an officer or auditor of the company or of a related body corporate:

- > Indemnified or made any relevant agreement for indemnifying against a liability, including costs and expenses in successfully defending legal proceedings; or paid or agreed to pay a premium in respect of a contract insuring against a liability for the costs or expenses to defend legal proceedings.

## Director's Benefits

Since the end of the previous financial year no director of the association has received, or has become entitled to receive a benefit, other than:

- > A benefit included in the aggregate amount of emoluments received or due and receivable by directors shown in the accounts; or
- > The fixed salary of a full time employee of the company or a related body corporate.

By reason a contract made by the association or a related body corporate with the director or with a firm of which he is a member, or with a company in which he has substantial financial interest. All remuneration is paid by the City of Greater Geelong except for contractor relationships related to projects.

# DIRECTORS' REPORT CONT.

## Contribution from Municipal Partners and State Government

It should be noted that the City of Greater Geelong contributed \$2,111,788 during the 2019/20 financial year related to administrative costs. The City of Greater Geelong contributes this through Municipal Budgets, separate to the transactions of the Association. This contribution relates to the following:

- > Resources to staff, accommodate and allow effective administration of Tourism Greater Geelong and The Bellarine;
- > Dedicated resources to seek, and support conferences and meetings, within the municipality operating as a unit of Tourism Greater Geelong and The Bellarine called Business Events Geelong; and
- > Dedicated resources to coordinate the staffing (volunteers and council staff) and operations of the local and regional Visitor Information Centres located within the municipality.

The Borough of Queenscliffe and Golden Plains Shire are joint signatories of the Memorandum of Understanding with Municipal Partners contributing a fee as per the Financial Statement of this Report.

Tourism Greater Geelong and The Bellarine is the official Regional Tourism Board for this region and as such contribute funding as per the Financial Statement of this Report.

## Related Parties

There have been no unusual transactions by any related party during the period to which the following financial statements apply.

On behalf of the Board.



**John Stevens**  
Independent Chair



**Helen Butteriss**  
Treasurer

Dated this 25th August 2020.





# AUDITOR'S REPORT





## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TOURISM GREATER GEELONG AND THE BELLARINE INC.

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Tourism Greater Geelong And The Bellarine Inc. (the association), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, the statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certification by members of the committee on the annual statements giving a true and fair view of the financial position and performance of the association.

In our opinion, the accompanying financial report Tourism Greater Geelong And The Bellarine Inc. is in accordance with the requirements of the *Associations Incorporation Reform Act 2012 (Vic)*, including:

- (i) giving a true and fair view of the association's financial position as at 30 June 2020 and of its performance for the year then ended; and
- (ii) that the financial records kept by the association are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the association to meet the requirements of the *Associations Incorporation Reform Act 2012 (Vic)*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

#### Responsibilities of the Committee for the Financial Report

The committee is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the *Associations Incorporation Reform Act 2012 (Vic)* and for such internal control as the committee determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the committee is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the committee either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

The committee is responsible for overseeing the association's financial reporting process.



**GEELONG OFFICE**  
35-37 Gordon Avenue  
Geelong West VIC 3218  
T: 03 5221 6111  
F: 03 5223 1966

**MELBOURNE OFFICE**  
Level 3, 365 Little Collins Street  
Melbourne VIC 3000  
T: 03 9670 4444  
F: 03 5223 1966

**POSTAL ADDRESS**  
PO Box 4115  
Geelong VIC 3220

**EMAIL** lbw@lbwca.com.au  
**WEB** www.lbwca.com.au  
**TWITTER** @lbwca

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### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the committee.
- Conclude on the appropriateness of the committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### LBW CHARTERED ACCOUNTANTS

**SRIPATHY SARMA**

Principal


Dated this 25<sup>th</sup> day of August 2020



**GEELONG OFFICE**  
35-37 Gordon Avenue  
Geelong West VIC 3218  
T: 03 5221 6111  
F: 03 5223 1966

**MELBOURNE OFFICE**  
Level 3, 365 Little Collins Street  
Melbourne VIC 3000  
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F: 03 5223 1966

**POSTAL ADDRESS**  
PO Box 4115  
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**EMAIL** lbw@lbwca.com.au  
**WEB** www.lbwca.com.au  
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# FINANCIAL STATEMENTS



For The Year Ended 30 June 2020

# FINANCIAL STATEMENTS

## Committee Report

Your committee members submit the financial report of Tourism Greater Geelong and the Bellarine Inc. for the financial year ended 30 June 2020.

### Committee Members

The names of committee members from 1 July 2019 to 30 June 2020 were:

#### Mr John Stevens

Independent Chair

#### Ms Christine Smith

Bellarine Representative Deputy Chair

#### Cr Trent Sullivan

City of Greater Geelong (From Feb 2019)

#### Cr Peter Murrhiy

City of Greater Geelong (until Feb 2019)

#### Cr Ross Ebbels

Borough of Queenscliffe Representative

#### Cr Owen Sharkey

Golden Plains Representative

#### Ms Karen Jackson

Skills Based Business Events Representative

#### Ms Helen Butteriss

Skills Based Finance Representative Treasurer

#### Ms Melinda Stewart

Skills Based Marketing Representative

#### Ms Nadine Kuc

Bellarine Representative

#### Mr Terry Jongebloed

Geelong Representative

#### Mr Jon Helmer

Geelong Representative (From Oct 2019)

Please note that the Geelong municipal representative changed throughout the 2019-20 period. Municipal Representatives have the option to appoint and change its delegate from time to time as per the Statement of Purposes and Rules. One Geelong Representative Board position was held vacant until an election was held at the Annual General Meeting on 24 October 2019.

### Principal Activities

The principal activities of the association during the financial year were to market, promote and develop tourism businesses in the Greater Geelong and The Bellarine in partnership with Local Government Stakeholders, Tourism Members and State/Federal Tourism Organisations.

### Significant Changes

Due to COVID-19, Tourism Greater Geelong and The Bellarine's 2019-20 Annual Action Plan, key priorities and revenue streams had been revised substantially from March 2020 onwards to ensure the organisation remained a going concern, members were appropriately supported, and those projects and activities being delivered were suitable for the current climate. Membership and partnership payments were ceased from 1 April resulting in the suspension of direct debits for the final quarter of 2019-20, full-fee paying membership provided a refund or credit equivalent to one quarter of membership and all future marketing and development activity requiring additional buy-in from members was suspended.

### Operating Result

A deficit of \$1,949 was recorded for the association after ordinary activities for the year ended 30 June 2020, \$3695 over budget. The deficit for the association year for the year ended 30 June 2019 was \$60,323.

Signed in accordance with a resolution of the members of the committee.



**John Stevens**  
Independent Chair



**Helen Butteriss**  
Treasurer

Dated this 25 day of August 2020

## Statement of Profit or Loss and Other Comprehensive Income

### For the year ended 30 June 2020

	Notes	2020	2019
<b>INCOME</b>	1(a)		
Interest Received		\$4,209	\$6,006
Tourism Partnerships		\$221,695	\$218,294
Tourism Partnerships – In Kind		\$4,500	\$4,700
Memberships		\$210,341	\$217,570
Municipal Contribution	2	\$25,600	\$25,099
Visit Victoria Contribution		\$275,000	\$275,000
Visitor Publications		\$129,610	\$133,528
Business Events Planners Guide		\$58,998	-
Grants	1(b), 3	\$220,336	\$243,659
Promotion	4	\$306,595	\$224,654
Development	5	\$75,275	\$99,986
Leadership	6	\$32,994	\$43,214
<b>Total Income</b>		<b>\$1,565,153</b>	<b>\$1,491,710</b>
<b>EXPENSES</b>			
Bank Charges		\$2,078	\$2,182
Industry Forums		\$24,122	\$12,200
Tourism Partnerships		\$101,351	\$91,994
Tourism Partnerships – contra arrangements		\$60,430	\$45,600
Tourism Partnerships – In kind		\$4,500	\$4,700
Membership Services		\$119,774	\$104,425
Business Events Planners Guide		\$60,221	-
Visitor Publications		\$135,080	\$135,268
Business Events Marketing	7	\$224,250	\$142,877
Grants	8	\$169,349	\$221,904
Promotion	9	\$471,687	\$461,266
Development	10	\$111,182	\$231,130
Leadership	11	\$83,078	\$98,487
<b>Total Expenses</b>		<b>\$1,567,102</b>	<b>\$1,552,033</b>
<b>Profit / (Loss) Before Income Tax</b>		<b>\$(1,949)</b>	<b>\$(60,323)</b>
<b>Income tax expense</b>	1(c)	-	-
<b>Profit / (Loss) For The Year</b>		<b>\$(1,949)</b>	<b>\$(60,323)</b>

\*The accompanying notes form part of these financial statements.

# FINANCIAL STATEMENTS CONT.

## Statement of Profit or Loss and Other Comprehensive Income For the year ended 30 June 2020

	2020	2019
<b>OTHER COMPREHENSIVE INCOME</b>		
Items that will not be reclassified to profit or loss	-	-
Items that will be reclassified subsequently to profit or loss when specified conditions are met	-	-
<b>Total Other Comprehensive Income For The Year</b>	-	-
<b>Total Comprehensive Income For The Year</b>	<b>(\$1,949)</b>	<b>(\$60,323)</b>

## Statement of Financial Position As at 30 June 2020

	Notes	2020	2019
<b>MEMBERS' FUNDS</b>			
Accumulated Surplus Brought Forward		\$322,344	\$382,667
Net Surplus/(Deficit) for year		\$(1,949)	\$(60,323)
<b>Total Member's Fund</b>		<b>\$320,395</b>	<b>\$322,344</b>
Represented by:			
<b>CURRENT ASSETS</b>			
Cash at Bank	1(d)	\$411,794	\$485,474
Receivables		\$37,873	\$29,574
BAS Receivables	1(e)	-	\$11,895
Deferred Expenses – Business Events		-	\$12,409
<b>Total Assets</b>		<b>\$449,667</b>	<b>\$539,352</b>
<b>CURRENT LIABILITIES</b>			
Payables		\$4,013	-
Deferred Membership Fees		-	\$44,895
Deferred Marketing Income		\$7,500	\$18,613
Carryover Projects		\$110,155	\$153,500
BAS Payable	1(e)	\$7,604	-
<b>Total Liabilities</b>		<b>\$129,272</b>	<b>\$217,008</b>
<b>Net Assets</b>		<b>\$320,395</b>	<b>\$322,344</b>

\*The accompanying notes form part of these financial statements.

## Statement Of Changes In Equity

### For the year ended 30 June 2020

	Retained Surplus	Total
<b>Balance at 1 July 2018</b>	<b>382,667</b>	<b>382,667</b>
Net current year loss	(60,323)	(60,323)
<b>Balance at 30 June 2019</b>	<b>322,344</b>	<b>322,344</b>
Net current year loss	(1,949)	(1,949)
<b>Balance at 30 June 2020</b>	<b>320,395</b>	<b>320,395</b>

## Statement of Cashflows

### For the year ended 30 June 2020

	Notes	2020	2019
<b>OPERATING ACTIVITIES</b>			
<b>Cash from Operating Activities</b>	1(d)		
Receipts from Customers		\$1,453,294	\$1,598,365
Payments to Suppliers & Employees		\$(1,531,183)	\$(1,555,988)
Interest Received		\$4,209	\$6,006
<b>Net cash flows from operating activities</b>		<b>\$(73,680)</b>	<b>\$48,383</b>
Increase / (Decrease) in cash held		\$(73,680)	\$48,383
Cash at Beginning		\$485,474	\$437,091
<b>Cash at End</b>		<b>\$411,794</b>	<b>\$485,474</b>
<b>RECONCILIATION</b>			
Operating Profit / (Deficit)		\$(1,949)	\$(60,323)
<b>Non Cash Items</b>			
Tourism Partnerships		\$(4,500)	\$(4,700)
In kind Tourism Partnerships		\$4,500	\$4,700
<b>Changes in Balance Sheet</b>			
(Increase) / Decrease in Receivables		\$(8,299)	\$80,235
(Increase) / Decrease in other current assets		\$24,304	\$(86,362)
Increase / (Decrease) in Payables		\$11,616	\$(3,956)
Increase / (Decrease) in other current liabilities		\$(99,352)	\$58,466
<b>Cash (used in) / provided by Operating Activities</b>		<b>\$(73,680)</b>	<b>\$48,383</b>

\*The accompanying notes form part of these financial statements.

## Notes to the Financial Statements

For the year ended 30 June 2020

### 1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Reform Act 2012. The committee has determined that the association is not a reporting entity. The association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial report has been prepared on an accruals basis and is based on historic costs and does not consider changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

#### a) Revenue and Other Income:

Revenue (sponsorship and otherwise) is recognised and brought to account on an accrual basis by the Association.

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

The association has applied AASB 15: Revenue from Contracts with Customers (AASB 15) and AASB 1058: Income of Not-for-Profit Entities (AASB 1058) using the cumulative effective method of initially applying AASB 15 and AASB 1058 as an adjustment to the opening balance of equity at 1 July 2019.

#### b) Operating Grants, Donations and Bequests:

When the entity received operating grant revenue, donations or bequests, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15.

When both these conditions are satisfied, the Entity: – identifies each performance obligation relating to the grant – recognises a contract liability for its obligations under the agreement – recognises revenue as it satisfies its performance obligations. Where the contract is not enforceable or does not have sufficiently specific performance obligations, the Entity:

- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards (for example AASB 9, AASB 16, AASB 116 and AASB 138);
- recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer); and
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

If a contract liability is recognised as a related amount above, the Entity recognises income in profit or loss when or as it satisfies its obligations under the contract.

## Notes to the Financial Statements Cont.

For the year ended 30 June 2020

### c) **Income Tax:**

Association has self assessed to be exempted from income tax.

### d) **Cash and Cash Equivalents:**

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

### e) **Goods & Services Tax (GST):**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the assets and liabilities statement are shown inclusive of GST.

### f) **Comparative Figures:**

Where necessary comparative figures have been adjusted to conform to changes in presentation for the current financial year.

### g) **Action Plan activity categorisation:**

The activities of TGGB as outlined in the Annual Action Plan are categorised under the pillars of Promotion, Development and Leadership as per the four-year Visitor Economy Strategy.

### h) **Key Judgments:**

Performance obligations under AASB 15.

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/ type, cost/ value, quantity and the period of transfer related to the goods or services promised.

# FINANCIAL STATEMENTS CONT.

## Notes to the Financial Statements Cont.

For the year ended 30 June 2020

	2020	2019
<b>INCOME</b>		
<b>2 MUNICIPAL CONTRIBUTION</b>		
Borough of Queenscliffe	\$18,142	\$17,786
Golden Plains Shire	\$7,458	\$7,313
	<b>\$25,600</b>	<b>\$25,099</b>
<b>3 GRANTS</b>		
Accessible Tourism Development and Education	\$46,775	\$31,159
Visit Victoria – Bollard Trail	\$50,000	\$80,000
Queenscliff Branding and Vision Project	\$35,000	\$37,500
International Student Welfare Program	\$45,800	\$60,000
Study Geelong Visiting Friends and Relatives	\$42,761	\$35,000
	<b>\$220,336</b>	<b>\$243,659</b>
<b>4 PROMOTION</b>		
Content Marketing Strategy	\$513	\$16,393
Digital Strategy	\$16,627	\$10,682
Visit Vic Webpage Strategy	\$ -	\$16,125
International Marketing	\$8,471	\$4,000
Business Events Geelong Income	\$186,389	\$98,575
Geelong Visitor Information Services Strategy	\$33,003	-
Visiting Friends and Relatives	\$13,918	\$16,741
Bellarine Taste Trail	\$5,679	\$13,740
Moorabool Valley Taste Trail	\$745	\$2,814
Urban Geelong Marketing Strategy	\$10,000	\$13,000
Melbourne Activation Program	-	\$3,636
Study Geelong	\$31,250	\$28,200
Visit Victoria Marketing Partnership Program	-	\$748
	<b>\$306,595</b>	<b>\$224,654</b>
<b>5 DEVELOPMENT</b>		
Industry Development Program	\$24,277	\$23,004
Quarterly Member Forum	\$1,160	-
Buckley's Way	-	\$15,000
Brand Development and Implementation	\$41,975	-
Tourism Development Planning	\$7,863	\$19,982
Infrastructure Development and Advocacy	-	\$42,000
	<b>\$75,275</b>	<b>\$99,986</b>

# Notes to the Financial Statements Cont.

For the year ended 30 June 2019

<b>INCOME</b>		<b>2020</b>	<b>2019</b>
<b>6</b>	<b>LEADERSHIP</b>		
	Administration Servicing	\$13,110	\$13,691
	CRM System – Salesforce	\$4,573	\$15,000
	Planning and Reporting	\$5,454	\$1,819
	Tourism Representation and Awareness	\$5,886	\$8,619
	Board and Staff Development	\$3,971	\$4,086
		<b>\$32,994</b>	<b>\$43,215</b>
	<b>EXPENSES</b>	<b>2020</b>	<b>2019</b>
<b>7</b>	<b>BUSINESS EVENTS MARKETING</b>		
	Trade Shows and Familiarisations	\$130,291	\$48,762
	Marketing Strategy	\$39,100	\$22,449
	Partnerships	\$18,389	\$11,498
	Business Events Bid Fund and Support Services	\$36,470	\$60,167
		<b>\$224,250</b>	<b>\$142,876</b>
<b>8</b>	<b>GRANTS</b>		
	Accessible Tourism Development and Education	\$16,820	\$9,671
	Visit Victoria – Bollard Trail	\$43,296	\$80,000
	Queenscliff Branding and Vision Project	\$27,473	\$37,500
	International Student Welfare Program	\$38,914	\$59,932
	Study Geelong Visiting Friends and Relatives	\$42,846	\$34,801
		<b>\$169,349</b>	<b>\$221,904</b>
<b>9</b>	<b>PROMOTION</b>		
	International Marketing	\$77,802	\$75,593
	Content and Marketing Strategy	\$61,623	\$64,891
	Digital Strategy	\$54,628	\$55,842
	Public Relations Strategy	\$45,879	\$44,112
	Still and Moving Imagery	\$13,531	\$12,796
	Visit Victoria Marketing Partnership	-	\$59
	Destination Melbourne	\$17,623	\$32,650
	Friends & Relatives Campaign	\$68,810	\$58,822
	Air Asia X Opportunity	\$22,819	\$20,917
	Cruise Ship Marketing	\$3,268	\$5,608
	Visit Vic Webpage Strategy	\$17,135	\$13,664
	Bellarine Taste Trail Expense	\$16,933	\$16,268
	Moorabool Valley Taste Trail Expense	\$67	\$17,861
	Urban Geelong Strategy	\$5,000	\$10,000
	Education Tourism Study Geelong	\$27,544	\$19,982
	Melbourne Activation Program	-	\$12,100
	Visitor Information Strategy	\$39,025	\$101
		<b>\$471,687</b>	<b>\$461,266</b>

# FINANCIAL STATEMENTS CONT.

## Notes to the Financial Statements Cont.

For the year ended 30 June 2020

EXPENSES	2020	2019
<b>10 DEVELOPMENT</b>		
Industry Development Program	\$39,930	\$58,144
Brand Geelong	-	-
Brand Development sub-regions	\$16,615	\$38,517
Brand Implementation	\$39,975	\$20,000
Economic Modelling	\$10,210	\$8,353
Communication of Membership Opportunity Guide	-	\$9,875
Tourism Development Planning	\$4,452	\$52,605
Infrastructure Development and Advocacy	-	\$43,636
	<b>\$111,182</b>	<b>\$231,130</b>
<b>11 LEADERSHIP</b>		
Board Support	\$15,453	\$16,108
Tourism Partnership Retention	\$6,732	\$10,213
Performance Monitoring and Reporting	\$5,151	\$8,712
Administration	\$55,742	\$63,454
	<b>\$83,078</b>	<b>\$98,487</b>
<b>12 EVENTS AFTER THE BALANCE SHEET DATE</b>		
Since 30 June 2020, there are no matters or circumstances that have arisen which require adjustments to the financial statements.		
<b>13 COMMITMENTS &amp; CONTINGENCIES</b>		
No commitments or contingencies are outstanding at balance date which require adjustment to or disclosure in the financial statements.		

# Annual Statements Give True And Fair View Of Financial Position And Performance Of Incorporated Association

We, John Stevens, and Helen Butteriss, being members of the committee of Tourism Greater Geelong and the Bellarine Inc, certify that –

The statements attached to this certificate give a true and fair view of the financial position and performance of Tourism Greater Geelong and the Bellarine Inc during and at the end of the financial year of the association ending on 30 June 2020.



**Signed: John Stevens**  
Chair, Tourism Greater Geelong  
and The Bellarine  
**Dated: 25th day of August 2020**



**Signed: Helen Butteriss**  
Treasurer, Tourism Greater Geelong  
and The Bellarine  
**Dated: 25th day of August 2020**



The achievements highlighted in this report would not have been possible without the continued and valuable support of our partners.

## GOVERNMENT PARTNERS



## INDUSTRY PARTNERS

### Platinum

Avalon Airport

### Gold

360Q

Aerospace Australia - Australian International Airshow

Geelong Football Club

Port Phillip Ferries

Prestige Jayco

Queenscliff Harbour

Sea All Dolphin Swims

Searoad Ferries

Supaworld

Roderick Insurance Brokers

Geelong Connected Communities

The Gordon

Novotel Geelong

### Silver

Adventure Park

BIG4 Beacon Resort

Geelong Arts Centre

Geelong Racing Club

Provincial Media

Royal Geelong Yacht Club

Village Cinemas

Wine Geelong

Bay 93.9 and K-Rock

Bendigo Bank

Harwood Andrews

LBW Business + Wealth Advisors

Snap Printing

Higher Mark

Scotchmans Hill



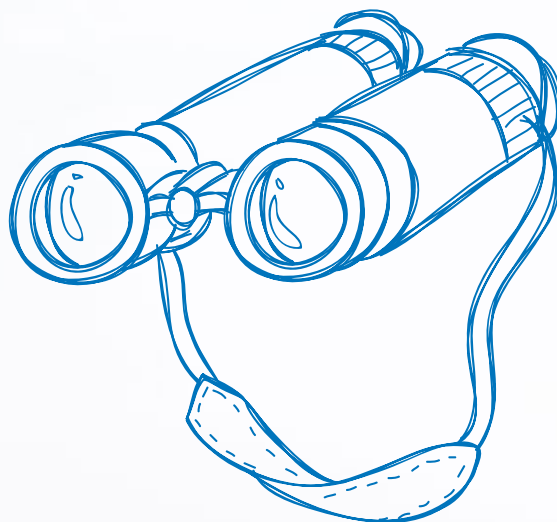


**TOURISM GREATER GEELONG  
AND THE BELLARINE INC**

Level 1 - 48 Brougham Street  
Geelong VIC 3220

☎ +61 3 5223 2588  
✉ [info@tourismgeelongbellarine.com.au](mailto:info@tourismgeelongbellarine.com.au)  
🌐 [tourismgeelongbellarine.com.au](http://tourismgeelongbellarine.com.au)

ABN: 26 990 691 173



## **6. SWAN BAY ROAD, WALLINGTON, PART ROAD DEVIATION – LAND EXCHANGE**

**Source:** Customer & Corporate Services – Property, Procurement and Assets  
**Director:** Michael Dugina

### **Purpose**

1. For Council to approve a land exchange with Barwon Water to affect a road deviation of a portion of Swan Bay Road, Wallington.

### **Background**

2. Swan Bay Road, Wallington is a Crown road reserve.
3. A section of Swan Bay Road, Wallington has been constructed outside the road reserve alignment, resulting in it crossing over land owned by Barwon Water. (see Location Plan – **Attachment 2**).
4. On 12 November 2019, the Chief Executive Officer authorised the commencement of a part road discontinuance and deviation of the unmade Crown road reserve, Swan Bay Road, Wallington.
5. A submissions process was undertaken and expired on 27 January 2020. No submissions were received.

### **Key Matters**

6. A road discontinuance and deviation is required to correct the anomaly.
7. Clause 2 of Schedule 10 of the *Local Government Act 1989* (LGA89) enables Council to deviate a road, including a road on Crown Land.
8. Section 207B(2A) of the LGA89 provides that *“if a road on Crown land is discontinued under Clause 2 of Schedule 10 and the land on which the road is to be deviated is not Crown land, the land on which the discontinued road was situated vests in fee simple in the Council in whose municipal district...on the date the notice is published.”*
9. Once the discontinuance (see **Attachment 3**) and deviation process is completed, the City will facilitate the land to be transferred to Barwon Water in exchange for the deviated road. (see **Attachment 4**) The existing road, that is already constructed will transfer to Council as a municipal road.
10. Ministerial consent from the Minister of Development, Environment, Land, Water and Planning (DELWP) is required before the gazettal notice is published.
11. Valuations have been completed on both portions in compliance with the Local Government Act. There is a slight difference in the values which identified that Council should pay Barwon Water a difference in the valuation.
12. The exchange will be completed without cost to the City upon request to the Valuer General.

**Cr Mason moved, Cr Sullivan seconded -**

**13. That Council:**

- 13.1 Approve the road discontinuance and deviation of part Swan Bay Road, Wallington to correct the road alignment anomaly;**
- 13.2 Approve a land exchange with Barwon Water for the land on which a municipal road has been constructed;**
- 13.3 Authorise the application to the Minister for consent to deviate the road; and**
- 13.4 Subject to consent from the Minister of DELWP, authorise the Chief Executive Officer to publish a notice in the Government Gazette describing the deviation.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

1. Barwon Water will reimburse the City for the nominal costs in facilitating the process associated with publishing the gazette notice.
2. There are no additional financial implications in the deviation process.
3. The deviated road is already constructed as a municipal road and maintained by the City of Greater Geelong.

### ***Community Engagement***

4. A public submissions process under s223 of LGA89 was completed on 27 January 2020. This provided an opportunity for the community to provide feedback. No submissions were received.

### ***Social Equity Considerations***

5. There are no adverse social equity impacts created as a result of this road deviation.

### ***Policy/Legal/Statutory Implications***

6. Council has the power to deviate a road under Clause 2 of Schedule 10 of the LGA89, by a notice published in the Government Gazette, subject to obtaining the consent of the Minister for DELWP for the deviation.
7. A person may make a submission under section 223 of LGA89 on the proposed exercise of the power to deviate a road under Clause 2 of Schedule 10. A submissions process was completed in 27 January 2020 and no submissions were received

### ***Alignment to Council Plan***

8. Organisation leadership, strategy and governance – Proactively managing our assets, including land holdings.

### ***Conflict of Interest***

9. There is no officer conflict of interest, direct or indirect, in the preparation of this report.

### ***Risk Assessment***

10. If the road was to be constructed in its current alignment, significant cost would be incurred by the City and the newly constructed road would result in an undesirable intersection.
11. As this process is rectifying an administrative anomaly to reflect the physical road alignment there are no further risks undertaking this road realignment.

### ***Environmental Implications***

12. If the road had to be reconstructed in its titled alignment vegetation loss would result.
13. There are no other environmental implications to this proposal.

**Attachment 2**

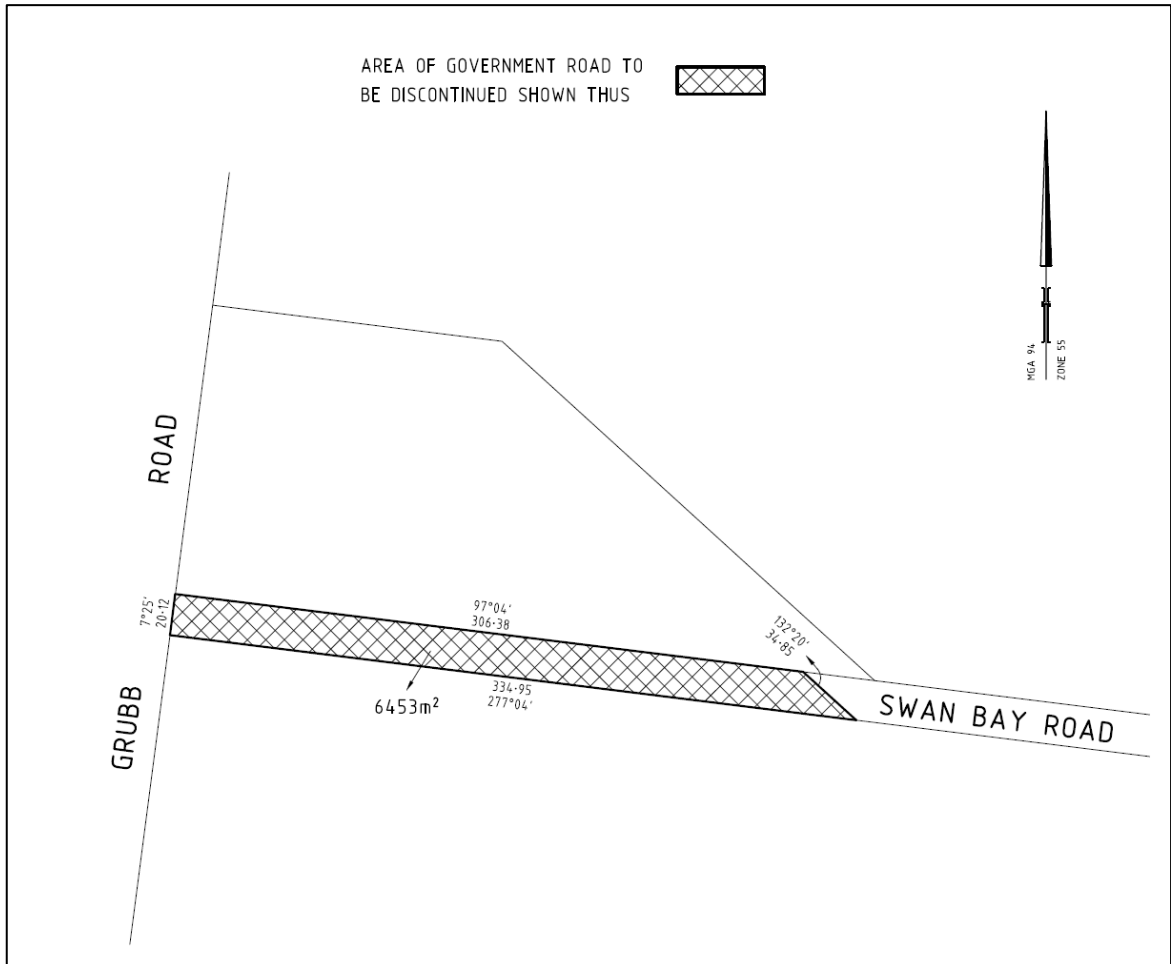
**LOCATION PLAN**



Deviated section – Swan Bay Road, Wallington

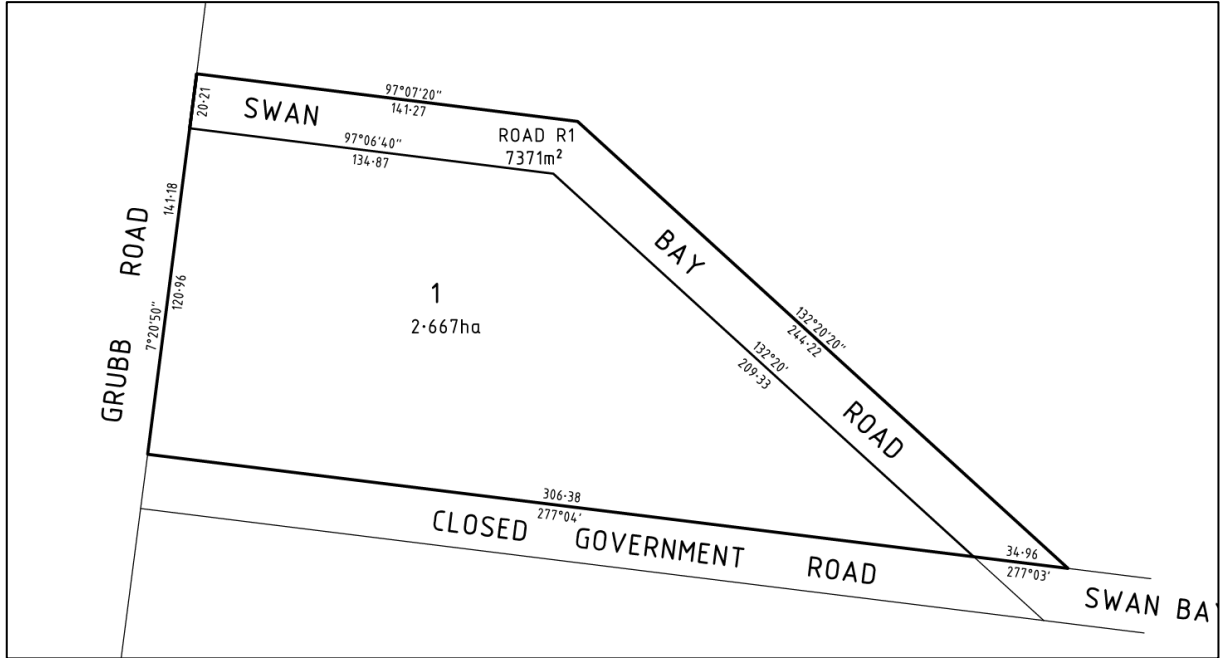
**Attachment 3**

**ROAD DISCONTINUANCE PLAN**



**Attachment 4**

**ROAD DEVIATION PLAN**



## **7. PROPOSED PARTIAL ROAD DISCONTINUANCE AND SALE ABUTTING 248 KILGOUR STREET, EAST GEELONG**

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

### **Purpose**

1. To seek Council approval to initiate the statutory process for the proposed discontinuance and sale of approximately 20m<sup>2</sup> of an unnamed laneway between Kilgour and Normanby Streets, East Geelong as shown in **Attachment 2**.

### **Background**

2. The City has been approached by the abutting property owner at 248 Kilgour Street, to purchase approximately 20m<sup>2</sup> of the laneway. See **Attachment 2** for location.
3. The unnamed laneway is located between Normanby and Kilgour Streets, East Geelong.
4. The laneway is not on the Municipal Road Register.

### **Key Matters**

5. The laneway is unmade and properties abutting this laneway utilise Normanby Street and St Albans Road for property access.
6. Council has the power under Clause 3 of Schedule 10 of the *Local Government Act 1989* (LGA89) to discontinue and sell the land.
7. The process is commenced by giving public notice under section 223 of LGA89, that the City intends to discontinue and sell the section of road reserve and invites submissions under section 207A of LGA89 on the proposed discontinuance.
8. If the proposed discontinuance is completed, the discontinued portion of this land will vest in Council under Section 207B (1B) and Council will sell this portion of land to the abutting neighbour.
9. Internal consultations with Engineering, Social Planning and Infrastructure Planning have supported the commencement of the process to discontinue and sell this portion of the laneway.
10. All external stakeholders including service authorities and abutting neighbours, have been contacted in writing to inform them of the proposed discontinuance and sale.

**Cr Murrhiy moved, Cr Mansfield seconded -**

**11. That Council:**

- 11.1 Give notice under section 223 of *The Local Government Act 1989* of its intention to discontinue the part road reserve, sell the land which is represented as part of the laneway between Normanby and Kilgour Streets, Geelong and invite submissions in relation to the discontinuance;**
- 11.2 Appoint the Submissions Review Panel to hear any submission if any person wishes to appear in person or be represented by a person specified in support of a submission; and**
- 11.3 Note that a further report will be presented to Council to consider the outcomes of the Submissions Review Panel and/or the discontinuance and sale of the land.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

1. The sale of this portion of lane will be sold at market value. The portion of land is approximately 20m<sup>2</sup>.
2. The City will be reimbursed for all costs incurred for the discontinuance and the sale of the road reserve by the purchaser.

### ***Community Engagement***

3. A public submissions process under s223 of LGA89 will be required for the proposed discontinuance outlined in this report. This provides an opportunity for the community to provide its feedback to Council on the proposed discontinuance.
4. Any person will have an opportunity to make a written submission on the proposed discontinuance. A submitter is entitled to request in the submission that the person wishes to appear or be represented by a person specified in the submission, at a meeting to be heard in support of their submission.

### ***Social Equity Considerations***

5. There are no adverse social equity issues created as a result of this road discontinuance.

### ***Policy/Legal/Statutory Implications***

6. Council has the power to discontinue a road under Clause 3 of Schedule 10 of LGA89, by notice published in the Government Gazette.
7. A person may make a submission under Section 223 of LGA89 on the proposed exercise of the power to discontinue a road under Clause 3 of Schedule 10.

### ***Alignment to Council Plan***

8. The proposal aligns with the objective of organisational leadership, strategy and governance where one of the key priorities is proactively managing our assets, including land holdings.

### ***Conflict of Interest***

9. There is no officer conflict of interest, direct or indirect, in the preparation of this report.

### ***Risk Assessment***

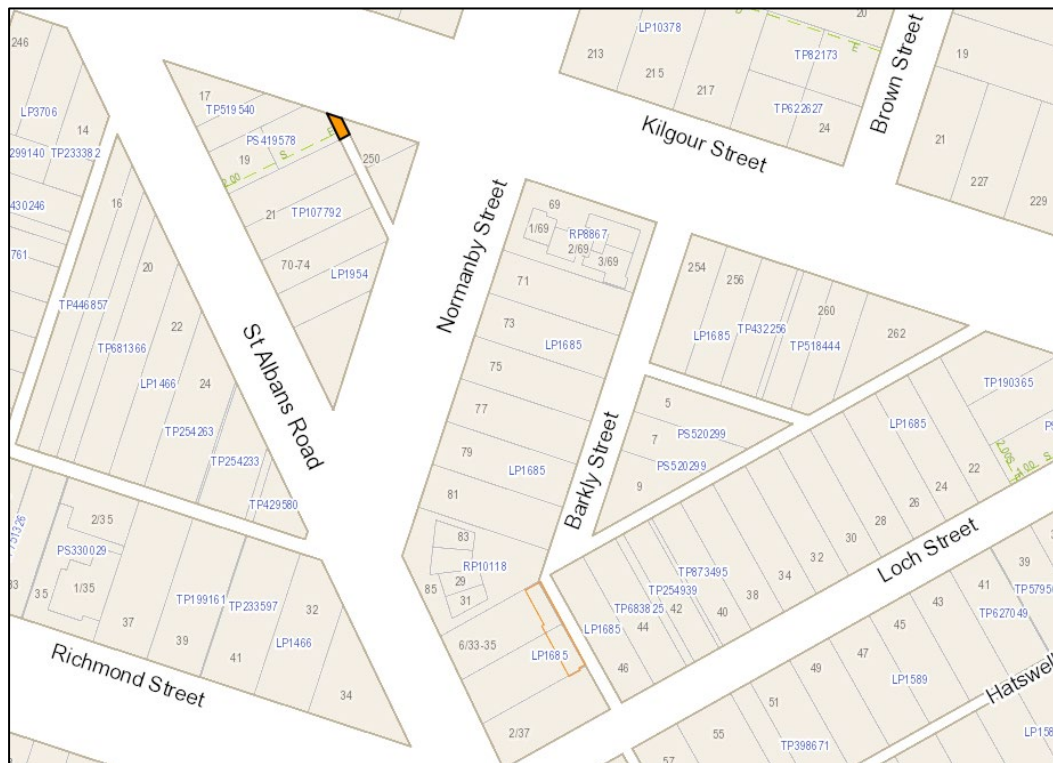
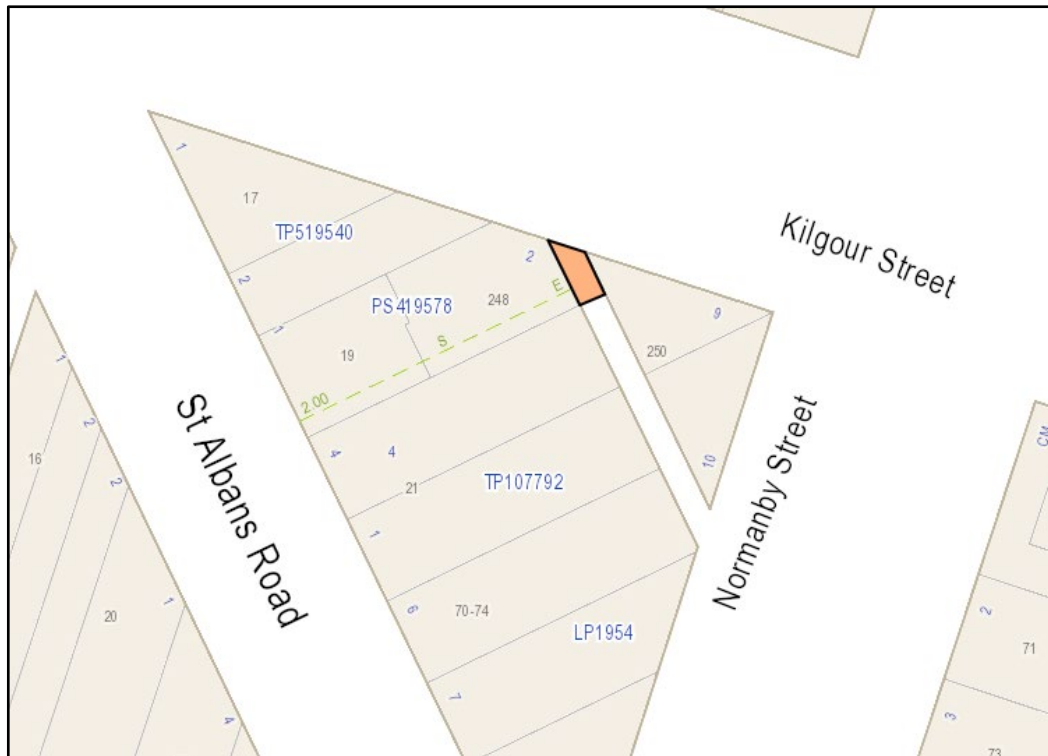
12. Internal consultations with key stakeholders including Engineering, Social Planning and Infrastructure Planning have been undertaken as part of the risk assessment process as have external stakeholders such as Barwon Water, Telstra and Powercor.
13. Internal stakeholders support the commencement of the process to discontinue this portion of the laneway.
10. There are no other notable risks associated with the implementation of the recommendations.

### ***Environmental Implications***

11. There is no environmental implication to this proposal.

**Attachment 2**

**Proposed Part Road Discontinuance and Sale**



Proposed discontinuance of part unnamed laneway.

## **8. COUNCILLOR APPOINTMENTS TO PORTFOLIOS**

**Source:** Governance, Strategy & Performance – Governance  
**Director:** Rebecca Leonard

### **Purpose**

1. To adopt the Council portfolios and to appoint Councillors to the position of Chair and Deputy Chair for each portfolio.

### **Background**

2. Council has identified areas of strategic focus and a system of portfolios will be established to support the effective governance of the municipality.

### **Key Matters**

3. **Attachment 2** lists the portfolios that have been identified by Council.
4. A Councillor Chair and Deputy Chair will be appointed to each portfolio to oversee a number of strategic areas of focus for a two-year term.
5. The Mayor retains overall responsibility as spokesperson for the Council as required by the *Local Government Act 2020* (the Act).
6. While portfolio holders have no statutory authority other than their role as a Councillor in accordance with the Act, it is expected that they will:
  - 6.1 Keep up to date with Council proposals, issues and activities relevant to the portfolio;
  - 6.2 Act as the Council spokesperson on portfolio relevant matters excluding major announcements and major events;
  - 6.3 Be a key point of contact and engagement with stakeholders relevant to the portfolio;
  - 6.4 Report to Councillors on portfolio issues to ensure all Councillors have all the information necessary to make informed decisions; and
  - 6.5 Champion Council's key priorities and decisions relevant to their portfolio.

**Cr Sullivan moved, Cr Asher seconded -**

7. **That Council adopt the portfolios and appoint the Councillor Chair and Deputy Chair for each portfolio for a two year term as set out in Attachment 2 of this report.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

1. There are no financial implications associated with this report.

### ***Community Engagement***

2. The assignment of a portfolio to Councillors is considered to provide an effective means for Council to be made aware of the community needs. Portfolio Chairs and Deputy Chairs will provide an important link between the community and the Council for matters of strategic focus for their portfolio.

### ***Social Equity Considerations***

3. Assigning Councillors to portfolios provides the community with the opportunity to further engage and raise specific issues with their Council and provides an opportunity to identify and respond to the social needs of the community.

### ***Policy/Legal/Statutory Implications***

4. Council portfolios will be administered in accordance with the City's Portfolio Protocol.

### ***Alignment to Council Plan***

5. Appointing Councillors to Council portfolios aligns with priority 11 of the Council Plan – Organisational, Leadership, Strategy and Governance.

### ***Conflict of Interest***

6. No officer involved in the preparation of this report has a general or material conflict of interest.

### ***Risk Assessment***

7. There are no high or significant risks associated with the implementation of the recommendations contained in this report

### ***Environmental Implications***

8. There are no environmental implications associated with this report.

<b>2020-2021 PORTFOLIO</b>	<b>COUNCILLOR CHAIR</b>	<b>COUNCILLOR DEPUTY CHAIR/S</b>
<b>ABORIGINAL AFFAIRS</b>	Cr Jim Mason	Cr Sarah Mansfield
<b>ARTS, LIVE ENTERTAINMENT &amp; HOSPITALITY</b>	Cr Eddy Kontelj	Cr Peter Murrhiy & Cr Kylie Grzybek
<b>CLIMATE CHANGE ACTION</b>	Cr Belinda Moloney	Cr Sarah Mansfield
<b>CIRCULAR ECONOMY (WASTE MANAGEMENT)</b>	Cr Belinda Moloney	Cr Sarah Mansfield
<b>CITY WORKS, PARKS &amp; GARDENS</b>	Cr Anthony Aitken	Cr Belinda Moloney
<b>CITIZENSHIP &amp; COMMUNITY ENGAGEMENT</b>	Cr Anthony Aitken	Cr Jim Mason
<b>CREATIVE COMMUNITIES &amp; CULTURE</b>	Cr Trent Sullivan	Cr Jim Mason
<b>DIVERSITY, INCLUSION &amp; LGBTIQ+</b>	Cr Sarah Mansfield	Cr Jim Mason
<b>ECONOMIC DEVELOPMENT</b>	Cr Peter Murrhiy	Cr Bruce Harwood
<b>ENVIRONMENT</b>	Cr Jim Mason	Cr Belinda Moloney
<b>FINANCE (INC CIVIC ACCOM)</b>	Cr Anthony Aitken	Cr Stephanie Asher
<b>COMMUNITY HEALTH AND AGED CARE</b>	Cr Sarah Mansfield	Cr Belinda Moloney
<b>HERITAGE</b>	Cr Peter Murrhiy	Cr Belinda Moloney
<b>LEISURE &amp; RECREATION</b>	Cr Peter Murrhiy	Cr Jim Mason
<b>MAJOR EVENTS</b>	Cr Ron Nelson	Cr Trent Sullivan
<b>MULTICULTURAL AFFAIRS</b>	Cr Jim Mason	Cr Belinda Moloney
<b>STATUTORY &amp; STRATEGIC PLANNING</b>	Cr Kylie Grzybek	Cr Bruce Harwood
<b>RURAL AND COASTAL</b>	Cr Jim Mason	Cr Belinda Moloney
<b>SOCIAL HOUSING</b>	Cr Sarah Mansfield	Cr Anthony Aitken
<b>SPORT</b>	Cr Ron Nelson	Cr Bruce Harwood
<b>SUSTAINABILITY PERFORMANCE</b>	Cr Stephanie Asher	Cr Belinda Moloney
<b>TOURISM</b>	Cr Trent Sullivan	Cr Peter Murrhiy
<b>TRANSPORT</b>	Cr Bruce Harwood	Cr Sarah Mansfield
<b>VETERAN AFFAIRS</b>	Cr Eddy Kontelj	Cr Ron Nelson
<b>VOLUNTEERING AND DISABILITY</b>	Cr Anthony Aitken	Cr Belinda Moloney
<b>OSBORNE HOUSE</b>	Cr Eddy Kontelj	Cr Anthony Aitken
<b>SHARED TRAILS</b>	Cr Jim Mason	Cr Kylie Grzybek
<b>INNOVATIVE SOLUTIONS</b>	Cr Peter Murrhiy	Cr Sarah Mansfield

## **9. COMMITTEE APPOINTMENTS**

**Source:** Governance, Strategy & Performance – Governance  
**Director:** Rebecca Leonard

### **Purpose**

1. To appoint Councillors to Delegated Committees and a Community Asset Committee in accordance with the *Local Government Act 2020* (The Act).
2. To appoint Council's representatives to external committees, boards and forums.

### **Background**

3. In accordance with section 63 of the Act, Council established the following Delegated Committees on 1 September 2020:
  - 3.1 Central Geelong Marketing Delegated Committee;
  - 3.2 CEO Employment Matters Delegated Committee;
  - 3.3 Geelong Major Events Delegated Committee; and
  - 3.4 Planning Committee.
4. The Bellarine Multi-Arts Facility (Potato Shed) was established at this meeting as a Community Asset Committee in accordance with section 65 of the Act.
5. Council is also entitled to appoint Council representatives to external boards, committees, associations and forums in accordance with the governance requirements of those bodies.

### **Key Matters**

6. In accordance with section 63 of the Act, Council must appoint at least two Councillors as committee members to a Delegated Committee, one of which must be appointed by the Mayor or Council as Chair.
7. In accordance with section 65 of the Act, Council can appoint as many members as considered necessary to the Community Asset Committee. The Potato Shed Terms of Reference reflect the Joint User Agreement which state that the committee will consist of two representatives of Council (one of which is a Councillor as Chair).
8. All other Delegated Committee and Community Asset Committee members remain in accordance with Council resolution dated 1 September 2020.
9. All Councillor appointments and their terms on the various committees are set out in **Attachment 2**.

**Cr Sullivan moved, Cr Asher seconded -**

### **10. That Council:**

- 10.1 appoint Councillors and chairs to the various committees as set out in Attachment 2; and**
- 10.2 add Cr Moloney to the G21 Education and Training Pillar in addition to Cr Mason.**

**Carried.**

**Attachment 1**

***Financial Implications***

1. There are no financial implications associated with this report.

***Community Engagement***

2. No changes to existing community engagement practices are proposed by this report.
3. Outcomes from Councillor appointments will be communicated to all relevant stakeholders.

***Social Equity Considerations***

4. There are no social equity considerations associated with this report.

***Policy/Legal/Statutory Implications***

5. Appointment of Councillor representatives is compliant with the Council Committee Representation Policy and the Act.

***Alignment to Council Plan***

6. This report aligns to Council Plan strategic priority 'Organisational leadership, strategy and governance'.

***Conflict of Interest***

7. No officer in the preparation of this report had a general or material conflict of interest.

***Risk Assessment***

8. Councillors are required to consider the risks and regulatory requirements of any appointment to a Council Committee, including Conflicts of Interest, confidentiality of information and adherence to the Governance Rules.

***Environmental Implications***

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

COMMITTEES	TYPE	COUNCILLOR REPRESENTATIVE(S)	APPOINTMENT TERM
Central Geelong Marketing Delegated Committee	Delegated Committee (Section 63)	Cr Murrhly (Chair) Cr Sullivan	2 years
CEO Employment Matters Delegated Committee	Delegated Committee (Section 63)	Mayor – Cr Asher Deputy Mayor – Cr Sullivan Cr Moloney, Cr Aitken and Cr Grzybek	2 years
Geelong Major Delegated Events	Delegated Committee (Section 63)	Cr Nelson (Chair) Cr Sullivan, Cr Murrhly and Cr Kontelj	2 years
Planning Committee	Delegated Committee (Section 63)	Cr Grzybek (Chair) Cr Harwood (Alt) All Councillors	Annual appointment of Chair
Bellarine Multi Arts Facility (Potato Shed) Community Asset Committee	Community Asset Committee (section 65)	Cr Sullivan, Chair	2 years
Access and Inclusion Advisory Committee	Advisory Committee of Council	Cr Aitken, Chair	2 years
Affordable Social Housing Advisory Committee	Advisory Committee of Council	Cr Mansfield (Chair) Cr Aitken	2 years
Ageing-Well Advisory Committee	Advisory Committee of Council	Cr Mansfield (Chair)	2 years
Audit and Risk Committee	Advisory Committee of Council	Mayor – Cr Asher Cr Grzybek	1 year
Central Administrative Office Advisory Committee	Advisory Committee of Council	Mayor – Cr Asher, Chair All Councillors	2 years
Geelong Heritage Advisory Committee	Advisory Committee of Council	Cr Murrhly, Portfolio Holder as Chair Cr Moloney	2 years
Kilangiti (formally Karreenga) Aboriginal Advisory Committee	Advisory Committee of Council	Cr Mason Portfolio Holder as Chair	2 years
Multicultural Action Plan Committee	Advisory Committee of Council	Cr Mason	2 years
Rural and Peri-Urban Advisory Committee	Advisory Committee of Council	Cr Mason Chair Cr Moloney (Alt)	2 years
Submissions Review Panel	Advisory Committee of Council	Cr Grzybek (Chair) Cr Harwood (Alt) All Councillors	2 years
Sustainable Advisory Committee	Advisory Committee of Council	Cr Asher (Chair) Cr Moloney	2 years
Women in Community Life Advisory Committee	Advisory Committee of Council	Cr Moloney	2 years
Association of Bayside Municipalities	External	Cr Mason	2 years
Barwon South West Waste and Resource Recovery Group Committee Forum	External	Cr Harwood	2 years
Geelong Art Gallery	External	Cr Sullivan	2 years
Geelong – Queenscliff Coastal Adaptation Program	External	Cr Mason	2 years
Geelong Regional Library Corporation	External	Cr Mason, Cr Sullivan Cr Mansfield and Cr Nelson	2 years
G21 Geelong Region Alliance	External	Mayor – Cr Asher	2 years
G21 Pillar – Arts, Heritage and Culture	External	Cr Sullivan	2 years
G21 Pillar – Economic Development	External	Cr Murrhly	2 years
G21 Pillar –Education and Training	External	Cr Mason Cr Moloney	2 years
G21 Pillar - Environment	External	Cr Moloney	2 Years
G21 Pillar – Health and Wellbeing	External	Cr Mansfield	2 years
G21 Pillar – Planning and Services	External	Cr Grzybek	2 years
G21 Pillar – Sports and Recreation	External	Cr Nelson Cr Murrhly	2 years
G21 Pillar – Transport	External	Cr Harwood	2 years
Municipal Association of Victoria	External	Cr Grzybek	2 years
Regional Capitals Australia	External	Mayor – Cr Asher	2 years
Regional Cities Victoria	External	Mayor – Cr Asher Cr Sullivan (Alt)	2 years
Tourism Greater Geelong and The Bellarine Inc	External	Cr Sullivan	2 years

## **10. COUNCILLOR OATHS AND AFFIRMATIONS OF OFFICE**

**Source:** Governance, Strategy & Performance - Governance  
**Director:** Rebecca Leonard

### **Purpose**

1. To record the Oaths and Affirmations of Office undertaken by Councillors elected at the 2020 Greater Geelong City Council Election.

### **Background**

2. A person elected to be a Councillor is not capable of acting as a Councillor until they have taken the Oath or Affirmation of office in accordance with Section 30 of the *Local Government Act Vic 2020* (the Act).

### **Key Matters**

3. The Victorian Electoral Commission declared the results of the Greater Geelong City Council 2020 Election on 4 November. The successful candidates were:
  - 3.1 Bellarine Ward – Stephanie Asher, Trent Sullivan and Jim Mason;
  - 3.2 Brownbill Ward – Sarah Mansfield, Eddy Kontelj and Peter Murrhiy;
  - 3.3 Kardinia Ward – Bruce Harwood, Ron Nelson and Belinda Moloney; and
  - 3.4 Windermere Ward – Anthony Aitken and Kylie Grzybek.
4. Martin Cutter, Chief Executive Officer administered the Oaths or Affirmations on 5 and 6 November 2020.
5. A copy of the dated and signed Oaths and Affirmations of Office are included as **Attachment 2**.

**Cr Kontelj moved, Cr Sullivan seconded -**

6. That Council note the Oaths and Affirmations of Councillors as per Attachment 2.

**Carried.**

**Attachment 1**

***Financial Implications***

1. There are no financial implications associated with this report.

***Community Engagement***

2. A copy of the prescribed Oaths and Affirmations will be available to the community as part of formal Council minutes.

***Social Equity Considerations***

3. There are no social equity implications associated with this report.

***Policy/Legal/Statutory Implications***

4. The Oaths and Affirmations were undertaken in accordance with s 60 of the Act and as prescribed in the *Local Government (Governance and Integrity) Regulations 2020*.

***Alignment to Council Plan***

5. This report relates to Strategic Priority 11 of the *Council Plan 2018-2022*, Organisational Leadership, Strategy and Governance.

***Conflict of Interest***

6. No Council Officer declared a conflict of interest under the Act in the preparation of this report.

***Risk Assessment***

7. For a person to act as a Councillor they must take the Oath or Affirmation of Office, this report ensures compliance with the Act.

***Environmental Implications***

8. There are no environmental implications associated with this report.


# AFFIRMATION OF OFFICE




I, Sarah Mansfield, solemnly and sincerely declare and affirm, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgment.

  
\_\_\_\_\_  
Sarah Mansfield

Declared at Geelong before me this fifth day of November 2020.

  
\_\_\_\_\_  
Martin Cutter  
Chief Executive Officer

# OATH OF OFFICE



I, Peter Murrphy, swear by Almighty God, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgement.

A handwritten signature in black ink, appearing to read "Peter Murrphy", written over a horizontal line.

Peter Murrphy

Declared at Geelong before me this fifth day of November 2020.

A handwritten signature in black ink, appearing to read "Martin Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

# AFFIRMATION OF OFFICE



I, Jim Mason, solemnly and sincerely declare and affirm, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgment.

A handwritten signature in black ink, appearing to read "J. Mason", written over a horizontal line.

Jim Mason

Declared at Geelong before me this fifth day of November 2020.

A handwritten signature in black ink, appearing to read "M. Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

# OATH OF OFFICE



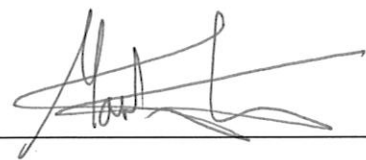
I, Trent Sullivan, swear by Almighty God, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgement.

  
\_\_\_\_\_  
Trent Sullivan

Declared at Geelong before me this fifth day of November 2020.

  
\_\_\_\_\_  
Martin Cutter  
Chief Executive Officer

# AFFIRMATION OF OFFICE



I, Stephanie Asher, solemnly and sincerely declare and affirm, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgment.

A handwritten signature in black ink, appearing to read "SA", written over a horizontal line.

Stephanie Asher

Declared at Geelong before me this fifth day of November 2020.

A handwritten signature in black ink, appearing to read "M. Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

# AFFIRMATION OF OFFICE




I, Belinda Moloney, solemnly and sincerely declare and affirm, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgment.

  
Belinda Moloney

Declared at Geelong before me this fifth day of November 2020.

  
Martin Cutter  
Chief Executive Officer

# OATH OF OFFICE



I, Ron Nelson, swear by Almighty God, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgement.

A handwritten signature in black ink, appearing to be "Ron Nelson", written over a horizontal line.

Ron Nelson

Declared at Geelong before me this fifth day of November 2020.

A handwritten signature in black ink, appearing to be "Martin Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

# AFFIRMATION OF OFFICE



I, Bruce Harwood, solemnly and sincerely declare and affirm, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgment.

A handwritten signature in black ink, appearing to read "Bruce Harwood", written over a horizontal line.

Bruce Harwood

Declared at Geelong before me this fifth day of November 2020.

A handwritten signature in black ink, appearing to read "Martin Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

# AFFIRMATION OF OFFICE



I, Kylie Grzybek, solemnly and sincerely declare and affirm, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgment.

A handwritten signature in black ink, appearing to read "Kylie Grzybek", written over a horizontal line.

Kylie Grzybek

Declared at Geelong before me this fifth day of November 2020.

A handwritten signature in black ink, appearing to read "Martin Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

# AFFIRMATION OF OFFICE



I, Anthony Aitken, solemnly and sincerely declare and affirm, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgment.

A handwritten signature in black ink, appearing to read "Anthony Aitken", written over a horizontal line.

Anthony Aitken

Declared at Geelong before me this fifth day of November 2020.

A handwritten signature in black ink, appearing to read "Martin Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

# OATH OF OFFICE



I, Eddy Kontelj, swear by Almighty God, that I will undertake the duties of the office of Councillor in the best interests of the municipal community.

I will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Councillor Code of Conduct.

I will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions vested in me under the **Local Government Act 2020** and any other Act to the best of my skill and judgement.

A handwritten signature in black ink, appearing to read "Eddy Kontelj", written over a horizontal line.

Eddy Kontelj

Declared at Geelong before me this sixth day of November 2020.

A handwritten signature in black ink, appearing to read "Martin Cutter", written over a horizontal line.

Martin Cutter  
Chief Executive Officer

## **11. TENDER T2100006 - ESTUARY RESERVE MODULAR PAVILION - DESIGN & CONSTRUCT**

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

### **Purpose**

1. To award Contract C2100006 - Estuary Reserve Modular Pavilion – Design & Construct project to KL Modular Systems (Aust) Pty Ltd (ABN 70 605 949 826).

### **Background**

2. Design, construction and installation services for a modular, relocatable sports pavilion at Estuary Reserve 4 – 30 Estuary Boulevard, Leopold. The aim of the design is to provide a fully functional, modular, relocatable building to cater for the current and long-term needs of the clubs located at the sporting reserve.

### **Key Matters**

3. Procurement Services managed an open tender process seeking to appoint a suitably qualified and experienced contractors to undertake the design and construction of a modular pavilion at Estuary Reserve, Leopold.
4. The submissions were evaluated in accordance with the processes detailed in the City's 'Procurement and Contracts Manual'.
5. Based on the tenderer's experience, expertise and value for money the Tender Evaluation Panel (TEP) recommend that KL Modular Systems (Aust) Pty Ltd (ABN 70 605 949 826) be awarded the contract for the provision of the above project.
6. Subject to Council awarding the contract, the project will commence on 11 January 2021.
7. The lump sum for the delivery of the project is \$1,575,099.00 (excl. GST).

### **Cr Sullivan moved, Cr Mason seconded -**

#### **8. That Council :**

- 8.1 Award Contract C2100006 - Estuary Reserve Modular Pavilion – Design & Construct project to KL Modular Systems (Aust) Pty Ltd (ABN 70 605 949 826) on a tendered lump sum price basis for \$1,575,099.00 (excl. GST); and**
- 8.2 Authorise to the Chief Executive Officer to execute Contract No. C2100006 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 contract value is within the project budget.

### ***Community Engagement***

2. During the project design phase, representatives from each club who occupy Estuary Reserve will be included in the project working group.
3. At the completion of the design phase community engagement under the 'Approval Procedure for Open Space Development Projects' policy will be undertaken.

### ***Social Equity Considerations***

4. The new facilities will be designed in conjunction with a disability access consultant and City of Greater Geelong stakeholders.
5. The new pavilion will include accessible public toilets, accessible toilets and shower in changerooms for team staff, accessible toilets and showers for umpires/referees and compliant ramps and walkways from street and car parks.

### ***Policy/Legal/Statutory Implications***

6. This tender was publicly advertised in accordance with the requirements of section 186 of the *Local Government Act 1989* and the tender process has been conducted in accordance with the City's Procurement Policy.

### ***Alignment to Council Plan***

7. This project aligns with the *Council Plan 2018-22* Strategic Priority – A More Inclusive and Diverse Community, where one of the key priorities is to improve access to facilities and programs for people of all abilities. It also supports the Strategic Priority – Informed Social Infrastructure and Planning, where one of the key priorities is to deliver accessible and attractive community infrastructure, based on local and municipal community need.

### ***Conflict of Interest***

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

### ***Risk Assessment***

9. The tender evaluation process involved the assessment of legal and commercial risks, and 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 will arise from the execution of the works. It is considered that these are the responsibility of the contractor and will be managed through the contract documentation.

**Attachment 2**

**Tender Details**

**Contract Details**

1. Contract C2100006 - Estuary Reserve Modular Pavilion – Design & Construct

**Invitation to Tender**

2. The City issued an open tender T2100006, closing Tuesday 22 September 2020, seeking to appoint a suitably qualified and experienced contractor to undertake the design and construction of a modular pavilion at Estuary Reserve, Leopold.

*Table 1 Invitations to Tender*

(a) Medium	(b) Date Advertised
(c) Geelong Advertiser	(d) 28 August 2020
(e) eProcure	(f) 28 August 2020

**Tender Evaluation Panel**

3. The Tender Evaluation Panel comprised the following staff.

*Table 2 Tender Evaluation Panel*

Position Title	Panel role
Senior Procurement Specialist	Chair
Coordinator Capital Projects	Member
Project Manager Capital Projects	Member
Recreation & Sport Planner	Member

**Tender Submissions**

4. Tenderers had to comply with the following mandatory criteria:
  - 4.1 OH&S system – if the tenderers OH&S processes and procedures do not meet a minimum standard determined by the City, the tenderer will not be considered for the contract.
  - 4.2 The tenderer must have a heat and UV radiation exposure management procedure, and if not, must be willing to abide by the City’s Heat and UV Radiation Exposure and Outdoor Clothing Procedures (Long/Long).

*Table 3 Tender Submissions Received*

Tender	Conforming tender
A KL Modular Systems (Aust) Pty Ltd	Yes
B Tender B	Yes
C Tender C	Yes
D Tender D	Yes
E Tender E	Yes

Tender		Conforming tender
F	Tender F	Yes
G	Tender G	Yes
H	Tender H	Yes

### **Tender Evaluation**

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

*Table 4 Comparative Criteria Weighting*

Comparative Criteria	Weighting %
Economic & Local Content contribution (mandatory)	10
Proposed project resourcing	10
Methodology/plan for performing contract	30
Capability and experience including past performance	35
Quality management policy; quality and audit systems	5
Risk identification and mitigation	10

6. The tender was evaluated by the evaluation panel in a two staged process:
- 6.1 Qualitative assessment of a weighted score totalling 100%, and
- 6.2 Evaluation of price against weighted score:  
VFM = Tendered Price ÷ Weighted Score (lowest VFM Score = preferred supplier).
7. KL Modular Systems (Aust) Pty Ltd were deemed the best value for money tenderer, demonstrating best value for money for the City, and placing them as the preferred tenderers to clarification stage.

### **Tender Evaluation Scores**

8. At the conclusion of the evaluation the tenders were ranked in the following order.

*Table 5 Tender Evaluation Scores*

Tender	Rank
A KL Modular Systems (Aust) Pty Ltd	1
B Tender B	2
C Tender C	3
D Tender D	4
E Tender E	5
F Tender F	6
G Tender G	7
H Tender H	8

***Post-Tender Contact***

9. The Evaluation Panel sought clarifications in writing from KL Modular Systems (Aust) Pty Ltd regarding pricing and program.
10. KL Modular Systems (Aust) Pty Ltd demonstrated a thorough understanding of the requirements of the specification with a proven record of delivering comparable contracts. The Tender Evaluation Panel noted that KL Modular Systems (Aust) Pty Ltd are an experienced provider of comparable projects. They have undertaken contracts of similar scope and value over past three years in the local government sector.
11. KL Modular Systems (Aust) Pty Ltd submission identified all the experienced personnel, infrastructure and subcontractors required for this program.
12. KL Modular Systems (Aust) Pty Ltd project methodology demonstrated that they have the available resources and expertise to successfully deliver the works as tendered and provided evidence of their capability to deliver the project within the City's timeframes.
13. KL Modular Systems (Aust) Pty Ltd OHS documentation addressed the high-risk tasks associated with the works providing examples of SWMS used on a project with a comparable risk profile and all relevant qualifications required.

***Probity***

14. No probity issues identified.

## **12. TENDER T2100002 – PROVISION OF PLUMBING SERVICES**

**Source:** Customer & Corporate Services  
**Director:** Michael Dugina

### **Purpose**

1. To establish a contract panel based on an agreed schedule of rates for the provision of plumbing services required to maintain various Council facilities throughout the City.

### **Background**

2. The current panel of contractors for the provision of plumbing services expires on 30 November 2020.
3. To facilitate the provision of plumbing services, the Procurement Unit undertook a public tender (Tender No. T2100002) on behalf of the Property, Procurement and Assets Department.
4. The annual budget allocated for this contract is \$2,000,000 (ex-GST).

### **Key Matters**

5. At tender close the City received 19 tender submissions.
6. The submissions were evaluated in accordance with the processes detailed in the City's *'Procurement and Contracts Manual'*.
7. Based on the geographical spread and number of facilities the Tender Evaluation Panel determined the appointment of a Panel with specific general plumbing and aquatic skills and experience.
8. Subject to Council awarding the Contract, the service will commence 1 January 2021.

**Cr Grzybek moved, Cr Aitken seconded -**

**9. That Council :**

**9.1 Award Panel Contract C2100002 for the Provision of Plumbing Services for an initial term of 3 years (with a further 2 x 12-month extension options) based on the tendered schedule of rates to the following preferred tenderers; and**

<b>No.</b>	<b>Tenderer</b>	<b>ABN</b>
1	EDG Management Services Pty Ltd trading as G&S Complete Plumbing Services	46 005 806 851
2	International Plumbing Solutions Pty Ltd atf New Plumbing Solutions unit Trust trading as New Plumbing Solutions	79 261 981 649
3	LG Stevenson Pty Ltd atf Stevenson Family Trust trading as Poolside Plumbing Services	69 573 811 463
4	Shield Plumbing & Drainage Pty Ltd	82 169 750 289
5	Nott & Drew Pty Ltd	24 613 327 834
6	Justin Drew Pty Ltd	40 158 808 130
7	Mechanical Plumbing Services Pty Ltd	32 006 773 566

**9.2 Authorise the Chief Executive Officer to execute Contract No. C2100002 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 provision of plumbing services is \$2,000,000 p/a (ex-GST) and is contingent on funding allocations in future recurrent budgets. The estimated total cost for the term of the 5-year agreement (inclusive of option periods) is \$10,000,000 (ex-GST) subject to annual CPI adjustments.

***Social Equity Considerations***

2. The majority of successful tenderers operate businesses within the Geelong Region providing significant local employment and economic benefits to the Geelong community.

***Policy/Legal/Statutory Implications***

3. 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.
4. 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***

5. This service aligns with the Council Plan 2018-22 Strategic Priority - A Thriving and Sustainable Economy, where one of the key priorities is to support and promote across the region, local businesses, markets and products. It also supports the Strategic Priority – Innovative Finances and Technology, where one of the key priorities is to continue to review our internal processes and services to find and implement efficiencies.

***Conflict of Interest***

6. All voting members on the Evaluation Panel confirmed that they did not have a conflict of interest with any of the tenderers.

***Risk Assessment***

7. 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***

8. Any environmental implications associated with this contract provision are the responsibility of the contractor and will be managed through the contract documentation.

**Attachment 2**

**Tender Details**

**Contract Details**

1. Contract C2100002 – Provision of Plumbing Services.

**Invitation to Tender**

2. The City released Tender T2100002 seeking to appoint a panel of contractors to provide plumbing services.

*Table 6 Invitations to Tender*

Medium	Date Advertised
Geelong Advertiser	18 July 2020
eProcure	18 July 2020

**Tender Evaluation Panel**

3. The Tender Evaluation Panel (TEP) comprised the following staff.

*Table 7 Tender Evaluation Panel*

Position Title	Panel role
Procurement Specialists	Chair
Manager Property, Procurement & Assets	Member
Co-ordinator Facilities Maintenance	Member
Facilities Operations Co-ordinator	Member
Technical Officers x 2	Member

**Tender Submissions**

4. At tender close the City received 19 conforming tender submissions.

**Tender Evaluation Criteria**

5. The TEP used the following qualitative criteria (in order of weighting) to assess the submissions:

*Table 8 Comparative Criteria Weighting*

Comparative Criteria	Weighting %
Capability and experience, past performance over last 3 years	30%
Proposed, staffing, plant and equipment, extent of subcontracting	25%
Methodology, ability to respond, 24 hr emergency service	15%
Processes (engagement, delivery, enquiries)	20%
Economic & social sustainability considerations (mandatory)	10%

**Tender Evaluation**

6. The TEP shortlisted tenders based on the compliance to the contract, the quality of the submission and a value for money assessment of the tendered rates.
7. At the conclusion of the evaluation, the tenderers that addressed the mandatory OH&S requirements, achieved a weighted score of >50% and, giving consideration to the 'normal' hourly labour rate were recommended for inclusion on the Contract Panel.

*Table 6 Tender Evaluation Scores*

Ref	Tender	Rank
a	EDG Management Services Pty Ltd trading as G&S Complete Plumbing Services	Recommended
b	International Plumbing Solutions Pty Ltd atf New Plumbing Solutions unit Trust trading as New Plumbing Solutions	Recommended
c	LG Stevenson Pty Ltd atf Stevenson Family Trust trading as Poolside Plumbing Services	Recommended
d	Shield Plumbing & Drainage Pty Ltd	Recommended
e	Nott & Drew Pty Ltd	Recommended
f	Justin Drew Pty Ltd	Recommended
g	Mechanical Plumbing Services Pty Ltd	Recommended

**Probity**

8. No probity issues identified.

### **13. TENDER T2100019 - PROVISION OF TREE MAINTENANCE SERVICES**

**Source:** Customer & Corporate Services  
**Director:** Michael Dugina

#### **Purpose**

1. To award the Contract C2100019 for the Provision of Tree Maintenance Services to Tree Synergy Pty Ltd trading as Bellarine Tree Services and Tree Scene (ABN 14 629 609 632).

#### **Background**

1. The City plans to undertake on a three-year cycle, proactive tree pruning of all trees in streets, parks and Council properties, along with an annual cycle of tree pruning of palm trees, trees under powerlines and trees on rural roads.
2. This contract is for the pruning, power line clearance and safety assessment of all trees on Council managed land.

#### **Key Matters**

3. Procurement Services managed an open tender process seeking to appoint a suitably qualified and experienced contractor to provide the Tree Maintenance Services across the City of Greater Geelong municipality.
4. The submissions were evaluated in accordance with the processes detailed in the Procurement and Contracts Management Manual.
5. The recommended tenderer was selected as the best value-for-money solution for the City and ranking highest for qualitative assessment.
6. Subject to Council awarding the contract, the services will commence 1 January 2021.

**Cr Moloney moved, Cr Nelson seconded -**

#### **7. That Council :**

- 7.1 Award the Contract C2100019 for the Provision of Tree Maintenance Services for an initial term of three (3) years with a further two (2) twelve (12) month extension options to Tree Synergy Pty Ltd trading as Bellarine Tree Services and Tree Scene (ABN 14 629 609 632) for a fixed lump fee of \$6,433,875.00 (ex. GST); and**
- 7.2 Authorise the Chief Executive Officer to execute Contract No. C2100019 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 contract value is based on the annual fixed pricing provided by the Contractor, which falls within the budgeted amount for the annual services.

### ***Community Engagement***

2. There has been no community engagement conducted for this program as it is a replacement of the current contract for the recurrent delivery of annual services.

### ***Social Equity Considerations***

3. The contractor is a Geelong based company and is a signatory to GROW and a member of the Social Traders network.

### ***Policy/Legal/Statutory Implications***

4. This tender was publicly advertised in accordance with the requirements of section 186 of the *Local Government Act 1989* and the tender process has been conducted in accordance with the City's Procurement Policy

### ***Alignment to Council Plan***

5. The tree maintenance service aligns to the Council Plan 2018-22 through effective environmental management where one of the key priorities is to manage pests, plants and animals more effectively. Also aligns with improved health and safety of our community where the key priorities include providing safer public spaces and improved safety in our community.

### ***Conflict of Interest***

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

### ***Risk Assessment***

7. The tender evaluation process involved the assessment of legal and commercial risks, and 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***

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

**Attachment 2**

**Tender Details**

**Contract Details**

1. Contract C2100019 for the Provision of Tree Maintenance Services.

**Invitation to Tender**

2. The City issued an open tender T2100019, closing Friday 9 October 2020, seeking to appoint a suitably qualified and experience contractor to provide the Tree Maintenance Services.

*Table 9 Invitations to Tender*

(a) Medium	(b) Date Advertised
(c) eProcure	(d) 12 September 2020
(e) Geelong Advertiser	(f) 12 September 2020

**Tender Evaluation Panel**

3. The Tender Evaluation Panel comprised the following staff.

*Table 10 Tender Evaluation Panel*

Position Title	Panel role
Coordinator Procurement Services	Chair
Manager Parks & Gardens	Member
Coordinator Tree Management	Member
Team Leader Tree Management	Member
OHS Advisor	Advice

**Tender Submissions**

4. Tenderers had to comply with the following mandatory criteria:
  - 4.1 Existence of Occupational Health & Safety certification or policy/procedures.

*Table 11 Tender Submissions Received*

Tender	Conforming tender
A Tree Synergy Pty Ltd t/a Bellarine Tree Services and Tree Scene	Yes
B Tender B	Yes
C Tender C	Yes
D Tender D	Yes
E Tender E	Yes
F Tender F	Yes
G Tender G	Yes

### **Tender Evaluation**

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

*Table 12 Comparative Criteria Weighting*

<b>Comparative Criteria</b>	<b>Weighting %</b>
Project delivery (methodology & plan)	25%
Capability and experience	25%
Proposed project resourcing	20%
Risk identification and mitigation	10%
Economic & local content contribution	10%
GROW and G21 initiatives	5%
Aboriginal and Torres Strait Islanders inclusion	5%

### **Tender Evaluation Scores**

6. At the conclusion of the evaluation the tenders were ranked in the following order.

*Table 13 Tender Evaluation Scores*

<b>Tender</b>	<b>Rank</b>
A Tree Synergy Pty Ltd t/a Bellarine Tree Services and Tree Scene	1
B Tender B	2
C Tender C	3
D Tender D	4
E Tender E	5
F Tender F	6
G Tender G	7

### **Post-Tender Contact**

7. The evaluation process comprised of a pre-qualification of submitted tenders, a detailed evaluation of qualified tenders, and a clarification of response from the shortlisted tenderer.
8. Tree Synergy Pty Ltd t/a Bellarine Tree Services and Tree Scene is the preferred tenderer based on the detailed evaluation scores, and best value-for-money solution.
9. Tree Synergy Pty Ltd t/a Bellarine Tree Services and Tree Scene has agreed to the City's standard services contract with no departures.
10. Tree Synergy Pty Ltd t/a Bellarine Tree Services and Tree Scene provided a fixed annual lump sum for the services and a schedule of rates for variations to the services.

### **Probity**

11. No probity issues were identified.

## **14. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT ARMSTRONG ESTATE, STAGES 46A AND 46B**

**Source:** City Services – Engineering Services  
**Director:** Guy Wilson-Browne

### **Purpose**

1. To revoke Council's designation of 12 December 2006 of flood affected land at Armstrong Estate, Stages 46A and 46B 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 mappings (**Attachment 2**) were designated by Council at its meeting of 12 December 2006.
4. This revocation will result in another stage of new lots in Armstrong Estate fronting Airport Road being free of their flood prone status, paving the way for owners to build homes on their land.

### **Key Matters**

5. The flood mapping is subject to a revision due to the subdivision and development at 60 Airport Road, Mount Duneed. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Armstrong Estate, Stages 46A and 46B and 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 recommendation by Council engineers that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

**Cr Nelson moved, Cr Harwood seconded -**

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Armstrong Estate, Stages 46A and 46B as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

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

### ***Community Engagement***

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant City databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

### ***Social Equity Considerations***

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

### ***Policy/Legal/Statutory Implications***

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

### ***Alignment to Council Plan***

7. The recommendations of this report are consistent with the Council Plan, in relation to planned sustainable development.

### ***Conflict of Interest***

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

### ***Risk Assessment***

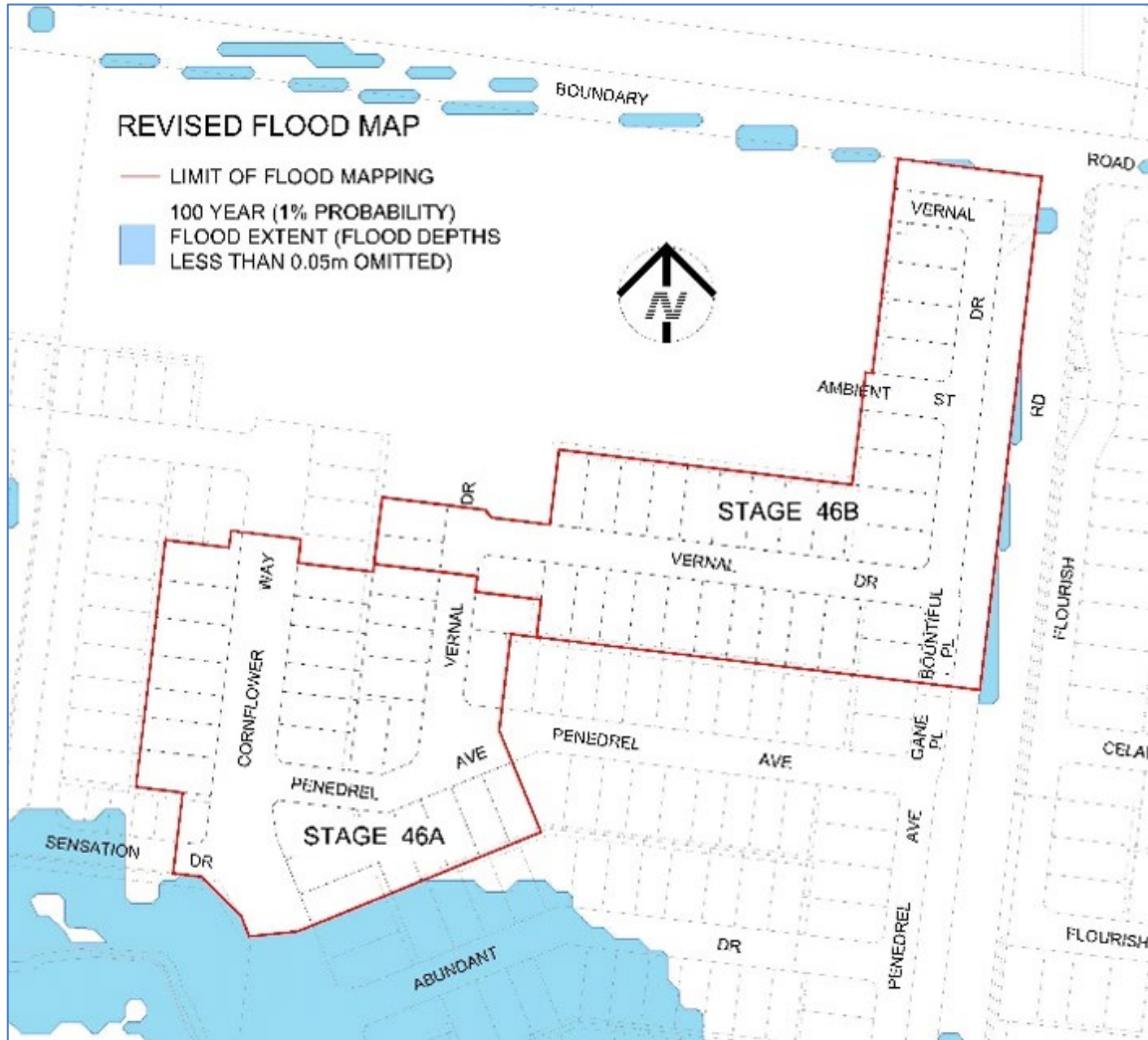
9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

### ***Environmental Implications***

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.



**Attachment 3**  
**Revised Flood Map**



## **15. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT ASHBURY ESTATE, STAGES 15 AND 16**

**Source:** City Services – Engineering Services  
**Director:** Guy Wilson-Browne

### **Purpose**

1. To revoke Council's designation of 12 December 2006 of flood affected land Ashbury Estate, Stages 15 and 16 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, Stages 15 and 16 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 Nelson moved, Cr Harwood seconded -**

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Ashbury Estate, Stages 15 and 16 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**





## **16. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT ANCHORIDGE ESTATE, STAGE 7**

**Source:** City Services – Engineering Services  
**Director:** Guy Wilson-Browne

### **Purpose**

1. To revoke Council's designation of 12 December 2006 of flood affected land at Anchoridge Estate, Stage 7 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 Anchoridge Estate fronting 892-958 Barwon Heads Road, Armstrong Creek being free of their flood prone status, paving the way for owners to build homes on their land.

### **Key Matters**

5. The flood mapping is subject to a revision due to the subdivision and development at 892-958 Barwon Heads Road, Armstrong Creek, Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Anchoridge Estate, Stage 7 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 recommendation by Council engineers that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

**Cr Harwood moved, Cr Nelson seconded -**

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Anchoridge Estate Stage 7 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

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

### ***Community Engagement***

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant City databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

### ***Social Equity Considerations***

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

### ***Policy/Legal/Statutory Implications***

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

### ***Alignment to Council Plan***

7. The recommendations of this report are consistent with the Council Plan, in relation to planned sustainable development.

### ***Conflict of Interest***

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

### ***Risk Assessment***

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

### ***Environmental Implications***

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.

**Attachment 2**  
**Current Flood Map**



**Attachment 3  
Amended Flood Map**



## **17. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT CHARLEMONT RISE ESTATE, STAGE 14**

**Source:** City Services – Engineering Services  
**Director:** Guy Wilson-Browne

### **Purpose**

1. To revoke Council's designation of 12 December 2006 of flood affected land at Charlemont Rise Estate, Stage 14 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

### **Background**

2. Council has a statutory obligation under the *Building Regulations 2018* to designate land as liable to flooding where it reasonably knows it to be prone to flooding. Conversely, there is an obligation to remove the encumbrance of designation from land that is no longer considered to be flood-prone.
3. The current designated flood mapping (**Attachment 2**) was designated by Council at its meeting of 12 December 2006.
4. This revocation will result in another stage of new lots in Charlemont Rise Estate fronting 150 – 230 Horseshoe Bend Road, Charlemont being free of their flood prone status, paving the way for owners to build homes on their land.

### **Key Matters**

5. The flood mapping is subject to a revision due to the subdivision and development at 150 – 230 Horseshoe Bend Road, Charlemont. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Charlemont Rise Estate, Stage 14 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 recommendation by Council engineers that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

**Cr Harwood moved, Cr Nelson seconded -**

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Charlemont Rise Estate, Stage 14 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

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

### ***Community Engagement***

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant City databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

### ***Social Equity Considerations***

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

### ***Policy/Legal/Statutory Implications***

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

### ***Alignment to Council Plan***

7. The recommendations of this report are consistent with the Council Plan, in relation to planned sustainable development.

### ***Conflict of Interest***

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

### ***Risk Assessment***

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

### ***Environmental Implications***

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.

**Attachment 2**  
**Current Flood Map**



**Attachment 3**  
**Amended Flood Map**



## **18. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT FYANSFORD WEST ESTATE STAGE 2**

**Source:** City Services – Engineering Services  
**Director:** Guy Wilson-Browne

### **Purpose**

1. To revoke Council's designation of 12 December 2006 of flood affected land at Fyansford West Estate Stage 2 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 Fyansford West Estate fronting 100 – 150 Hamilton Highway, Fyansford being free of their flood prone status, paving the way for owners to build homes on their land.

### **Key Matters**

5. The flood mapping is subject to a revision due to the subdivision and development at 100 – 150 Hamilton Highway, Fyansford. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Fyansford West Estate, Stage 2 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 recommendation by Council engineers that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

**Cr Murrhly moved, Cr Kontelj seconded -**

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Fyansford West Estate Stage 2 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

**Carried.**

## **Attachment 1**

### ***Financial Implications***

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

### ***Community Engagement***

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant City databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

### ***Social Equity Considerations***

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

### ***Policy/Legal/Statutory Implications***

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

### ***Alignment to Council Plan***

7. The recommendations of this report are consistent with the Council Plan, in relation to planned sustainable development.

### ***Conflict of Interest***

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

### ***Risk Assessment***

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

### ***Environmental Implications***

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.



**Attachment 3**  
**Amended Flood Map**



## **NOTICE OF MOTION – Cr Aitken**

### **Establish a Council Expenditure Review Panel**

Council adopted the 2020-21 budget with a recurrent deficit of \$24.6M. A major contributor to this deficit has been the impacts from the COVID-19 pandemic. Ongoing deficits are not sustainable, and the recently elected Council group has a strong belief we should demonstrate fiscal responsibility.

To achieve medium to long-term fiscal balance Council wishes to establish a panel of Councillors to make recommendations to the Chief Executive Officer for expenditure items to be considered to be cut from current and/or future Council budgets.

It is recommended the panel will be chaired by the Finance Portfolio Chair, it shall include the Mayor and any other Councillors who wish to participate.

As well as Councillors considering opportunities to make expenditure savings, the panel will work with the Chief Executive Officer to develop a process for the community to make expenditure savings suggestions.

The panel will review all expenditure saving suggestions and present recommendations to the Chief Executive Officer by March 2021 for consideration for the 2020-21 financial year and 2021-22 Council budget.

It is recommended the Panel be disbanded at the adoption of the 2021-22 Council budget.

The panel does not have a set expenditure savings target, but this process is intended to diligently look for opportunities to make savings recommendations to the Chief Executive Officer.

Recommendations adopted by the will be presented back to Council and the community will be reported back as part of the proposed 2021-22 budget.

Councillors would also like the Chief Executive Officer to cogitate to develop an employee engagement process outside of the normal budget processes which also gives all employees of the City of Greater Geelong an opportunity to present expenditure savings ideas for this financial year and future financial years to the Chief Executive Officer to consider.

**Cr Aitken moved, Cr Grzybek seconded -**

**That Council:**

**1. Establish a Council Expenditure Review Panel (Panel) which:**

- 1.1 Has a membership which consists of the Mayor, Chair of Finance Portfolio and any other Councillors who nominate to be involved;**
- 1.2 Is chaired by the Chair of the Finance Portfolio; and**
- 1.3 Make recommendations to the Chief Executive Officer for expenditure savings by 31 March 2021 to be considered in the 2020-21 Council financial year and future Council budgets.**

**2. Request the Chief Executive Officer to design and implement a process to call for submissions from community to suggest expenditure items to be reviewed to assist expenditure reductions.**

**Carried.**

Division Requested:

For: Crs Asher, Aitken, Grzybek, Mansfield, Kontelj, Sullivan, Moloney, Harwood, Mason, Nelson

Against: Cr Murrhy

## **RECORD OF INFORMAL MEETINGS OF COUNCILLORS**

**Source:** Governance, Strategy and Performance  
**Chief Executive Officer:** Martin Cutter

### **Summary**

1. The Governance Rules of the City of Greater Geelong require the tabling of records of informal meetings of Councillors at the next convenient Council meeting and that their record be included in the minutes of that Council meeting.
2. A summary of the informal meetings of Councillors is attached as an Appendix to this report.

**Cr Grzybek moved, Cr Moloney seconded -**

3. **That Council receive the summary of the informal meetings of Councillors for the period to 1 December 2020.**

**Carried.**

**INFORMAL MEETINGS OF COUNCILLORS  
(Council Meeting 1 December 2020)**

Informal Meeting Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Councillor Induction <b>3 November 2020</b>	Crs Aitken, Asher, Grzybek, Harwood, Kontelj, Mansfield, Mason, Moloney, Murrhly, Nelson, Sullivan	M Cutter (CEO) G Smith (DIR) T Ellis (A/DIR) G Wilson-Browne (DIR) R Stevens (DIR) R Leonard (DIR) K Phyland (DIR) M Dugina (DIR) L Potter (MGR) J Lane (MGR) K Olesnicki (CHIEF FINANCIAL OFFICER) N O'Shea (HEAD FINANCIAL PLANNING & ANALYSIS) J Brown (CO ORD) S McKew (MGR) M Mitchell (OFF) K Ivens (SNR ADVISOR TO MAYOR & CEO) R Scott (OFF) C Francis (OFF) D Bushell (OFF) L Raimondo (MAYORAL ADVISOR)	<ul style="list-style-type: none"> <li>Councillor Induction</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>
Councillor Induction <b>5 November 2020</b>	Crs Aitken, Asher, Grzybek, Harwood, Mansfield, Mason, Moloney, Murrhly, Nelson, Sullivan	M Cutter (CEO) R Leonard (DIR) S McKew (MGR) J Brown (CO ORD) K Spanswick (MGR) M Mitchell (OFF) R Scott (OFF) E Baensch (OFF) D Bushell (OFF) D Faulkner (CO ORD)	<ul style="list-style-type: none"> <li>Councillor Induction</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>

Informal Meeting Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
<p>Councillor Induction  <b>10 November 2020</b></p>	<p>Crs Aitken, Asher, Grzybek, Harwood, Kontelj, Mansfield, Mason, Moloney, Murrihy, Nelson, Sullivan</p>	<p>M Cutter (CEO)  G Smith (DIR)  T Ellis (A/DIR)  G Wilson-Browne (DIR)  R Leonard (DIR)  K Phyland (DIR)  M Dugina (DIR)  J Brown (CO ORD)  S McKew (MGR)  M Mitchell (OFF)  R Scott (OFF)  C Francis (OFF)  D Bushell (OFF)  L Raimondo (MAYORAL ADVISOR)</p>	<ul style="list-style-type: none"> <li>• Councillor Induction</li> </ul>	<ul style="list-style-type: none"> <li>• Nil</li> </ul>

Informal Meeting Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
<p><b>Council Briefing</b> 24 November 2020</p>	<p>Crs Asher, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Murrihy, Moloney, Nelson, Sullivan</p>	<p>M Cutter (CEO) G Smith (DIR) M Dugina (DIR) R Leonard (DIR) R Stevens (DIR) G Wilson-Browne (DIR) K Phyland (DIR) T Ellis (A/DIR) J Lane (MGR) D Leeson-Rabie (MGR) J Malone (MGR) S McKew (MGR) B Ince (EXEC DIR) J Harris (MGR) M Szymczak (OFF) J Brown (CO ORD) L Raimondo (MAYORAL ADVISOR) K Ivens (SNR ADVISOR TO MAYOR &amp; CEO) M Macgugan (SNR COMM ADVISOR) C Francis (OFF)</p>	<ul style="list-style-type: none"> <li>• Smart City Strategic Framework</li> <li>• Swan Bay Road, Wallington, Part Road Deviation – Land Exchange</li> <li>• Proposed Partial Road Discontinuance and Sale Abutting 248 Kilgour Street, East Geelong</li> <li>• Quarterly Financial Report – July-September 2020</li> <li>• Revocation of Flood Prone Area Designation of New Lots at Armstrong Estate - Stages 46A and 46B</li> <li>• Revocation of Flood Prone Area Designation of New Lots at Ashbury Estate – Stages 15 and 16</li> <li>• Revocation of Flood Prone Area Designation of New Lots at Anchoridge Estate – Stage 7</li> <li>• Revocation of Flood Prone Area Designation of New Lots at Charlemont Rise Estate – Stage 14</li> <li>• Revocation of Flood Prone Area Designation of New Lots at Fyansford West Estate – Stage 2</li> <li>• Tender T2100006 – Estuary Reserve Modular Pavilion – Design and Construct</li> <li>• Tender T2100002 – Provision of Plumbing Services</li> <li>• Tender T2100019 – Provision of Tree Maintenance Services</li> <li>• Youth Council Final Report 2020</li> <li>• 2019-20 Tourism Greater Geelong and The Bellarine (TGGB) Annual Report and Tourism Performance</li> <li>• Council Plan Quarterly Report – September 2020</li> <li>• Councillor Oaths and Affirmations of Office</li> </ul>	<ul style="list-style-type: none"> <li>• Nil</li> </ul>

## **PLANNING DELEGATIONS – OCTOBER 2020**

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

### **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 21 September 2020, 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 Kontelj moved, Cr Aitken seconded -**

7. **That Council receive the information in the Schedule.**

**Carried.**

**Planning Decisions Report - October 2020**

App Number	Location	Application Type	Decision Date	Description	Authority Description/No of Objectors
PP-1027-2014/C	181-199 Matthews Road, LEOPOLD VIC 3224	Use of Land for a Restaurant, Residential Hotel and Place of Assembly (Function Centre) in the Farming Zone. Construction of Buildings and Works for a Residential Hotel and Place of Assembly (Function Centre) on Land in the Farming Zone. Construction of Buildings and Works on Land in the Environmental Significance Overlay Schedule 2. Construction of Buildings and Works on Land in the Significant Landscape Overlay Schedule 10. Use of Land for the Sale and Consumption Of Liquor under Clause 52.27. Use of Land for a Helicopter Landing Site under Clause 52.15 Generally in Accordance with the Endorsed Plans	12/10/2020	Amended Permit	Decision Making Committee
PP-1069-2019	1750 Barwon Heads Road, CONNEWARRE VIC 3227	Multi Lot Subdivision of Land (13 Lots)	8/10/2020	Permit Issued - VCAT	VCAT
PP-1212-2019	74-76 Dare Street, OCEAN GROVE VIC 3226	Construction of Twelve (12) Dwellings and Twelve (12) Lot Subdivision	30/10/2020	Refusal to Grant a Planning Permit	Decision Making Committee
PP-1332-2018	93 McKillop Street, GEELONG VIC 3220	Partial Demolition, Alterations and Extensions to a Dwelling, Construction of Two (2) Dwellings, and a Three (3) Lot Re-subdivision	7/10/2020	Grant a Planning Permit	Delegated Authority
PP-1489-2002/B	66 Roslyn Road, BELMONT VIC 3216	A Dual Practitioner Medical Centre, A Reduction in the Statutory Car Parking Requirement and Display of a Business Identification Sign for a Medical Centre	9/10/2020	Amended Permit	Decision Making Committee
PP-184-2019	89 The Avenue, OCEAN GROVE VIC 3226	Construction of Nine (9) Dwellings and Nine (9) Lot Subdivision	13/10/2020	Grant a Planning Permit	Delegated Authority
PP-259-2020	110 Dare Street, OCEAN GROVE VIC 3226	Construction of Four (4) Dwellings over 7.5m in Height and a Four (4) Lot Subdivision	14/10/2020	Grant a Planning Permit	Delegated Authority
	110 Dare Street, OCEAN GROVE VIC 3226	Construction of Four (4) Dwellings over 7.5m in Height and a Four (4) Lot Subdivision	19/10/2020	Clerical Error - Permit Issued	Delegated Authority
PP-511-2020	62 Newcombe Street, PORTARLINGTON VIC 3223	Use of the land for a Packaged Liquor Licence	8/10/2020	Grant a Planning Permit	Delegated Authority
PP-750-2019	26 High Street, PORTARLINGTON VIC 3223	Development of the Land for Three Dwellings	27/10/2020	Grant a Planning Permit	Delegated Authority
PP-102-2020	10 Reynolds Road, BELMONT VIC 3216	Construction of Fourteen (14) Dwellings	19-Oct-2020	NOD - Delegate	4
PP-1149-2019	27 Grosvenor Drive, WANDANA HEIGHTS VIC 3216	Buildings and Works Associated with an Extension to Existing Dwelling over 7.5m in Height	9-Oct-2020	NOD - Delegate	1
PP-123-2019	195 Mount Pleasant Road, HIGHTON VIC 3216	Construction of Three (3) Dwellings and Subdivision of the Land into Three (3) Lots	7-Oct-2020	NOD - Delegate	1
PP-173-2020	59 North Shore Road, NORLANE VIC 3214	Development of the Land for Three (3) Dwellings and Create and Alter Access to a Road Zone Category 1	21-Oct-2020	NOD - Delegate	1
PP-289-2020	34 Ash Road, LEOPOLD VIC 3224	Construction of Four (4) Dwellings and Four (4) Lot Subdivision	5-Oct-2020	NOD - Delegate	1
PP-293-2020	8 Zinnia Street, NORLANE VIC 3214	Construction of Three (3) Dwellings	7-Oct-2020	NOD - Delegate	1
PP-413-2020	50 Buckingham Road, NEWTOWN VIC 3220	Construction of Six (6) Dwellings	26-Oct-2020	NOD - Delegate	4
PP-420-2020	5-7 Bingley Court, BELL POST HILL VIC 3215	Three (3) Lot Subdivision	1-Oct-2020	NOD - Delegate	1
PP-474-2020	28 Ash Road, LEOPOLD VIC 3224	Buildings and Works associated with the Construction of a Second Dwelling	30-Oct-2020	NOD - Delegate	1
PP-496-2020	27 Staverly Road, HERNE HILL VIC 3218	Buildings and Works Associated with the Construction of Two (2) Dwellings and Two (2) Lot Subdivision	30-Oct-2020	NOD - Delegate	1

PP-536-2020	351 Ryrie Street, GEELONG VIC 3220	Use of the Land for a Museum, Demolition of a Shed, Water tank and Fence, Construct and Display of Business Identification Signage and a Reduction of Car Parking Requirements	28-Oct-2020	NOD - Delegate	3
PP-560-2020	415 Carrs Road, ANAKIE VIC 3213	Use and Development of a 400,000 Bird Class A Broiler Farm, Use and Development of a Caretakers House, Removal of Native Vegetation and Two (2) lot Re-Subdivision	27-Oct-2020	NOD - Delegate	3
PP-584-2019	41 Purnell Road, CORIO VIC 3214	Buildings and Works Associated with an Existing Dwelling the Construction of a Second Dwelling and a Two Lot Subdivision	21-Oct-2020	NOD - Delegate	1
PP-602-2020	58 The Avenue, OCEAN GROVE VIC 3226	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	27-Oct-2020	NOD - Delegate	5
PP-649-2020	195 Bluff Road, ST LEONARDS VIC 3223	Construction of a Dwelling More Than 7.5 Metres Above Natural Ground Level	28-Oct-2020	NOD - Delegate	5
PP-659-2020	1/9 Lambert Avenue, NEWTOWN VIC 3220	Use and Development of an Indoor Recreation Facility and Food and Drink Premises (Cafe), Display of Business Identification Signage and Consent for Car Parking	1-Oct-2020	NOD - Delegate	1
PP-747-2020	61 Bellbird Avenue, NORLANE VIC 3214	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	9-Oct-2020	NOD - Delegate	1
PP-748-2020	9 Phosphate Road, NORTH SHORE VIC 3214	Building and Works Associated with an Extension to the Existing Dwelling	28-Oct-2020	NOD - Delegate	1
PP-830-2020	92 Prospect Road, NEWTOWN VIC 3220	Partial Demolition and Extension to a Dwelling and Demolition of a Garage and Fence and Construction of a Garage and Fence	28-Oct-2020	NOD - Delegate	1
PP-859-2020	9 Yooringa Avenue, NORLANE VIC 3214	Construction of Two (2) Dwellings	16-Oct-2020	NOD - Delegate	2
PP-862-2020	25 Walsgott Street, NORTH GEELONG VIC 3215	Construction of Two (2) Dwellings	27-Oct-2020	NOD - Delegate	1

## **CLOSE OF MEETING**

As there was no further business the meeting closed at 8.54pm Tuesday, 1 December 2020.

**Signed:** \_\_\_\_\_

**Cr Stephanie Asher (Mayor)**

**Date:** \_\_\_\_\_